



B.S. Abdur Rahman™

Crescent

Institute of Science & Technology

Deemed to be University u/s 3 of the UGC Act, 1956

Regulations 2021
Curriculum and Syllabi
(As approved by the 19th Academic Council)
September - 2022

M.B.A.
(Master of Business Administration)



REGULATIONS 2021

CURRICULUM AND SYLLABI
(As approved by the 19th Academic Council)

SEPTEMBER – 2022

M.B.A.
MASTER OF BUSINESS ADMINISTRATION

VISION AND MISSION OF THE INSTITUTION

VISION

B.S. Abdur Rahman Crescent Institute of Science and Technology aspires to be a leader in Education, Training and Research in multidisciplinary areas of importance and to play a vital role in the Socio – Economic progress of the country in a sustainable manner.

MISSION

- To blossom into an internationally renowned Institute
- To empower the youth through quality and value – based education
- To promote professional leadership and entrepreneurship
- To achieve excellence in all its endeavors to face global challenges
- To provide excellent teaching and research ambience
- To network with global institutions of Excellence, Business, Industry and Research Organizations
- To contribute to the knowledge base through scientific enquiry, applied research and Innovation

VISION AND MISSION OF CRESCENT SCHOOL OF BUSINESS

VISION

Crescent School of Business aspires to be an industry integrated world-class B-school.

MISSION

- To foster a comprehensive management education with global perspective
- To help the students identify their potential and encourage them to manage uncertainty and complexity
- To excel in postgraduate management education, research and practice
- To conduct management development programmes for managerially competent, technically proficient, and socially purposeful professionals

VISION AND MISSION OF DEPARTMENT OF MANAGEMENT STUDIES

The vision and mission statement of the Department of Management Studies is aligned with the vision and mission statements of the Institute.

VISION

The Department of Management Studies aspires to become a Management Institution of national repute, providing industry-oriented, socially-responsible and research inclined management professionals.

MISSION

1. To offer post graduate and research programmes of industry and social relevance
2. To provide functional specific knowledge through industry scenario study and analysis using multiple pedagogies
3. To enhance managerial and soft skills that augment the overall professional development
4. To encourage and support in fulfilling the drive for teaching and research
5. To pursue consultancy projects and collaborative research

PROGRAMME EDUCATIONAL OBJECTIVES AND OUTCOMES

MASTER OF BUSINESS ADMINISTRATION

PROGRAMME EDUCATIONAL OBJECTIVES

The students of MBA programme would be able to

1. Perform cross functional management tasks efficiently
2. Initiate and participate in organizational change process
3. Demonstrate multi faceted leadership skills in business scenario
4. Practice ethics in management
5. Become successful entrepreneurs

PROGRAM OUTCOMES

The students of MBA programme would be able to

1. Apply knowledge of management theories and practices to solve business problems
2. Foster analytical and critical thinking abilities for data-based decision making
3. Develop value-based leadership ability
4. Understand, analyze and communicate global, economic, legal, and ethical aspects of business
5. Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6. Design strategies using the appropriate methodology for business development
7. Become an entrepreneur

REGULATIONS – 2021
MASTER OF BUSINESS ADMINISTRATION DEGREE
PROGRAMME
(Under Choice Based Credit System)

1.0 PRELIMINARY DEFINITIONS AND NOMENCLATURE

- 1.1 "Programme"** means a Postgraduate Degree Programme (MBA).
- 1.2 "Course"** means a theory or practical subject that is normally studied in a semester, like Management concepts, Computers and Business Application Lab, Written Analysis and Communication Lab, etc.
- 1.3 "Institution"** means B.S. Abdur Rahman Crescent Institute of Science and Technology.
- 1.4 "Academic Council"** means the Academic Council, which is the apex body on all academic matters of this Institute.
- 1.5 "Dean (Academic Affairs)"** means the Dean (Academic Affairs) of the Institution who is responsible for the implementation of relevant rules and regulations for all the academic activities.
- 1.6 "Dean (Student Affairs)"** means the Dean (Students Affairs) of the Institution who is responsible for activities related to student welfare and discipline in the campus.
- 1.7 "Controller of Examinations"** means the Controller of Examinations of the Institution who is responsible for the conduct of examinations and declaration of results.
- 1.8 "Dean of the School"** means the Dean of the School of the department concerned.
- 1.9 "Head of the Department"** means the Head of the Department concerned.

2.0 ADMISSION REQUIREMENTS

- 2.1** Students with any Under Graduate degree from UGC recognised institutions with 10+2+3 (or) 4 pattern and those appearing for their final examination (subject to passing) are eligible to apply. To be considered for selection, the student should have either appeared for MAT/CAT/XAT/TANCET or

Crescent Entrance Test. Admission is based on the combined scores (a) UG degree marks (b) Entrance test (MAT/CAT/XAT/TANCET/Crescent Entrance Test, etc.), and personal interview.

- 2.2** Eligibility conditions for admission such as class obtained, number of attempts in the qualifying examination and physical fitness will be as prescribed by this Institution from time to time.

3.0 DURATION AND STRUCTURE OF THE PG PROGRAMME

- 3.1** The minimum and maximum period for completion of the PG Programmes are given below:

Programme	Min. No. of Semesters	Max. No. of Semesters
MBA (Full Time)	4	6

- 3.2** The PG programmes consist of the following components as prescribed in the respective curriculum
- i. Core courses
 - ii. Functional / Programme / General elective courses
 - iii. Strategy optional courses
 - iv. MOOC
 - v. Internship
 - vi. Project work
 - vii. Laboratory Courses
 - viii. Case studies
 - ix. Seminars
 - x. Mini Project
- 3.3** The curriculum and syllabi of MBA programme shall be approved by the Academic Council of this Institute.
- 3.4** The minimum number 106 credits to be earned for the successful completion of the MBA programme as specified in the curriculum of the MBA programme.
- 3.5** Each academic semester shall normally comprise of 90 working days. Semester-end examinations will follow immediately after the last working day.
- 3.6** Students opting for strategy focus have to earn an additional mandatory minimum credits of 10 in strategy focus specialization

3.7 Credits will be assigned to the courses for all MBA programmes as given below:

- One credit for 10 hours of teaching- learning in theory, tutorial period and 20 hours of practical sessions per semester.
- One credit for two weeks of industrial internship/ project work

3.8 The maximum number of credits registered by a student in non-project semester and project semester should be within the range specified below:

Programme	Full Time	
	Non-project Semester	Project semester
MBA	40	20

3.9 The functional electives from the curriculum are to be chosen with the approval of the Head of the Department / School Dean. A student can do dual specialization not exceeding 24 credits in one functional area.

3.10 Students are required to undergo summer internship for a minimum period of 8 weeks in a business organization (after the end term examination of II Semester).

3.11 The medium of instruction, seminar and project reports will be English.

3.12 Project Work

3.12.1 Project work shall be carried out under the supervision of a Faculty member in the Department and an officer of the organization. The project can also be done attached to an organization under the supervision of a faculty member.

3.12.2 Project work shall be pursued for a minimum of 16 weeks or 320 hours during the final semester.

3.12.3 The project report duly signed by the supervisors and the Head of the Department / School Dean is to be submitted to the Department within two weeks from the last working day.

3.12.4 If a student fails to submit the Project report on or before the specified deadline he / she is deemed to have not completed the Project Work and shall re-register the same in a subsequent semester.

Project work / Dissertation shall be carried out by the student under the supervision of a Faculty member in the department with similar specialization.

4.1 CLASS ADVISOR

A faculty member shall be nominated by the HOD / Dean of School as Class Advisor for the whole class. He/she is responsible for maintaining the academic, curricular and co-curricular records of all students throughout their period of study.

4.2 FACULTY ADVISOR

To help the students in planning their courses of study and for general counseling on the academic programme, the Head of the Department / Dean of School of the students shall attach a certain number of students to a faculty member of the department who shall function as Faculty Advisor for the students throughout their period of study. Such Faculty Advisor shall offer advice to the students on academic and personal matters, and guide the students in taking up courses for registration and enrolment in every semester.

5.0 CLASS COMMITTEE

5.1 A class committee comprising faculty members handling the classes, student representatives and a senior faculty member not handling the courses as chairman will be constituted in every semester:

5.2 The composition of the class committee will be as follows:

- i) One senior faculty member preferably not handling courses for the concerned semester, appointed as chairman by the Head of the Department
- ii) Faculty members of all courses of the semester
- iii) All the students of the class
- iv) Faculty advisor and class advisor
- v) Head of the Department – Ex officio member

5.3 The class committee shall meet at least three times during the semester. The first meeting shall be held within two weeks from the date of commencement of classes, in which the nature of continuous assessment for various courses and the weightages

for each component of assessment shall be decided for the first and second assessment. The second meeting shall be held within a week after the date of midterm assessment report, to review the students' performance and for follow up action.

5.4 During these two meetings the student members, shall meaningfully interact and express opinions and suggestions to improve the effectiveness of the teaching-learning process, curriculum and syllabus.

5.5 The third meeting of the class committee, excluding the student members, shall meet within 5 days from the last day of the semester end examination to analyze the performance of the students in all the components of assessments and decide their grades in each course. The grades for a common course shall be decided by the concerned course committee and shall be presented to the class committee(s) by the concerned course coordinator.

6.0 COURSE COMMITTEE

6.1 Each common theory / laboratory course offered to more than one group of students shall have a "Course Committee" comprising all the teachers handling the common course with one of them nominated as course coordinator. The nomination of the course coordinator shall be made by the Head of the Department / Dean (Academic Affairs) depending upon whether all the teachers handling the common course belong to a single department or from several departments. The Course Committee shall meet as often as possible to prepare a common question paper, scheme of evaluation and ensure uniform evaluation of the assessment tests and semester end examination.

7.0 REGISTRATION AND ENROLLMENT

7.1 The students of first semester shall register and enroll at the time of admission by paying the prescribed fees.

7.2 For the subsequent semesters registration for the courses shall be done by the student one week before the last working day of the previous semester.

7.3 A student can withdraw from an enrolled course at any time

before the first assessment test for genuine reasons, with the approval of the Dean (Academic Affairs), on the recommendation of the Head of the Department of the student.

- 7.4** A student can change an enrolled course within 10 working days from the commencement of the course, with the approval of the Dean (Academic Affairs), on the recommendation of the Head of the Department of the student.

8.0 TEMPORARY BREAK OF STUDY FROM THE PROGRAMME

- 8.1** A student may be permitted by the Dean (Academic Affairs) to avail temporary break of study from the programme up to a maximum of two semesters for reasons of ill health or other valid grounds. A student can avail the break of study before the start of first assessment test of the ongoing semester. However the total duration for completion of the programme shall not exceed the prescribed maximum number of semesters (vide clause 3.1). If any student is debarred for want of attendance or suspended due to any act of indiscipline, it will not be considered as break of study. A student who has availed break of study has to rejoin in the same semester only in the subsequent year. The student availing break of study is permitted to write arrear examinations by paying the prescribed fees.

9.0 MINIMUM REQUIREMENTS TO REGISTER FOR PROJECT

- 9.1** A student is permitted to register for project semester, if he/she has earned the minimum of 60 credits
- 9.2** If the student has not earned minimum number of credits specified, he/she has to earn the required credits, at least to the extent of minimum credits specified in clause 9.1 and then register for the project semester.

10.0 ATTENDANCE

- 10.1** A student shall earn 100% attendance in the contact periods of every course, subject to a maximum relaxation of 25% (for genuine reasons such as medical grounds, representing for the institution in approved events, etc.) to become eligible to appear for the semester end examination in that course, failing which

the student shall be awarded “I” grade in that course. The courses in which the student is awarded “I” grade, shall register and redo the course when it is offered next.

- 10.2** The faculty member of each course shall cumulate the attendance details for the semester and furnish the names of the students who have not earned the required attendance in that course to the Class Advisor. The Class Advisor will consolidate and furnish the list of students who have earned less than 75% attendance, in various courses, to the Dean (Academic Affairs) through the Head of the Department / Dean of School. Thereupon, the Dean (Academic Affairs) shall announce the names of such students prevented from writing the semester end examination in each course.
- 10.3** A student who has obtained ‘I’ grade in all the courses in a semester is not permitted to move to next higher semester. Such student shall redo all the courses of the semester in the subsequent academic year. However he / she is permitted to redo the courses awarded with 'I' grade / arrear in previous semesters. They shall also be permitted to write arrear examinations by paying the prescribed fee.
- 10.4** A student shall register to redo a core course wherein “I” or “W” grade is awarded. If the student is awarded, “I” or “W” grade in an elective course either the same elective course may be repeated or a new elective course may be chosen with the approval of Head of the Department / Dean of School.

11.0 REDO COURSES

- 11.1** A student can register for a maximum of two redo courses per semester in the evening after regular working hours, if such courses are offered by the concerned department. Students may also opt to redo the courses offered during regular semesters, without affecting the regular academic schedule and not exceeding prescribed maximum credits.
- 11.2** The Head of the Department with the approval of Dean (Academic Affairs) may arrange for the conduct of a few courses in the evening after regular working hours, depending on the availability of faculty members and subject to a specified

minimum number of students registering for each of such courses.

- 11.3** The number of contact hours and the assessment procedure for any redo course will be the same as those during regular semesters except that there is no provision for any substitute examination and withdrawal from an evening redo course.

12.0 ASSESSMENTS AND EXAMINATIONS

- 12.1** For lecture- based courses, one mid - term examination and one another assessment will be conducted during the semester. The assessments may be combination of any of the following like tests/case studies/mini projects/seminars, quiz/ assignments etc. The assessment procedure as decided in the Class Committee for each batch of students, will be announced to the students right from the beginning of the semester by the course teacher.
- 12.2** There shall be one examination of three / two hours duration, at the end of the semester depending on the credit for the course.
- 12.3** For one (or) two credit courses that are not spread over the entire semester, the evaluation will be conducted at the completion of the course.
- 12.4** The evaluation of the Project work will be based on periodic reviews, the project report and a Viva-Voce Examination by a panel consisting of the supervisor concerned, and an external Examiner.
- 12.5** The evaluation of the summer internship will be based on the report submitted by the student, the feedback from the organization where the student attended the internship & his / her presentation of the internship experience before the panel of internal examiners. A progress report from the industry will also be considered for evaluation. The weightage for report shall be decided by the respective class committees of the batches.

13.0 WEIGHTAGES

- 13.1** The following shall be the weightages for different courses:
- i) Lecture based course**
- | | |
|-----------------------------|-----|
| Mid – term examination and | |
| other assessment components | 60% |

Semester-end examination	40%
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ii) Skills Development/ Career oriented Practicals

Laboratory work assessment	75%
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Semester-end examination	25%
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iii) Project work

Periodic reviews	50%
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Evaluation of Project Report	
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by External Examiner	20%
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Viva-Voce Examination	30%
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13.2 Appearing for semester end examination for each course (Theory and Practical) is mandatory and a student should secure a minimum of 40% marks in semester end examination for the successful completion of the course.

13.3 The markings for all tests, tutorial, assignments (if any), laboratory work and examinations will be on absolute basis. The final percentage of marks is calculated in each course as per the weightages given in clause 13.1.

13.4 For the first attempt of the arrear theory examination, the internal assessment marks scored for a course during first appearance shall be considered for grading along with the marks scored in the semester end arrear examination. From the subsequent appearance onwards, full weightage shall be assigned to the marks scored in the semester end examination to award grades and the internal assessment marks secured during the course of study shall not be considered.

14.0 SUBSTITUTE EXAMINATIONS

14.1 A student who is absent, for genuine reasons, may be permitted to write a substitute examination for mid term assessment test of a course by paying the prescribed substitute examination fee. However, permission to take up a substitute examination will be given under exceptional circumstances, such as accidents, admission to a hospital due to illness, etc. by a committee constituted by the Head of the Department / Dean of School for that purpose. However there is no substitute examination for semester end examination.

14.2 A student shall apply for substitute exam in the prescribed form

to the Head of the Department / Dean of School within a week from the date of assessment test. However the substitute examination will be conducted only after the last working day of the semester and before the semester end examination.

15.0 SUPPLEMENTARY EXAMINATION

15.1 Final Year students can apply for supplementary examination for a maximum of three courses thus providing an opportunity to complete their degree programme. Likewise students with less credit can also apply for supplementary examination for a maximum of three courses to enable them to earn minimum credits to move to higher semester. The students can apply for supplementary examination within three weeks of the declaration of results in both odd and even semester.

16. PASSING, DECLARATION OF RESULTS AND GRADE SHEET

16.1 All assessments of a course shall be made on absolute marks basis. However, the Class Committee without the student members shall meet within 5 days after the semester end examination and analyze the performance of students in all assessments of a course and award letter grades. The letter grades and the corresponding grade points are as follows:

Letter Grade	Grade Points
S	10
A	9
B	8
C	7
D	6
E	5
U	0
W	0
I	0
AB	0

"W" denotes withdrawal from the course.

"I" denotes inadequate attendance and hence prevented from appearing for semester end examination

“**U**” denotes unsuccessful performance in the course.

“**AB**” denotes absence for the semester end examination.

- 16.2** A student who earns a minimum of five grade points (‘E’ grade) in a course is declared to have successfully completed the course. Such a course cannot be repeated by the student for improvement of grade.
- 16.3** The results, after awarding of grades, shall be signed by the Chairman of the Class Committee and Head of the Department / Dean of School and it shall be declared by the Controller of Examinations.
- 16.4** Within one week from the date of declaration of result, a student can apply for revaluation of his / her semester end theory examination answer scripts of one or more courses, on payment of prescribed fee to the Controller of Examinations. Subsequently the Head of the Department/ Dean of School offered the course shall constitute a revaluation committee consisting of Chairman of the Class Committee as convener, the faculty member of the course and a senior faculty member knowledgeable in that course as members. The committee shall meet within a week to re-evaluate the answer scripts and submit its report to the Controller of Examinations for consideration and decision.
- 16.5** After results are declared, grade sheets shall be issued to each student, which contains the following details: a) list of courses enrolled during the semester including redo courses / arrear courses, if any; b) grades scored; c) Grade Point Average (GPA) for the semester and d) Cumulative Grade Point Average (CGPA) of all courses enrolled from first semester onwards.
- GPA is the ratio of the sum of the products of the number of credits of courses registered and the grade points corresponding to the grades scored in those courses, taken for all the courses, to the sum of the number of credits of all the courses in the semester.
- If C_i , is the number of credits assigned for the i^{th} course and GP_i is the Grade Point in the i^{th} course

$$GPA = \frac{\sum_{i=1}^n (C_i)(GP_i)}{\sum_{i=1}^n C_i}$$

Where n = number of courses

The Cumulative Grade Point Average (CGPA) is calculated in a similar manner, considering all the courses enrolled from first semester.

"I" and "W" grades are excluded for calculating GPA.

"U", "I", "AB" and "W" grades are excluded for calculating CGPA.

The formula for the conversion of CGPA to equivalent percentage of marks is as follows:

Percentage Equivalent of Marks = CGPA X 10

- 16.6** After successful completion of the programme, the Degree shall be awarded upon fulfillment of curriculum requirements and classification based on CGPA as follows:

Classification	CGPA
First Class with Distinction	8.50 and above and passing all the courses in first appearance and completing the programme within the minimum prescribed period.
First Class	6.50 and above and completing the programme within a minimum prescribed period plus two semesters.
Second Class	Others

However, to be eligible for First Class with Distinction, a student should not have obtained 'U' or 'I' grade in any course during his/her period of study and should have completed the PG programme within a minimum period (except break of study). To be eligible for First Class, a student should have passed the examination in all the courses within the specified minimum number of semesters reckoned from his/her commencement of study plus two semesters. For this purpose, the authorized break of study is not considered. The students who do not satisfy the above two conditions shall be classified as second class. For the purpose of classification, the CGPA shall be rounded to two decimal places. For the purpose of comparison of performance of students and ranking, CGPA will be considered up to three decimal places.

17.0 DISCIPLINE

17.1 Every student is expected to observe disciplined and decorous behaviour both inside and outside the campus and not to indulge in any activity which tends to affect the reputation of the Institution.

17.2 Any act of indiscipline of a student, reported to the Dean (Student Affairs), through the HOD / Dean shall be referred to a Discipline and Welfare Committee constituted by the Registrar for taking appropriate action.

18.0 ELIGIBILITY FOR THE AWARD OF THE MASTERS DEGREE

18.1 A student shall be declared to be eligible for the award of the Masters Degree, if he/she has:

- i. Successfully acquired the required credits as specified in the curriculum corresponding to his/her programme within the stipulated time.
- ii. No disciplinary action is pending against him/her.
- iii. Enrolled and completed at least one value added course.

18.2 The award of the degree must have been approved by the Institute.

19.0 POWER TO MODIFY

Notwithstanding all that have been stated above, the Academic Council has the right to modify any of the above regulations from time to time.

**B.S. ABDUR RAHMAN CRESCENT INSTITUTE OF SCIENCE AND
TECHNOLOGY
MASTER OF BUSINESS ADMINISTRATION**

CURRICULUM & SYLLABI, REGULATIONS 2021

SEMESTER I

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	CC	MSE 6101	Management Concepts	3	1	0	4
2.	CC	MSE 6102	Managerial Economics	3	1	0	4
3.	CC	MSE 6103	Statistics for Decision Making	3	1	0	4
4.	CC	MSE 6104	Accounting for Managers	3	1	0	4
5.	CC	MSE 6105	Organisational Behaviour	3	1	0	4
6.	CC	MSE 6106	Legal Aspects of Business	3	1	0	4
7.	CC	MSE 6107	Entrepreneurship Development	3	1	0	4
Skills Development Lab							
8.	CC	MSE 6108	Computer applications in Business Laboratory	0	0	2	1
9.	CC	MSE 6109	Business Communication Laboratory	0	0	2	1
Credits							30

SEMESTER II

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	CC	MSE 6201	Strategic Management	3	1	0	4
2.	CC	MSE 6202	Human Resources Management	3	1	0	4
3.	CC	MSE 6203	Corporate Finance	3	1	0	4
4.	CC	MSE 6204	Operations Management	3	1	0	4
5.	CC	MSE 6205	Marketing Management	3	1	0	4
6.	GEC		General Elective I				4

7.	GEC	General Elective II				4
8.	SOC	Strategy Optional Course I	2	0	0	2
9.	SOC	Strategy Optional Course II	2	0	0	2

Career Oriented Practicals

10.	CC	MSE 6206	Current Affairs in Business Laboratory	0	0	2	1
11.	CC	MSE 6207	Psychometrics and Corporate connect Laboratory	0	0	2	1
12.	SOC		Strategy Optional Course III	0	0	2	1

Credits Min: 30

Students have to undergo summer internship after the end-term examination of II semester for 6 weeks or 120 hours . The report on internship along with the company certificate should be submitted within one week of the reopening date of third semester. Other details relating to summer internship are given in regulation.

SEMESTER III

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	CC	MSE 7101	Managing Disruptive Technologies	3	1	0	4
2.	GEC		General Elective III				4
3.	FEC		Functional Elective I				4
4.	FEC		Functional Elective II				4
5.	FEC		Functional Elective III				4
6.	FEC		Functional Elective IV				4
7.	FEC		Functional Elective V				4
8.	FEC		Functional Elective VI				4
9.	PROJ	MSE 7102	Summer Internship *	0	0	6	3
10.	SOC		Strategy Optional Course IV	2	0	0	2
11.	SOC		Strategy Optional Course V	2	0	0	2

Career Oriented Practicals

12.	SOC		Strategy Optional Course VI	0	0	2	1
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Credits Min: 35

* Though the summer internship is mentioned in the III semester, Students have to undergo summer internship in a business organization after the end - term examination of II semester. Details are given in the regulation.

SEMESTER IV							
Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	PROJ	MSE 7201	Project work	0	0	16	8
2.		MSE 7202	MOOC (General Management Course) *				3
3.	FEC		Functional Elective V (for strategy option only)				4
4.	FEC		Functional Elective VI (for strategy option only)				4
						Credits	Min: 11

* any one course from Management discipline from Massive Open Online Courses (From SWAYAM portal) not less than 3 credits to be taken. Students who could not clear the selected course in MOOC have to take up a supplementary exam for the same course which will be conducted by the Department.

Total Credits – 106

LIST OF FUNCTIONAL ELECTIVE COURSES**Specialization I – Marketing Management**

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 001	Retail Marketing	3	1	0	4
2.	FEC	MSEY 002	Services Marketing	3	1	0	4
3.	FEC	MSEY 003	Marketing Communications and Media Management	3	1	0	4
4.	FEC	MSEY 004	Consumer Behaviour	3	1	0	4
5.	FEC	MSEY 005	Product and Brand Management	3	1	0	4
6.	FEC	MSEY 006	Business – to – Business Marketing	3	1	0	4
7.	FEC	MSEY 007	Customer Relationship Management and Marketing	3	1	0	4
8.	FEC	MSEY 008	Sales and Distribution Management	3	1	0	4
9.	FEC	MSEY 009	Digital and Social Media Marketing	3	1	0	4

Specialization II – Financial Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 016	Behavioural and Personal Finance	3	1	0	4
2.	FEC	MSEY 017	Derivatives Management	3	1	0	4
3.	FEC	MSEY 018	Financial Management	3	1	0	4
4.	FEC	MSEY 019	Financial Markets and Services	3	1	0	4
5.	FEC	MSEY 020	Financial Technology	3	1	0	4
6.	FEC	MSEY 021	International Financial Management	3	1	0	4
7.	FEC	MSEY 022	Risk Management and Insurance	3	1	0	4

8.	FEC	MSEY 023	Security analysis and Portfolio Management	3	1	0	4
9.	FEC	MSEY 024	Working Capital Management	3	1	0	4

Specialization III – Human Resources Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 031	Managerial Behaviour and Strategic Leadership	3	1	0	4
2.	FEC	MSEY 032	Human Resources Accounting and Audit	3	1	0	4
3.	FEC	MSEY 033	Performance Management and Training	3	1	0	4
4.	FEC	MSEY 034	Industrial Relations and Labour Legislation	3	1	0	4
5.	FEC	MSEY 035	Organizational Structure and Design	3	1	0	4
6.	FEC	MSEY 036	Strategic Human Resource Management	3	1	0	4
7.	FEC	MSEY 037	International Human Resources Management	3	1	0	4
8.	FEC	MSEY 038	Talent Acquisition and Retention	3	1	0	4

Specialization IV – Systems Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 046	Business Analysis and System Development	3	1	0	4
2.	FEC	MSEY 047	Database Management Systems	3	1	0	4
3.	FEC	MSEY 048	E-Commerce Technology	3	1	0	4
4.	FEC	MSEY 049	Strategic Information Technology for Management	3	1	0	4

5.	FEC	MSEY 050	Enterprise Resource Planning and Management	3	1	0	4
6.	FEC	MSEY 051	Web Technologies	3	1	0	4

Specialization V – Operations Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 061	Supply Chain Management	3	1	0	4
2.	FEC	MSEY 062	Purchase Management	3	1	0	4
3.	FEC	MSEY 063	Logistics Management	3	1	0	4
4.	FEC	MSEY 064	Materials Management	3	1	0	4
5.	FEC	MSEY 065	Total Quality Management	3	1	0	4
6.	FEC	MSEY 066	Service Operations Management	3	1	0	4
7.	FEC	MSEY 067	Management of Manufacturing System	3	1	0	4
8.	FEC	MSEY 068	Project Management	3	1	0	4
9.	FEC	MSEY 069	Applied Operations Research	3	1	0	4

Specialization VI – Alternative Finance

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 076	Introduction of Islamic Economics	3	1	0	4
2.	FEC	MSEY 077	Fundamentals of Islamic Finance	3	1	0	4
3.	FEC	MSEY 078	Islamic Insurance (Takaful)	3	1	0	4
4.	FEC	MSEY 079	Islamic Bonds (Sukuk)	3	1	0	4
5.	FEC	MSEY 080	Islamic Asset and Fund Management	3	1	0	4
6.	FEC	MSEY 081	Islamic Banking Products and Services	3	1	0	4

Specialization VII – Entrepreneurship

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 086	Managing Family Business	3	1	0	4
2.	FEC	MSEY 087	Financial Institutions and Funding for Entrepreneurs	3	1	0	4
3.	FEC	MSEY 088	Marketing for Entrepreneurs	3	1	0	4
4.	FEC	MSEY 089	Startup Management	3	1	0	4
5.	FEC	MSEY 090	Social Enterprise Management	3	1	0	4

Specialization VIII – International Business Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 096	EXIM Procedures and Documentation	3	1	0	4
2.	FEC	MSEY 097	International Trade and Economic Environment	3	1	0	4
3.	FEC	MSEY 098	International Legal Issues and Governance	3	1	0	4
4.	FEC	MSEY 099	International Marketing Management	3	1	0	4
5.	FEC	MSEY 021	International Financial Management	3	1	0	4
6.	FEC	MSEY 037	International Human Resources Management	3	1	0	4

Specialization IX – Logistics and Supply Chain Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 061	Supply Chain Management	3	1	0	4
2.	FEC	MSEY 062	Purchase Management	3	1	0	4
3.	FEC	MSEY 063	Logistics Management	3	1	0	4
4.	FEC	MSEY 064	Materials Management	3	1	0	4
5.	FEC	MSEY 111	Distribution and Transportation Management	3	1	0	4
6.	FEC	MSEY 112	International Logistics	3	1	0	4
7.	FEC	MSEY 113	Warehouse Management	3	1	0	4
8.	FEC	MSEY 114	Packing and Packaging Management	3	1	0	4

Specialization x – Business Analytics

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 121	R Programming for Business Research Analytics	3	1	0	4
2.	FEC	MSEY 122	Python Programming	3	1	0	4
3.	FEC	MSEY 123	Data Visualization	3	1	0	4
4.	FEC	MSEY 124	Financial Modelling using Spreadsheet	3	1	0	4

Specialization XI – Banking Operations

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	FEC	MSEY 131	Fundamentals of Banking	3	1	0	4
2.	FEC	MSEY 132	Legal Aspects of Banking	3	1	0	4
3.	FEC	MSEY 133	Risk Management in Banks	3	1	0	4

4.	FEC	MSEY 134	Retail Banking	3	1	0	4
5.	FEC	MSEY 135	Treasury and Derivative Management	3	1	0	4
6.	FEC	MSEY 136	International Banking and Forex Management	3	1	0	4

Specialization XII – List of General Electives

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	GEC	GEEY 126	Management Information System	3	1	0	4
2.	GEC	GEEY 127	Food and Agri Tech Business	3	1	0	4
3.	GEC	GEEY 128	Research Methodology and Data Analysis	3	1	0	4
4.	GEC	GEEY 129	Business Analytics	3	1	0	4
5.	GEC	GEEY 130	NGO Management	3	1	0	4
6.	GEC	GEEY 131	Management of Rural Business	3	1	0	4

Specialization XIII – List of Strategy Optional Courses

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.	SOC	MSEY 141	Design Thinking and Innovation	2	0	0	2
2.	SOC	MSEY 142	Strategic Leadership and Governance	2	0	0	2
3.	SOC	MSEY 143	Sustainability Management	2	0	0	2
4.	SOC	MSEY 144	Balanced Score Card	2	0	0	2
5.	SOC	MSEY 145	International Immersion*	0	0	2	1
6.	SOC	MSEY 146	Social / Rural Immersion**	0	0	2	1

* International Immersion Programme is designed to provide global exposure to students. The students are required to attend a short course for about 20

hours. The course shall address the current needs of the industry. The course shall be designed and delivered by a faculty from a globally top ranked university. The IIP may also include visiting industries and doing the course and project in a foreign country. Attending the course and participation in the programme is essential. Evaluation and grading will be based on attending and completing the IIP and the ratings for the course component

** As students of management have to be socially responsible, the Social/Rural Immersion Programme is designed to provide the students an orientation towards socially relevant projects. Students are required to complete a social impact project as groups or individual. The project may involve working with a Social service organization and field work. Evaluation and grading will be based on student presentations.

Specialization XV – List of PhD Courses

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.		MSZY 101	Research and Publication Ethics	2	0	0	2
2.		MSZY 102	Working Capital Management	3	1	0	4
3.		MSZY 103	Advanced Statistical Techniques	0	0	4	2
4.		MSZY 104	Electronic Human Resource Management	3	1	0	4
5.		MSZY 105		0	0	2	1
6.		MSZY 106		0	0	2	1

MSE 6101	MANAGEMENT CONCEPTS	L	T	P	C
SDG: 4		3	1	0	4

COURSE OBJECTIVES:

COB1: Provide insight into various functions and principles of management

COB2: Introduce planning and decision-making techniques

COB3: Familiarize the students with organizing and staffing activities practiced in business

COB4: Give inputs on directing and controlling functions in Organizations

COB5: Create awareness about the corporate' social responsibility, governance and ethical aspects

MODULE I INTRODUCTION 5+1

Forms of Business Organizations- Management: definition, nature, process, functions, science or art, levels – Roles and skills of managers - Approaches to Management – Schools of Management thought – Overview of entrepreneurs and Intrapreneurs.

MODULE II PLANNING 6+2

Planning: purposes, premises, steps, types, hierarchy, limitations – Strategies, Policies, Objectives – Management by Objectives: definition, process, benefits and weakness; Management by Exception – Decision making: Importance, types & process.

MODULE III ORGANIZING AND STAFFING 6+2

Organizing: definition, purpose, process – Organisation: chart and manual – Types of organizations – Line & staff authority/relationship - Span of Management – Departmentation – span of control, Line and staff - Centralization and Decentralization - Delegation - Staffing: definition, overview of the sub-functions.

MODULE IV DIRECTING AND CONTROLLING 6+2

Directing: meaning, requirements – Motivation: definition, types of motives, theories – Leadership: definition, styles, theories, managers vs leaders – Communication: types, process, barriers, principles of effective communication – Controlling: purpose, process, types and techniques.

MODULE V ETHOS AND ETHICS**7+3**

Business environment- managing diverse workforce, factors influencing business environment, Indian ethos: role of Indian ethos in Managerial practices - management lessons from vedas, Mahabharatha, Bible, Quran, Arthasasthra etc; Ethos Vs. Ethics; Ethics: Definition of ethics, nature, elements, sources, benefits – Principles of ethical conduct – Factors Influencing Managerial Ethics – Ethics in Marketing, advertising, Product safety, Accounting HR, Cyberspace – Values: Concept, importance – Corporate Social Responsibility: Concept, nature, reasons for growing concern – Corporate Governance: Definition, need and significance and strategies.

L – 30; T – 10; TOTAL HOURS – 40**TEXT BOOKS:**

1. Koontz Harold & Weihrich Heinz “Essentials of Management”, Tata McGraw Hill, 10th Edition, 2015.

REFERENCES:

1. Prasad, L.M, “Principles and Practices of Management” Sultan Chand & Sons, 2019.
2. Tripathy P. C. and Reddy P. N., “Principles of Management”, 5th Edition, Tata McGraw Hill, 2015.

COURSE OUTCOMES:

CO1: Prepare different types of functional plans and take suitable managerial decisions

CO2: Develop organizational charts and explain staffing process.

CO3: Choose the right ways and means to motivate and lead teams

CO4: Apply appropriate control techniques

CO5: Identify / adopt ethical practices in various functional areas

Board of Studies (BoS) :

11th BoS of MBA held on
17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H		M		H	H	
CO2	H	H			H	M	
CO3	H		H		H	H	
CO4	H		H		H	M	
CO5	L		H		H		H

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation.

The holistic understanding of building materials and components leads to construction of resilient infrastructure and sustainable industrialization)

MSE 6102	MANAGERIAL ECONOMICS	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

COB1: To introduce students to the fundamentals of economics relevant from a managerial perspective

COB2: To study about the application of economic theory into a practical business

COB3: To study about the economic tools and analyses that help make better business decisions and forward planning

COB4: To expose students with an overview of an exchange based economy and draws out the relationship between crucial macroeconomic variables like level of income, employment, money supply, inflation, growth etc.

COB5: To provide a comprehensive of the changing business environment resulting from monetary and fiscal policies and different economic policies introduced by the government

MODULE I INTRODUCTION 6+2

Economics: Definition, Subject matter and Scope of Economics; Fundamental Economic Problems; Basic Terms and Concepts; Micro and Macro Economics, Managerial Economics: Definition, Nature and Scope; Basic principles of Managerial Economics: Marginal & Incremental Concept, Opportunity Cost, Time Perspective & Discounting Concept etc.

MODULE II DEMAND & SUPPLY ANALYSIS 6+2

Demand: Meaning, Types, Determinants; Demand Function; Law of Demand: Demand Schedule, Demand Curve, Shift in Demand Curve; Exceptions to Law of Demand; Elasticity of Demand: Price Elasticity, Income Elasticity, Cross Elasticity, Promotional Elasticity

Supply: Meaning, Determinants; Supply Function, Law of Supply: Supply Schedule & Supply Curve; Shift in Supply Curve; Elasticity of Supply; Market Equilibrium: Meaning, Excess Supply, Excess Demand; Price Adjustment Mechanism, Changes in Market Equilibrium;

Demand Forecasting; Techniques: Subjective Methods and Quantitative Methods.

MODULE III MARKET STRUCTURE AND COST ANALYSIS 6+2

Forms of Market: Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Duopoly; Pricing Methods; Cost Concepts; Kinds of Cost; Cost in

Short-run & Long-run: Total Cost Function & Curve (Fixed & Variable), Average and Marginal Cost Function; Link Between Cost, Revenue and Output: Total Revenue, Average Revenue & Marginal Revenue; Profit Maximization Rule ($MR=MC$); Economies of Scale, Diseconomies of Scale.

MODULE IV MONEY SUPPLY, INFLATION & 6+2 UNEMPLOYMENT

Money: Functions of Money; Money Supply and its Various Measures; Inflation: Types, Causes, Inflation and Decision Making, Effects of Inflation; Measurement of Inflation: Price Indices (WPI & CPI), Control of Inflation: Monetary and Fiscal Measures; Taxation: Direct & Indirect (GST); Unemployment: Various Kinds.

MODULE V NATIONAL INCOME, BUSINESS CYCLE & 6+2 LPG POLICY

National Income Concepts: GDP, GNP, GDP at Factor Cost, GDP at Market Price, Nominal GDP Vs Real GDP, NDP, NNP, Private Income, Personal Income (PI), Disposable Income (DI), Per Capita Income (PCI); Measurement of National Income: Expenditure Method, Income Method, Value Added or Net Product Method; Business Cycle: Various Phases; Liberalization, Privatization and Globalization (LPG): Pros & Cons and Their Impact on Economy.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Geetika, Piyali Ghosh, Purba Roy Choudhury, "Managerial Economics", Tata McGraw-Hill Education, 3rd edition, New Delhi, 2017.
2. Dominick Salvatore, Ravikesh Srivastava, "Managerial Economics - Principles and Worldwide Applications", Oxford University Press, 8rd edition, New Delhi, 2016.
3. D.N. Diwivedi, "Macroeconomics - Theory and Policy", Tata McGraw-Hill Education, 4rd edition, New Delhi, 2017.

REFERENCES:

1. N. Gregory Mankiw, "Principles of Economics", Cengage Learning, 6th Edition, India, 2012. (ISBN: 9780357698563)
2. D.N. Diwivedi, "Macroeconomics - Theory and Policy", Tata McGraw-Hill Education, 5th edition, New Delhi, 2018. (ISBN: 9789353163334)
3. H.L. Ahuja, "Managerial Economics", S. Chand Publishing, 9th edition,

New Delhi, 2017. (ISBN: 9789352535187)

4. Soumyen Sikdar, "Principles of Macroeconomics", Oxford University Press, 2nd edition, New Delhi, 2011. (ISBN 13: 9780198077367)

COURSE OUTCOMES:

- CO1:** Understand basic concepts of economics, applied in managerial decision making and analyze real-world business problems with a systematic theoretical framework.
- CO2:** Calculate demand function, supply function, the equilibrium price and quantity, production function, cost function and profit function and apply them analytically in decision making.
- CO3:** Understand and explain various dimensions of macroeconomic variables like national income, money supply, employment, etc. in analyzing the effects on business.
- CO4:** Explain how RBI and government decision with respect to monetary and fiscal policy greatly affects the business
- CO5:** Analyze and interpret current events relating to globalization, privatization and Economic ups and downs affecting the local economy and businesses.

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	L	L	M	H	H	L
CO2	H	H	L	M	H	M	L
CO3	H	H	L	M	H	H	L
CO4	H	L	L	H	H	M	L
CO5	H	L	L	H	H	M	L

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 12 : Ensure sustainable consumption and production patterns.

The understanding of the theories and concepts of managerial economics enables individuals towards the economical production, distribution and consumption of goods and services in an economy.

MSE 6103	STATISTICS FOR DECISION MAKING	L	T	P	C
SDG: 8		3	1	0	4

COURSE OBJECTIVES:

- COB1:** Learn the fundamental measures of central tendency and probability distribution
- COB2:** Gain knowledge on estimating the business situations for better decision making
- COB3:** Get trained on the application of parametric tests such as Z Test t Test
- COB4:** Gain insight into the non-parametric tests such as Chi-Square, F-Test
- COB5:** Learn the application of other statistical tools like correlation, regression, etc

MODULE I BASICS OF STATISTICS AND PROBABILITY 6+2

Statistics in Business Analysis – Population - Descriptive Statistics - Measures of central tendency and dispersion: Mean, Mode, Median, Standard Deviation Distributions- Basic definitions and rules for probability – conditional probability independence of events- Applications of Binomial distribution - Applications of Poisson distribution Applications of Normal distribution.

MODULE II DISTRIBUTION AND ESTIMATION 6+2

Sampling distributions, sampling distribution of mean and proportion- Definition of central limit theorem and concepts - Point and Interval estimates - Application of Estimation: Point and Interval estimates for population parameter (mean) of large sample - Application of Estimation: Point and Interval estimates for population parameter (mean) of small samples.

MODULE III PARAMETRIC TEST 6+2

Parametric tests - one sample and two sample tests for means and proportions of large samples (z-test) - one sample and two sample tests for means of small samples (t-test) - F-test for two sample standard deviations - ANOVA one and two way- Application in business decisions.

MODULE IV NON PARAMETRIC TEST 6+2

Chi-square test for single sample standard deviation, Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing

two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test.

MODULE V PREDICTIVE STATISTICS

6+2

Simple linear Correlation- Rank Correlation - Simple linear Regression - Time series analysis: Methods of Semi-average, Weighted average, Moving averages, Least squares, Ratio-to-trend - Application in business decision

L – 30; T - 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Anderson D.R., Sweeney D.J. and Williams T.A., “Statistics for Business and Economics”, Thomson (South – Western) Asia, 11th edition, Singapore, 2012.
2. Levin R.I., Rubin D.S., Rastogi, S. and Siddiqui, M.H. “Statistics for Management”, Prentice Hall of India, 7th edition, New Delhi, 2014.

REFERENCES:

1. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, Tata McGraw –Hill Publishing Company Ltd., 6th Edition, New Delhi, 2011.
2. Ken Black, Applied Business Statistics, Wiley India Edition, 7th Edition, 2012.
3. Srivastava, T. N. and Shailaja, R. “Statistics for Management”, Tata Mc Graw Hill, 2nd Edition, New Delhi, 2012.

COURSE OUTCOMES:

CO1: Recognize and apply probability distributions, and assess if underlying assumptions for the distribution seem applicable in business areas.

CO2: Perform basic statistical calculations and graphical analyses in all the areas of business decision making.

CO3: Analyze research questions based on statistical data and draw relevant Conclusions

CO4: Apply the non-parametric tests such as Chi-Square, F-Test and Anova for better interpretation

CO5: Analyze time series data and apply relevant statistical tools like correlation, regression, etc to arrive at conclusions.

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Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	M				L	
CO2	M	H				M	
CO3		M				L	
CO4	H	H				L	L
CO5	H	H				M	L

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement : The holistic understanding of Statistics for decision making leads to create an opportunity to get employment and decent pay.

MSE 6104	ACCOUNTING FOR MANAGERS	L	T	P	C
SDG:9		3	1	0	4

COURSE OBJECTIVES:

COB1: To understand the accounting system in small businesses.

COB2: To prepare financial statements as per the reporting standards.

COB3: To analyze the company's performance using ratio analysis

COB4: To apply the marginal costing techniques in profit planning

COB5: To formulate different types of budgets and to have a control over the budget

MODULE I INTRODUCTION 6+2

Accounting Concepts and Conventions – Double Entry System of book keeping – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet.

MODULE II COMPANY ACCOUNTING 6+2

Reporting Standards, preparation of Income Statement, Statement of Financial Position, Shareholders' Equity, and Statement of Cash flows.

MODULE III FINANCIAL STATEMENTS ANALYSIS 6+2

Financial Ratio Analysis: managerial uses, Major Classifications, Computation of financial ratios, limitations.

MODULE IV COST MANAGEMENT 6+2

Importance of cost accounting, Types of costs, absorption vs marginal costing, Break-even analysis: assumptions, uses, limitations, BEP Chart - Managerial applications of Marginal Costing: pricing decision, sales mix decision, make or buy decision.

MODULE V BUDGETS AND BUDGETARY CONTROL 6+2

Budget: classifications – Fixed budget – Flexible budget - Cash Budget. Zero Base Budgeting : Uses and limitations - Budgetary Control : meaning – uses – limitations.

L – 30; T – 10: TOTAL HOURS- 40

TEXT BOOKS:

1. S N Maheshwari, Suneel K Maheshwari, and Sharad K Maheshwari ,

“A Textbook of Accounting for Management, 4th Edition, Vikas Publishing House, 2018.

- Colin Drury, “Management and Cost Accounting”, Cengage Learning India Pvt.Ltd., New Delhi, 2014.

REFERENCES:

- S N Maheshwari, Suneel K Maheshwari, and Sharad K Maheshwari , “An Introduction to Accountancy’, 12th edition, 2018 Vikas Publishing House.
- Soumiya Mukerjee, and Abkik Mukerjee, ‘Corporate Accounting’, First edition, Oxford University Press, 2019.
- N Arora, “Cost Accounting: Principles & Practice”, Vikas Publishing House; Twelfth edition, 2012.

COURSE OUTCOMES:

CO1: Differentiate between different types of accounting

CO2: Prepare Trading, Profit or loss account and Balance sheet of organisation

CO3: Analyze and interpret the company’s performance using Ratio analysis, fund flow and cash flow statements.

CO4: Apply the marginal costing techniques in managerial decisions

CO5: Prepare different types of budgets and to have a control over the budget.

Board of Studies (BoS) :

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Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H			M	M	L
CO2	H	H			M	M	
CO3	H	H			M	M	L
CO4	H	H			M	M	L
CO5	H	H			M	M	L

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG No. 9 : Industry, Innovation, & Infrastructure

Statement : This course is related to maintaining of proper accounting system which helps to measure company performance.

MSE 6105	ORGANISATIONAL BEHAVIOUR	L	T	P	C
SDG: 8		3	1	0	4

COURSE OBJECTIVES:

- COB1:** Familiarize students with the evolution and fundamentals of organizational behavior
- COB2:** Impart knowledge on different elements of individual personality and behavior manifestation
- COB3:** Hone the group behavioral skills of students to manage teams
- COB4:** Facilitate closer understanding of organization dimensions
For maintaining a working relationship
- COB5:** Examine the shifting context of modern organizations.

MODULE I FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOUR 4+2

Definition- Evolution of Organization Behavior- Scientific Management - Hawthorne Studies-Scope- Challenges and Approaches to Organizational Behavior.

MODULE II INDIVIDUAL BEHAVIOUR DIMENSION 8+2

Mars Model of Individual Behavior - Personality Types - Personality Theories: Trait Theory; Social Learning Theory; Situation Theory; Psychoanalytic Theory; Physique Temperament Theory- Individual differences in personality: Johari Window, Transactional Analysis- Methods of Assessing Personality: Personality Inventory; Projective Techniques; Assessment Centers-Perception: Meaning; Perceptual Process Model-Factors influencing Perception-Perceptual Errors-Self – Fulfilling Prophecy Cycle-Values: Types-Attitude: Types; ABC Component of Attitude-Learning: Meaning; Learning and Behavior; Behavior Modification: Theories: Behaviorist; Cognitive; Social Learning Theory – Work Motivation: Theories and Application of Motivation; Relating Motivation Theory to Job and Personality Types.

MODULE III GROUP BEHAVIOUR DIMENSION 7+2

Foundations of Group behavior: Classification of Group, Stages of Group Development; Group Properties; Group Decision Making Techniques; Group Values; Team structure and effectiveness: Empowered and Self-Managed Teams – Leadership: Concept; Theories; Styles – Conflict:: Causes, Types, Consequences- Power and Politics.

MODULE IV ORGANIZATIONAL DIMENSION**6+2**

Organizational Structure: Meaning, Determinants and Role - Organizational Culture: Concept, Creating and Sustaining Culture, - Organizational Climate- Organization Development: Reasons for Change, Resistance to Change, Change Process, Organization Development Intervention Techniques; Lewin's Three Step Model.

MODULE V THE CHANGING MILIEU OF ORGANIZATIONS**5+2**

Changing Profiles of Employees and Customers–Globalization: Threats and Opportunities–Information Technology: Benefits and Limitation-Diversity: Bases of Diversity, Promoting Diversity-Concerns for OB: Employee Retention, Gender Issues at the workplace; Employee Engagement, Employee Productivity, Talent Management, Work-Life Stress, Work Ethics: Competitive Strategy and CSR.

L – 30; T – 10; TOTAL HOURS – 40**TEXT BOOKS:**

1. Stephen P. Robbins., Timothy A. Judge. and Neharika Vohra, "Organizational Behavior", Pearson, 18th Edition, New Delhi, 2018.
2. Fred Luthans, Brett C. Luthans and Kyle W. Luthans, "Organizational Behavior, An Evidence Based Approach", McGraw Hill Education, 13th Edition, New Delhi, 2013.

REFERENCES:

1. Udai Pareek. Understanding Organizational Behaviour, Oxford University Press, 4th Edition, New Delhi, 2016.
2. Mirza S. Saiyadain (Editor). Organizational Behaviour, Tata McGraw Hill, New Delhi, 2010.
3. Debra L. Nelson; James Campbell Quick and Preetam Khandelwal, "Organisational Behaviour", Cengage Learning, New Delhi, 2016.

COURSE OUTCOMES:

- CO1:** The students will be able to identify and understand clearly their own personality dimensions and that of other individuals and groups
- CO2:** The course would help them adapt to different work environment
- CO3:** It would facilitate application of their OB knowledge in the management of human resources
- CO4:** The students will be able to apply various OB theories and concepts during their career journey
- CO5:** Will help them to synergize their team spirit and enhance their people's skill.

Board of Studies (BoS) :

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17.06.2021

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L		L	L	L	L	
CO2	H	M	H	M	H	M	M
CO3	M	H	H	M	H	M	M
CO4	H	M	H	M	H	M	H
CO5	M		H		M	M	

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG No 8: Ensure decent work for all through enhancement of organization working skills, promoting self-development, contributing subsequently to the development of nation's economy.

Statement: A comprehensive understanding of self and people's behavior in organization and role playing organizational dynamics leads to the development of competent workforce which ultimately helps in finding a decent job and building nation's economy.

MODULE IV CONSUMER PROTECTION ACT-1986 4+2

Rights of Consumer - Complaint - Procedure for filing Complaint –Remedial Process. Types of consumer Redressal Machinerics and Forums.

**MODULE V INFORMATION TECHNOLOGY ACT 2002 & 4+2
RIGHT TO INFORMATION ACT**

Introduction of IPR –Copy rights, Trade marks, Patent Act-Important Provisions of Cyber Laws (380) – Remedies - Important Provisions of Right to Information Act.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Kapoor N. D., “Elements of mercantile law”, Sultan Chand and company, New Delhi, 2007.
2. Kapoor N. D., “Business Law”, Sultan Chand and Company, New Delhi, 2011.
3. Pillai, R. S. N and Bagavathi, “Legal Aspects of Business”, S. Chand and Company Ltd., New Delhi, 2011.

REFERENCES:

1. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012
2. Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012
3. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
4. Richard Stim, Intellectual Property-Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008
5. Dr. Vinod, K. Singhanian, Direct Taxes Planning and Management, 2008.

COURSE OUTCOMES:

- CO1:** Analyze various cases relating to contracts of sale & agency to take suitable decisions.
- CO2:** Differentiate various provisions in the company law and industrial law.
- CO3:** Analyze the legal problem in industry with applicable industrial law.
- CO4:** Comprehend IPR and Consumer Protection Act and apply in appropriate situations.

CO5: comprehend the importance of tools such RTI, IT act

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M		H			
CO2				H			
CO3				H			H
CO4			L		L	M	
CO5							M

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 16 : Promote peaceful and inclusive societies and sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all level.

Statement : Understanding the basics laws of business helps in acting in ethical way and build economically strong society.

MSE 6107	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
SDG: 8		3	1	0	4

COURSE OBJECTIVES:

COB1: Realize the skills required to be an entrepreneur

COB2: Acquaint the students with challenges of starting new Ventures

COB3: Enable them to investigate, comprehend and internalize the process of setting up a business by identifying the business opportunity.

COB4: Identify the right sources of fund for starting a new Business

COB5: Locate a business which contributes to the society at Large

MODULE I INTRODUCTION TO ENTREPRENEURSHIP 6+2

Entrepreneurship: knowledge and skills requirement - characteristic of successful entrepreneurs - entrepreneurship process; factors impacting emergence of entrepreneurship - managerial vs. Entrepreneurial approach and emergence of Entrepreneurship - Need for Achievement, National Policy on Skill Development and Entrepreneurship 2015. An overview of Digital India and Make in India flagship programme of Government of India.

MODULE II STARTING THE VENTURE 6+2

Generating business idea – sources of new ideas, methods of generating ideas - creative problem solving, opportunity recognition - environmental scanning – competitor and industry analysis - Forms of ownership - procedure for registration in small industry. Overview of Government of India start up India Scheme.

MODULE III FUNDAMENTALS OF MANAGEMENT 6+2

Overview of Marketing - Human resources, finance and Operation requirement for new venture -sources of funds –overview of venture capital and angel investment. Overview of project management. The role and Functions of Business Incubators and Accelerators in entrepreneurship Development.

MODULE IV BUSINESS PLAN REPORT PREPARATION 6+2

Understanding the value of a business plan - Developing an investor

presentation - Preliminary Project Report, students' business plan presentation.

MODULE V IMPACT OF SOCIAL ENTREPRENEURSHIP ON 6+2 SOCIETY

Social Entrepreneurship: Definition, Types, and Issues, Static Impact of social Entrepreneurship, Impact of For- Profit companies Vs social entrepreneurship - case studies on social entrepreneurs.

L – 30; T - 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill,2014.
2. Rashmi bansal, Arise awake: the inspiring stories of young entrepreneur who graduated from college into A Business of their own, westland books private Ltd,2015.

REFERENCES:

1. Barringer, Brace R., and R., Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA), 2012.
2. Kishore Biyani & DipayanBaishya, It happened in India: The story of pantaloons, Big Bazaar, Central and the great Indian consumer. Rupa & co, 2011.
3. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. CengageLearning. 2012
4. Rashmi Bansal: Take me Home: The Inspiring story of 20 Entrepreneurs from small town India with Big Time Dream, Westland, 2014.
5. Moloy K. Bannerjee, Siddharth Bannerjee, P. Ranganath Sastry, Start-up City: Ten Tales of Exceptional Entrepreneurship from Bangalore's Software Miracle, Collins Business, 2014.
6. The Portfolio Book of Great Indian Business Stories: Riveting Tales of Business Leaders and Their Times, portfolio, 2015.
7. Shereen Bhan&SynaDenuhgara, Young Turks: Inspiring Stories of Tech Entrepreneurs, Random House India,2014.
8. Ronnie Screwvala, Dream with Your Eyes Open: An Entrepreneurial Journey Hardcover, Rupa Publication, 2015.

COURSE OUTCOMES:

- CO1:** Turn out to be an expert to recognize a business opportunity that fits the individual

CO2: Demonstrate the ability to provide a self-analysis in the context of an entrepreneurial career

CO3: Construct an appropriate business model

CO4: Develop a well-presented business plan

CO5: Start socially relevant new ventures

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	M				L	
CO2	M	H				M	
CO3		M				L	
CO4	H	H				L	L
CO5	H	H				M	L

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement : The holistic understanding of entrepreneurship leads to create an opportunity to start a new venture.

MSE 6108	COMPUTER APPLICATIONS IN	L	T	P	C
SDG: 8	BUSINESS LABORATORY	0	0	2	1

COURSE OBJECTIVES:

COB1: To get acquainted with a working knowledge of Microsoft Excel

COB2: To learn to use basic function in excel.

COB3: To learn to create different type of graphs

COB4: To learn to use advanced excel functions

COB5: To learn to create, use Macros and user defined function

MODULE I EXCEL FUNCTIONS 1 4

Cell references, Count and Sum functions, Logical functions, Date and Time Functions, Text related functions, Financial functions. Lookup & References

MODULE II EXCEL FUNCTIONS 2 4

Statistical functions, Financial functions, Round off function, Formula error and Formula array. Sort, filter and conditional formatting.

MODULE III CHARTS AND PIVOT TABLE 4

Column Chart, Line Chart, Pie Chart, Bar Chart, Area Chart, Treemap Charts, Sparkline Charts, Bridge chart and Pivot table.

MODULE IV ADVANCED EXCEL FUNCTIONS 1 4

What if analysis, Solver, Analysis Tool pack, Create macro, Work book and work sheet objects, If then statement, loop and Macro Error.

MODULE V ADVANCED EXCEL FUNCTIONS 2 4

User defined functions, Application object, ActiveX controls and user forms.

P – 20; TOTAL HOURS – 20

TEXT BOOKS:

1. Greg Harvey, "Excel 2016 All-in-One for Dummies", Wiley, 1st Edition, New Jersey, 2015.

REFERENCES:

1. Michael Alexander, Richard Kusleika, John Walkenbach, "Excel 2019 Bible", Wiley, 1st Edition, New Jersey, 2018. (ISBN 13: 9781119514763)

COURSE OUTCOMES:**CO1:** Perform Basics function using Microsoft Excel**CO2:** Perform Advanced function using Excel**CO3:** Represents data through Pictorial forms**CO4:** Perform Scenario Analysis**CO5:** Design forms and define their own functions**Board of Studies (BoS) :****Academic Council:**11th BoS of MBA held on 17.06.202117th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		H			L		
CO2		H			L		
CO3		H			L		
CO4		H			L		
CO5		H			L		

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement: The understanding, learning and ultimate usage of excel functions lead to the development of skill sets and employability of an individual.

MSE 6109	BUSINESS COMMUNICATION	L	T	P	C
SDG: 8	LABORATORY	0	0	2	1

COURSE OBJECTIVES:

- COB1:** To train students on speaking skills
- COB2:** To hone the listening skills
- COB3:** To enhance students' written communication skills
- COB4:** To encourage them in using oral skills effectively.
- COB5:** To familiarise students for interpreting a graph, table, chart or diagram

PRACTICALS**List of Experiments:****Speaking & Reading**

1. One Minute Presentation
2. Debate
3. Reading Newspaper & inferencing
4. Skimming through a reading material

Listening

1. Listening & Typing/ writing
2. Listening & sequencing of sentences
3. Listening and fill in the blanks
4. Listening & answering questions

Writing

1. Letter writing
2. Job applications letter
3. Email drafting
4. Writing agenda of a meeting
5. Minutes of the meeting
6. Product review writing
7. Memo, Notice, Circulars & general correspondence
8. Interpretation or inferencing of a graph, table, chart or diagram

P – 20 ; TOTAL HOURS – 20**TEXT BOOKS:**

1. Loewy, D. and Guffey, M. E., "Business Communication: Process & Product", South-Western College Publishing; 10th edition, 2021.

REFERENCES:

1. Kaul, A. "Business Communication", Prentice Hall of India, 2009
2. Murphy, H., Hildebrandt, H. and Thomas, J.P., "Effective Business Communication", McGraw Hill Education; 7th edition, 2017
3. Rao, P. S., Anitakar, B. and Hinabandu, "Business Communication", Cengage Learning, 2012.
4. Whitby, N. "Business Benchmark" Pre-intermediate to Intermediate, Cambridge University Press, Cambridge. 2014.

COURSE OUTCOMES:

At the end of the course, the students will be

CO1: Able to speak in English more effectively

CO2: Improved in their listening skills

CO3: Able to enhance the writing skills

CO4: Better in comprehending messages through active listening

CO5: Able to inference data more effectively

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	M	H	H	H	H
CO2	M	H	H	H	H	H	H
CO3	H	H	H	H	H	H	H
CO4	H	H	H	H	H	H	H
CO5	H	H	H	H	H	H	H

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement : Proficiency in communication leads to an inclusive and sustainable growth providing a decent work for all.

MSE 6201	STRATEGIC MANAGEMENT	L	T	P	C
SDG: 4		3	1	0	4

COURSE OBJECTIVES:

COB1: Impart conceptual knowledge on strategies, process and management of strategies

COB2: Lay the basics of environmental appraisal through environmental, industry and competitive analysis

COB3: Learn different types and levels of strategies

COB4: understand the various factors influencing the choice of Strategies

COB5: Provide various approaches and strategies for implementation and control

MODULE I INTRODUCING STRATEGY, GOVERNANCE & 5+1 SUSTAINABILITY

Strategy – Nature - Definition - levels of strategy - Process of strategic management – Strategic Intent- Vision – Mission –Leadership, Corporate governance; Sustainability – Dimensions and Strategies.

MODULE II ENVIRONMENT, SCENARIOS AND NEW NORMAL 7+3

External environment scanning (ETOP- PEST Analysis) - Industry analysis- Competition analysis

Appraisal of internal environment (SWOT analysis & audit, TOWS matrix) - Competitive advantage- core competency.

Scenarios-definition- need- types of scenarios; Scenario analysis tools - Steps for performing Scenario analysis- its uses and drawbacks-Scenario planning.

Impact of Pandemic situations- New normal- Strategic perspective.

MODULE III STRATEGY FORMULATION 6+2

Levels and choices in strategy – Generic Strategies- Grand strategies - Stability strategies - Expansion strategies - Retrenchment strategies - Combination strategies - Business level strategies. M.Porter's approach for Globalization.

MODULE IV STRATEGY ANALYSIS AND CHOICE 6+2

Process of making choice - Subjective factors influencing choice - Pyramid of strategy implementation - Procedural implementation – Economic contribution and resource allocation , Business portfolio analysis: BCG, GE; Multi

business strategies and practices; strategies for Not for profit organization.

MODULE V IMPLEMENTATION & CONTROL

6+2

Various approaches to implementation of strategy - Change Management Strategies-Matching organization structure with strategy - 7S model for implementation; strategic evaluation; Strategic control process - Du Pont's control model - Balanced score card.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. John A. Pearce II, Richard B. Robinson, Jr., Amita Mital ,”Strategic Management”, McGraw Hill India, 14th Edition, 2018.

REFERENCES:

1. Thomas L. Wheelen and J. David hunger, “Concepts in strategic management and Business policy toward global sustainability”, Pearson education, 13th Edition, 2013.
2. Azhar Kazmi, “Business Policy & Strategic Management”, Tata McGraw Hill, 3rd Edition, 2008.
3. L. M. Prasad, “Strategic Management”, Sultan Chand & Sons, 2008.
4. Michael E. Porter, “Competitive Strategy: Techniques for Analyzing Industries and Competitors”, Simon, New Edition, 2010.

COURSE OUTCOMES:

- CO1:** Define and explain various terminologies associated with strategic management
- CO2:** Analyze the environments to identify the core competencies of the Firm
- CO3:** Appraise the resources and capabilities of the firm to confer sustainable competitive advantage and formulate strategies
- CO4:** Exhibit the ability to think critically with relevance to various situations and formulate strategic decisions through real world scenarios
- CO5:** Develop the ability to identify strategic issues and design appropriate course of action

Board of Studies (BoS) :11th BoS of MBA held on 17.06.2021**Academic Council:**17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H		M		H	H	
CO2	H	H			H	M	
CO3	H		H		H	H	
CO4	H		H		H	M	
CO5	L		H		H		H

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 4 : To empower students with knowledge, skills and values on strategic formulation and implementation.

Statement: Provides holistic way of imparting knowledge, skills and values to achieve the sustainable organizational goals and objectives through formulation and implementation of suitable strategies.

MSE 6202	HUMAN RESOURCES MANAGEMENT	L	T	P	C
SDG: 8		3	1	0	4

COURSE OBJECTIVES:

COB1: Provide knowledge about the fundamentals of HRM & HRIS

COB2: Facilitate awareness building on Economics of Human Resources and HRP

COB3: Discuss the various functional components of HRM with respect to recruitment and selection

COB4: Analyze the various performance appraisal and training Methods

COB5: Keep students updated with the contemporary practices in HRM.

MODULE I FUNDAMENTALS OF HRM AND HRIS 6+2

HRM: Introduction and Evolution of HRM – Difference Between HRM and HRD - Objectives and Scope of HRM – Functions and Responsibility of Human Resources Manager – HR Model by David Ulrich – Human Resource Information System – HR Analytics and AI in Managing employees - Adoption of HR Cloud.

MODULE II ECONOMICS OF HUMAN RESOURCES AND HRP 6+2

Demand and Supply of Labour – Labour Market Equilibrium: Wage determination, Investment in Human Capital – Employment Contracts, Labour Union and Collective bargaining, Labour mobility, Discrimination in the Labour market – Fundamental of Industrial Relation and Labour Law- HRP: Objective, process, Factors of HRP, HRP model – Forecasting methods.

MODULE III RECRUITMENT AND SELECTION 6+2

Difference between recruitment and Selection – Selection Process – Types of selection test – Recruitment Source– Constraints on recruitment efforts – Promote Diversity and Inclusion – Alternatives to Recruitment: Overtime, Repurposing human capital, Temporary Help Service, Employee Leasing, Independent Contractors, Internships,– Placement, Induction and Socialization.

MODULE IV PERFORMANCE APPRAISAL AND TRAINING 6+2

Performance Appraisal: Definition, Performance Appraisal Process, Methods- Differences between Performance Appraisal and Performance Management

– Performance Appraisal Benefits, Appraisal Errors, Appraisal Outcomes – Training: Definition, Benefits of Training, On the job and Off the job training methods.

MODULE V THE CONTEMPORARY PRACTICES IN HRM 6+2

Disruptions in HRM – The Trend of Work From Home (WFH) – Importance of Critical Thinking, Soft Skills and Digital Skills among employees – Collaborative Learning and Virtual Learning, Compensation and Reward Management – Performance Related Pay – Competency Mapping, Balance Score card, Knowledge Transfer, Work-Life Mentoring, Employer Branding, Talent Management – Talent Poaching Employee engagement in Virtual Workplace – Retention — Green HRM.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Aswathappa, K, “Human Resource Management”, McGraw Hill Education, 8th Edition, 2017
2. David A. DeCenzo and Stephen P. Robbins. “Human Resource Management”, John Wiley and Sons, 11th Edition, New York, 2013.
3. Dessler, G and Varkkey, B , “Human Resource Management”, Edition Pearson, 16th Edition, 2020
4. Seema Sanghi. “Human Resource Management”, Macmillan, New Delhi, 2012.

REFERENCES:

1. Ivancevich, Human Resource Management, McGraw Hill, 7th edition, 2010.
2. Saiyadain, M.S. “Human Resource Management”, 4th edition, New Delhi: Tata McGraw Hill, 2009.

COURSE OUTCOMES:

- CO1:** The students would be able to match roles and responsibilities associated with different functional areas of HRM.
- CO2:** The course would also help them to develop HR Policies and carry out Human Resources Planning effectively in organizations
- CO3:** The students would be able to suggest suitable recruitment and selection methods to the organizations
- CO4:** They will be able to develop simple performance appraisal templates for appraising employees’ performance and design appropriate training program modules for different jobs.

CO5: The module on contemporary practices would enable the students to stay updated with current developments and participate in discussions confidently.

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	L	H	M	H	L	M
CO2	H	H	H	H	H	H	H
CO3	L	M	H	H	L	H	H
CO4	M	M	H	H	H	H	H
CO5	M	M	M	L	H	H	H

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement : The knowledge on the holistic approach of managing human resources brings a sustainable growth to the economy by providing employment and decent work for all.

MSE 6203	CORPORATE FINANCE	L	T	P	C
SDG:9		3	1	0	4

COURSE OBJECTIVES:

COB1: understand the financial functions and different financial instruments in corporate environment.

COB2: Obtain knowledge on the sources of raising finance for companies and the stock market operations.

COB3: Understand the time value of money and apply the same to value stocks, bonds, and futures and options.

COB4: Compute the weighted average cost of capital, and to understand the theories of capital structure.

COB5: Understand the types of dividends and different forms of dividend policies.

MODULE I INTRODUCTION 2+2

Corporate Finance- Objectives, functions, separation of ownership and management. Profit Maximisation vs. Wealth Maximisation. Financial instruments: equity, preference shares, debt, and derivatives.

MODULE II SOURCES OF FINANCE 10+2

Corporate finance sources: Equity financing, debt financing. Financial market: Primary market - Private Placement, Initial Public Offer (IPO), Secondary market – BSE, NSE, and Commodity market. Listing, Investment and Trading in stock markets. Financial Intermediaries, Regulation of capital market - SEBI guidelines.

MODULE III VALUATION OF SECURITIES 4+2

Risk and return analysis, Time value of money, Stock and bond valuation.

MODULE IV COST OF CAPITAL AND CAPITAL STRUCTURE 8+2

Computation of Cost of equity, debt, preference stock, and retained earnings. Weighted average cost of capital. Theories of capital structure- MM Approach.

MODULE V DIVIDEND POLICY 6+2

Dividend decisions: meaning, significance – Dividend policy: forms of dividend policy -Types of dividend.

L – 30; T – 10: TOTAL HOURS- 40

TEXT BOOKS:

1. Jonathan Berk, Peter DeMarzo, Jarrad Harford, ' Fundamentals of Corporate Finance' 3rd edition 2019, Pearson.
2. Siddhartha Sankar Saha, Indian Financial System: Financial Markets, Institutions and Services, 2nd edition, 2020, McGraw Hill.

REFERENCES:

- 1.S.N.Maheshwari, "Financial Management - Principles and Practice," Sultan Chand and Sons, 14th revised edition, 2011.
2. M Y. Khan and P.K Jain, "Financial Management - Text, Problems and Cases," Tata Mc Graw Hill Education Pvt. Ltd., 3rd reprint, 2012.

COURSE OUTCOMES:

- CO1:** Understand the financial functions and different financial instruments in corporate environment.
- CO2:** Get knowledge of the sources of raising finance for companies and the stock market operations.
- CO3:** Understand the time value of money and apply the same to value stocks, bonds, and futures and options.
- CO4:** Compute the weighted average cost of capital, and to understand the theories of capital structure.
- CO5:** Understand the types of dividends and different forms of dividend policies.

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L						
CO2			H				
CO3					M		
CO4							H
CO5				M			

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG No. 9 : Industry, Innovation, & Infrastructure

Statement : This course focuses on corporate finance which is essential for the sustainable industrial infrastructure.

MSE 6204	OPERATIONS MANAGEMENT	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

- COB1:** To learn the concepts of operations management and related contemporary issues
- COB2:** To learn to forecast demand, design capacity and take location and layout decisions.
- COB3:** To gain insight into design of product, process and work Systems
- COB4:** To learn to manage materials and control inventory in an Organization
- COB5:** To learn to schedule and complete projects in a business Environment

MODULE I INTRODUCTION TO OPERATIONS MANAGEMENT 6+2

Operations Management – nature, importance, evolution, differences between goods and services, system perspective, functions and sub-functions, challenges, recent trends; Operations strategy - building operations strategies on competitive priorities; Measuring productivity and methods to improve productivity.

MODULE II DEMAND FORECASTING, CAPACITY AND FACILITY DESIGN 6+2

Demand – types, patterns - demand forecasting – objectives and types, overview of qualitative and quantitative methods; Capacity Planning – types, considerations, approaches; Overview of MRP, MRP II and ERP. Facility Location – factors to be considered, location models; Facility Layout – principles, types, planning tools and techniques.

MODULE III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS 6+2

Product Design – influencing factors, approaches, legal, ethical and environmental issues. Process – planning, selection, major decisions. Work Study – method study and motion study, work measurement.

MODULE IV MATERIALS MANAGEMENT 6+2

Materials Management - Objectives - Sub-functions – Sourcing - Purchasing – Storekeeping – Role - Importance; Types of Inventory - Need for Inventory - Inventory Costs - Economic Order Quantity (EOQ) - Basic Inventory Models – Reorder level - Safety Stock.

MODULE V PROJECT MANAGEMENT**6+2**

Project Management – Network construction - PERT - CPM - Computation of project completion time – Critical path - Floats – Resource Allocation – Gantt Charts.

L – 30; T – 10; TOTAL HOURS – 40**TEXT BOOKS:**

1. Gaither Norman, “Operations Management: Concepts, Techniques & Applications”, Cengage Learning, 9th Edition, New Delhi, 2002.
2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, “Operations and Supply Management”, Tata McGraw Hill, 12th Edition, New Delhi, 2010.

REFERENCES:

1. Aswathappa, K., Shridhara Bhat, K., “Production and Operations Management”, Himalaya Publishing House, 2nd Edition, New Delhi, 2011. (ISBN 13: 9789350971888)
2. William J Stevenson, “Operations Management”, Tata McGraw Hill, 12th Edition, New Delhi, 2009. (ISBN: 9788131756218)
3. Chary S. N., “Production and Operations Management”, Tata McGraw Hill, 3rd Edition, New Delhi, 2008. (ISBN: 9781259051234)
4. Pannerselvam R., “Production and Operations Management”, Prentice Hall India, 3rd Edition, New Delhi, 2012. (ISBN: 9788120345553).

COURSE OUTCOMES:

CO1: Appreciate basic operation management concepts

CO2: Forecast demand to design capacity and make better location and layout decisions

CO3: Design product, process and work systems

CO4: Manage materials flow and control inventory in an organization

CO5: Schedule and complete projects in the shortest possible time

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	L	M	M	H	H	M
CO2	H	H	M	M	H	H	M
CO3	H	H	M		H	H	L
CO4	H	H	M		H	M	L
CO5	H	H	M		H	M	L

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

Statement: The holistic understanding of the concepts of operations management leads to the production of goods and services for the mankind without adversely affecting the environment.

MSE 6205	MARKETING MANAGEMENT	L	T	P	C
SDG: 4		3	1	0	4

COURSE OBJECTIVES:

- COB1:** Familiarize with the fundamentals and core concepts of Marketing
- COB2:** Learn the bases of market segmentation and identify strategies for differentiating, targeting & positioning and strategies to meet competition
- COB3:** Gain insight about consumer decision making & purchasing behavior, get acquainted with marketing research process & some marketing metrics / analytics.
- COB4:** Receive conceptual insights about product and price elements of marketing mix
- COB5:** Gain knowledge about place and promotion elements

MODULE I MARKETING: BASIC CONCEPTS 6+1

Marketing: definition, evolution, objectives, concepts, process, organization structure, relationship with other functions - Impact of micro and macro environment on marketing; Marketing mix for products and services - Typology of products and markets - Goods & Services, Durables, FMCG, White goods etc. - B2B and B2C – Services Marketing - Marketing ethics - Trends in marketing: Introduction to Relationship marketing, Demarketing, Neuro marketing, Viral marketing, Web enabled marketing, Digital marketing, Remarketing, Social media marketing, Green marketing, Societal marketing.

MODULE II S-T-P AND COMPETITIVE STRATEGIES 6+2

Segmentation: Objectives, approaches, bases - Characteristics of effective segmentation - Patterns of segmentation; Differentiating market offerings- Purposes-Tools for competitive differentiation; Market Targeting- Factors for evaluating and selecting market segments for targeting; Product positioning – Purposes - Principles - Positioning strategies - Perceptual mapping - Competitive Marketing Strategies: strategies for market leader, challenger, follower and niche markets – Guerrilla marketing - Ansoff's Matrix - Michael Porter's generic strategies.

MODULE III MARKETING RESEARCH, ANALYTICS AND CONSUMER BEHAVIOUR 6+3

Marketing information system - Steps in marketing research - Essential

features of marketing research - Marketing metrics & analytics: definition, importance, introduction to components and tools - Consumer behavior: need, overview of the influencing (individual and group) factors - Organizational & institutional customers - Influencing factors - Consumer decision process - Post purchase behavior - Consumer adoption process and diffusion.

MODULE IV PRODUCT AND PRICE

6+2

Elements of marketing mix - Product: definition, levels, hierarchy, systems & mix, Product line decisions - New product development stages – Product planning-Product life cycle and Strategies – Packaging- Labeling- Branding - Types of brands - Pricing: objectives, strategies, methods.

MODULE V PLACE & PROMOTION

6+2

Marketing channel: importance, functions, flows, levels, characteristics - Selection, design and management of channel members - Promotion Mix: elements / promotion tools - Integrated communication model - Communication process - Steps in developing effective communication - Setting promotion budget and promotion mix - Basics of advertising, sales promotion, personal selling and public relations.

L – 30; T-10; TOTAL HOURS – 40

TEXT BOOKS:

1. Kotler Philip , Marketing Management, Prentice Hall of India, New Delhi, 2017.

REFERENCES:

1. Baines Paul, Fill Chris, Page Kelly & Sinha K Piyush, Marketing, Oxford University Press, New Delhi, 2015.
2. Schiffman Leon G, Wisenblit Joseph and. Ramesh Kumar S Consumer Behaviour, Pearson Education, New Delhi, 2015.
3. Sexena Rajan, Marketing Management, Himalaya Publishing House, New Delhi 2017.
4. Ramaswamy V.S and Namakumari S, Marketing Management, 3rd Edition, Macmillan, New Delhi, 2019.

COURSE OUTCOMES:

CO1: Recognize and apply the knowledge of marketing concepts

CO2: Choose the right bases for segmenting a market and design strategies to differentiate, target & position the products as well as strategies to meet competition

CO3: Comprehend the marketing research process & consumer decision process and identify some marketing metrics

CO4: Identify products and services suitable to target markets and choose appropriate pricing techniques

CO5: Suggest distribution channels and promotional tools suitable for target markets

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M			H			
CO2	L	H	H			H	M
CO3	L	H	H	L	M	H	M
CO4	M	H	H	H	M	H	M
CO5	M	H	H	H	M	H	M

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 4 : Empower students with knowledge and skills and acts as a force for sustainable development.

Statement : Providing inputs related to the elements of marketing mix and STP strategies for sustainable development of the environment for consumer behavior and satisfaction.

MSE 6206	CURRENT AFFAIRS IN BUSINESS	L	T	P	C
SDG: 8	LABORATORY	0	0	2	1

COURSE OBJECTIVES:

The objectives of this lab course would be to

- COB1:** facilitate the students to update knowledge on the recent trends and developments in the business world
- COB2:** make them acquainted the drivers of changes in business Scenario
- COB3:** provide opportunity to get knowledge on local, national and international environment of business
- COB4:** familiarize the role of government and society in business
- COB5:** enable the students to gain information about CEOs/ Entrepreneurs

PRACTICALS**List of Experiments:**

1. Industry profile (e.g., Automobiles, Textiles, Information Technology, Retailing, Banking, Manufacturing, Telecom, etc.)
2. Company Locations
3. CEOs / Boards of various Companies
4. Entry / Exit of Companies
5. Mergers, Acquisitions, Take-Overs, etc.
6. Products / brands launched by companies
7. Successful Entrepreneurs
8. Government Policies, Regulations and Impact on Business
9. Inflation / Deflation
10. Stock Market
11. Comparison of Global and National Business Scenario
12. Financial Institutions & Regulatory Bodies

P – 20 ; TOTAL HOURS – 20

PEDAGOGY / METHODOLOGY FOR CLASS:

A suitable mix of the following:

1. Participative learning
2. Guided training
3. Group Discussion
4. Presentation

(Throughout this course students will keep them updated with business affairs appearing in sources such as: newspapers, business magazines, television channels, etc. This means that the students

need to make it a habit to read the newspaper on daily basis and search the archives as well)

ASSESSMENT COMPONENTS / METHODS:

1. Assessment pattern would be based on the following components:
2. Quality of presentation
3. Students' participation
4. Timely submission of presentation material
5. Quiz
6. Assignment

COURSE OUTCOMES:

Students who complete this course would

CO1: have updated knowledge on business affairs in a variety of Industries

CO2: be able to analyse the dynamics of happenings in companies and business environment

CO3: be equipped to relate the current business practices with the subsequent courses offered in the degree programme

CO4: appreciate the knowledge of current affairs in managing Enterprises

CO5: assess the different issues in business to reduce the impact in business and comprehend the impact of government and society on business

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M			L			
CO2			M			M	H
CO3	H				M		
CO4						M	H
CO5					H		

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement: Thorough knowledge and understanding on different industries helps in managing different areas of business effectively with employment productivity.

MSE 6207	PSYCHOMETRICS AND CORPORATE	L	T	P	C
SDG: 4	CONNECT LABORATORY	0	0	2	1

COURSE OBJECTIVES:

- COB1:** To equip students for campus placement
- COB2:** To help in identifying individual student's strengths and Weakness
- COB3:** To enhance the communication ability & self-confidence level of students
- COB4:** To hone their human skills for effective corporate adaptability
- COB5:** To facilitate in establishing a brand image of themselves in the corporate arena

PRACTICALS**List of Experiments:**

1. Self-Introspection & SWOT Analysis
2. Developing Assertiveness and Self-Confidence
3. Barriers and Filters of Communication (Corporate Communication and Public Speaking) - Just A Minute Talk
4. Managing Emotions
5. Being Expressive - SMART Goals
6. Positive Attitude and Lateral Thinking - Creativity based Exercise
7. Personality assessment - Holland Code Career Test, MBTI test, etc.
8. In-Basket technique
9. Time and Stress Management
10. Corporate Dressing Etiquette
11. Dining Etiquette
12. Business Etiquettes
13. Meeting & Telephonic Etiquette
14. Social Etiquette
15. Group Discussion
16. Resume Writing
17. Mock Interview
18. Learning Life skills through Film Reviews

P – 20 ; TOTAL HOURS – 20

TEXT BOOKS:

1. Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata Mc Graw Hill.

2. Pravesh Kumar (2005). All about Self- Motivation. New Delhi: Goodwill Publishing House.
3. Smith, B (2004). Body Language. Delhi: Rohan Book Company.
4. Stephen P. Robbins, Phillip L. Hunsaker Training in Interpersonal Skills: TIPS for Managing People at Work (2012), 6th Edition, Prentice.

REFERENCES:

1. Dorch, Patricia. What Are Soft Skills? New York:Execu Dress Publisher, 2013.
2. Kamin, Maxine. Soft Skills Revolution: A Guide for Connecting with Compassion for Trainers,Teams, and Leaders. Washington, DC: Pfeiffer &Company, 2013.
3. Klaus, Peggy, Jane Rohman& Molly Hamaker.The Hard Truth about Soft Skills. London:HarperCollins E-books, 2007.
4. Petes S. J., Francis. Soft Skills and ProfessionalCommunication. New Delhi: Tata McGraw-HillEducation, 2011.
5. Stein, Steven J. & Howard E. Book. The EQ Edge: Emotional Intelligence and Your Success.Canada: Wiley & Sons, 2006.

COURSE OUTCOMES:

CO1: Meet corporate expectations

CO2: Imbibe professional approach towards execution of corporate Assignments

CO3: Exhibit enhanced level of confidence

CO4: Communicate effectively

CO5: Display right etiquettes and emotions in their workplace

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	H	H	H	H	L
CO2	H	H	H	H	H	H	H
CO3	H	H	H	H	H	H	H
CO4	H	H	H	H	H	H	H
CO5	H	H	H	H	H	M	H

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 4 : Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Statement : Opportunities for growth is ensured by meeting corporate expectations leading to an inclusive quality education thereby promoting lifelong learning opportunities.

MSE 7101	MANAGING DISRUPTIVE	L	T	P	C
SDG: 9	TECHNOLOGIES	3	1	0	4

COURSE OBJECTIVES:

COB1: To comprehend the disruptive technological changes

COB2: To study the different types of disruptive changes

COB3: To evaluate the disruptive changes

COB4: To measure the disruptive implications on organizations

COB5: To manage the disruptive changes

MODULE I	INTRODUCTION	3+2
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Meaning and importance of disruption, technology trends - a historical review, forces driving changes in life style

MODULE II	DISRUPTIVE CHANGES	7+2
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Financial Market Change (Block chain, Cryptocurrencies, Cloud Computing, Internet of Things, and Mobile Computing), Technological Change (Scams, Smartphone technology), Knowledge mobility, Employee Change (knowledge and skills changes, Attitude Changes of Millennials), and work life balance changes.

MODULE III	LEADERSHIP SKILLS	8+2
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Leadership fundamentals, Trust, Communication, Innovation, and transformational Leadership.

MODULE IV	ORGANIZATIONAL IMPLICATIONS	6+2
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Organization structure and process, Market Dynamics, Staff Requirements, Customer Services.

MODULE V	NAVIGATING DISRUPTIONS	6+2
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Understanding Change Factors, Maintaining Disruption Register, Strategic Decision Making, Governance and Ethics, Cultural Change.

L – 30; T – 10: TAL HOURS- 40

TEXT BOOKS:

1. Mathew Donald (2019), 'Leading and Managing Change in the Age of Disruption and Artificial Intelligenc', Emerald Publishing, ISBN: 978-1-78756-367-4 (Online)

REFERENCES:

1. P. Armstrong (2017), 'Disruptive Technologies: Understand, Evaluate,

Respond', Kogan Page Publishers.

2. Joi Ito, & Jeff Howe (2016), 'Whiplash: How to Survive Our Faster
3. Future', Grand General Publishing, ISBN-10, 1455544590.
4. Bob Shafto (2019), 'How to Manage Disruptive Change: Adoption/Leadership/Vision/ Technology/ Talent', Archway Publishing, ISBN-10 : 1480871257.
5. Andrew McAfee & Erik Brynjolfsson (2017), 'Machine, Platform, Crowd: Harnessing Our Digital Future', W.W.Norton and company, ASIN : B01MAWT25.

COURSE OUTCOMES:

CO1: To forecast the disruptive technological changes

CO2: To understand the different types of disruptive changes

CO3: To apply appropriate leadership skills to manage disruptions

CO4: To measure the disruptive implications on organizations

CO5: To take strategic decisions to manage the disruptive changes

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1						L	
CO2	H						
CO3				M			
CO4			H				
CO5							M

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG No. 9 & Industry, Innovation, & Infrastructure

Statement : Disruption is the greatest threat as well as the biggest opportunity for any business. Managers who proactively predict the potential risks and leverage it will be able to survive and grow their businesses, Meanwhile, those who do not perceive the profound impact of the disruption might result in disastrous consequences. This course will highlight the disruptive technology changes and help managers to strategize their business to adapt to the dynamic changing business environment.

MSE 7102**SUMMER INTERNSHIP****L T P C****0 0 8 4****COURSE OBJECTIVES:**

COB1: To provide industry exposure to students with regard to various facets of management and business practices, processes and procedures.

COB2: To facilitate students relate the concepts and theory learnt during the semesters with real time corporate situations and vice versa.

GENERAL GUIDELINES

- The summer internship is an integral part of curriculum under MBA program. Students undergo summer internship in an organization after the end-term examination of II semester for 8 weeks.
- Internship should be carried out under the joint supervision of external supervisor (reporting officer in the organization) and the internal supervisor (dept faculty deputed for mentoring).
- If the organization is expecting a mini project to be carried out, the students can do it additionally.
- Diary of activities is an integral component of internship program that is to be submitted to the department supervisor along with the internship report. The diary will be monitored by the supervisor from time to time. Additionally, it should be presented to the committee during the viva-voce examination.
- Summer internship should be carried out only in one company for the complete 2 months as mentioned in the guidelines.
- A detailed and unique report of the work carried out during internship program should be submitted 2 weeks before the beginning of third semester
- Three internal reviews will be carried out periodically besides conducting the final viva voce examination.

COURSE OUTCOMES:

CO1: At the end of the internship program, the students will have a clear understanding of the organization's business, their competitors and the challenges they face.

CO2: They will be able to design the organization's structure and the functions, roles and responsibilities of different departments more appropriately and meaningfully

CO3: An awareness will be created regarding the current and contemporary technology; practices, procedures and policies adopted by the organization

MSE 7201	PROJECT WORK	L	T	P	C
		0	0	16	8

COURSE OBJECTIVES:

COB1: The Project work aims to provide opportunity for the students to do a practical project in business organizations or as a freelance project in their chosen specialization/s by applying the theoretical concepts and techniques learnt during the MBA programme

GENERAL GUIDELINES

1.0 Categories of Project work:

The students need to choose any one of following categories of project report / project work:

(1) Work report

- only for those who are placed in organizations through campus interview
- to be done in line with / on the basis of the nature of daily work assigned by the superior in the organization (joint supervisor for the project work)
- also, to interact with the institution supervisor at periodic intervals and apprise the work done/ take necessary inputs
- report to be signed by organization supervisor & department supervisor

(2) Entrepreneurial study / report

- for those who have plans to start their own business / professionalize or expand their existing family business
- to include survey for expansion / write-up for business proposal
- prior written permission from the Supervisor and HoD to be obtained in a letter

(3) Company-based project work / project report

- only for those who wish to do project work outside the class hours in an organization of their choice
- company-prescribed project work to be done (under joint supervision by company supervisor and institution supervisor)

(4) Unattached project work / project report / research report

- for all others who do not belong to any of the above categories

- b) to be done under the supervision of the institution supervisor
- c) preferably research project to be done
- d) alternate types of projects (other than research projects) can be done only if application of other tools and techniques / methodology can be justified by the candidate during the zeroth review. Only if the review committee clears, the student can proceed with the projects in alternate types of projects.

2.0 Additional points for categories (1) and (3)

- a) The student should provide the following details to their respective guides during zeroth review:
 - i. Name of the Company
 - ii. Address of the Company
 - iii. Name of the company guide / supervisor allotted by the company
 - iv. Contact no. and email of the company guide
- b) The supervisor may choose to visit the organization to discuss regarding the progress of the project work undertaken by the student.
- c) Assessment by the company supervisor will be confidentially taken by the supervisor (thro' feedback questionnaire) (so as to incorporate it suitably in the reviews / final examination, in consultation with the panel). Telephonic / on-line participation of the company supervisor may also be invited by the supervisor (for reviews / final viva-voce examination – with the written permission of the HoD, if the department formalizes this provision)

3.0 Common guidelines for all students

- a) Project work shall be pursued for the period that is announced as per the academic schedule communicated by the institute / department or as per other circulars given.
- b) The candidate is to undertake the project in one of the chosen specializations (or in both specializations - as interdisciplinary)
- c) Introduction letter [if needed by any student for sending to the companies – for categories (1) and (3)] will be available with the department office staff.
- d) Project Supervisor for each student will be allotted and communicated. Students are required to interact with the concerned supervisor, regularly, for guidance. Interactions carry weightage in assessment.
- e) The projects will be reviewed by the Review Committee (consisting of supervisor/s and other review committee member/s). The review schedule will be informed.

- f) Appearing for the reviews / evaluation is compulsory. Those who do not appear for review for any valid reason (with permission) need to appear during the alternate schedule that will be informed by the supervisor (in consultation with the other review committee member/s) with cc to the faculty coordinator – project work.
- g) The project report duly signed by the Supervisor/s and the Head of the Department is to be submitted to the Department before the last date
- h) Each student is expected to submit two hard copies of the full project report, one hard copy of synopsis & one soft copy (CD) of the Report at the end.
(1 hard copy will be returned back to the students after supervisor signature)
- i) Format / guidelines for the project report will be separately given
The project coordinator shall arrange for final viva-voce examination to ascertain the overall performance in Project work.

COURSE OUTCOMES:

At the end of the course, the students will be able to

CO1: Identify and study a practical problem in one or more of the functional areas occurring in the business organizations or any business-related problem occurring in general in various sectors.

CO2: Use and apply the knowledge acquired during the MBA programme

CO3: Analyze using the tools and techniques learnt in the relevant courses during the programme

CO4: Draw meaningful inferences and provide suggestions to the related organization

Board of Studies (BoS) :

11th BoS of MBA held on 17.06.2021

Academic Council:

17th AC held on 15.07.2021

LIST OF FUNCTIONAL ELECTIVE COURSES.

MSEY 001	RETAIL MARKETING	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

COB1: Learn the concept of retailing, retail formats and recent developments in retail industry

COB2: Gain knowledge of different dimensions of retail strategy

COB3: Know the importance of store management and visual merchandising

COB4: Identify customer services in retailing and understand services retailing

COB5: Familiar with the growing e-tailing industry in India

MODULE I INTRODUCTION 6+2

Introduction to Retailing - Role and functions of Retailer - Retailer characteristics - Theories of Retail Development - Unorganized Vs. Organized Retailing — Retail Formats - Multi Channel Retailing - Indian Retail Scenario - Current State, Issues, Potential and Future Direction

MODULE II RETAIL STRATEGY 6+2

Understanding the Retail Customer- Dimensions of Retail Strategy - Retail Location - Store Site Selection—Factors influencing location-Retail Pricing - Retail Merchandising - Category Management - Role of Private Label Brands - Retail Communication

MODULE III RETAIL STORE MANAGEMENT 6+2

Retail Store Space Management - Store Layout and Design - Exterior and Interior Store Design Elements - Store Atmospherics - Visual Merchandising in Retail

MODULE IV CUSTOMER SERVICE & SERVICES RETAILING 6+2

Customer Service in Retailing - Gathering Customer Information - Significance of POS - Encouraging Loyalty - Retailing in the Service Sector - Retail Banking — Retail Insurance - Other Financial Services Retailing - Health Services Retailing — Retailing in the Hospitality Industry - Measuring Retail Service Quality

MODULE V E- TAILING 6+2

Introduction - Role of Technology in Satisfying Market Demand - Structure and Developments in E- Tailing - Factors Influencing the Growth of E-Tailing
 - Features of E- Tailing - Comparison of Conventional Retailing and E-Tailing
 - Customer - Experience and Future of E- Tailing

TEXT BOOKS:

1. Pradhan, S., "Retailing Management - Text and Cases", 4th Edition, Tata McGraw Hill, New Delhi, 2012.

REFERENCES:

1. Bajaj, C., Tuli, R. and Srivastava, N.V., "Retail Management", 3rd Edition, Oxford Higher Education, New Delhi, 2016 (ISBN 13: 9780199467440)
2. Berman, B., Evans, J. R. and Mathur, M., "Retail Management: A Strategic Approach", 11th Edition, Pearson Education, New Delhi, 2011 (ISBN 13: 9788131733769)
3. Gilbert, D., "Retail Marketing Management", 2nd Edition, Pearson Education, New Delhi, 2006. (ISBN 13: 9788177588255)

COURSE OUTCOMES:

- CO1:** Apply the concepts of retailing in their job for better performance
- CO2:** Appropriately combine the dimensions of retail strategies to increase retail sales
- CO3:** Manage the operations of a retail store effectively
- CO4:** Select and implement the right customer service activity to attract and retain customers
- CO5:** Recognize and adapt to the recent developments in retail industry

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	L	M	M	M	
CO2	M	L	L	M	M	M	
CO3	M	L	L	M	M	M	
CO4	M	L	L	M	M	M	
CO5	M	L	L	M	M	M	

Note: L - Low Correlation M - Medium Correlation H -High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The understanding of the concepts of retail marketing leads to developing retail strategies that adds value to the final product in terms of place utility as well as increases product consumption.

MSEY 002	SERVICES MARKETING	L	T	P	C
SDG: 17, 3,		3	1	0	4
6, 4					

COURSE OBJECTIVES:

COB1: Learn various concepts and fundamentals of services marketing

COB2: Gain insight into customer perception and expectation of services

COB3: Acquire knowledge necessary for designing of services

COB4: Familiarize with the various aspects of delivering services

COB5: Gain knowledge in the process of developing and implementing marketing strategies for different services

MODULE I INTRODUCTION 6+2

Definition of service and service marketing – Evolution of service sector
Reasons for growth of services – Types of service sector – Distinguishing characteristics of services – Tangibility spectrum – Goods vs Services and Marketing implications – Classification of services – Marketing mix for services – Service quality: Introduction to gaps model and SERVQUAL dimensions

MODULE II FOCUS ON CUSTOMERS 6+2

Customer expectation of services – Customer perception of services – Segmenting service markets: Bases and Characteristics – Strategies for building (service) customer relationships – Service recovery

MODULE III SERVICE DESIGN 6+2

Service life cycle stages – Steps in new service development – Types of service standards – Service process – Service blueprinting – Physical evidence and servicescape – Tools for differentiating services – Methods of pricing services

MODULE IV SERVICE DELIVERY 6+2

People in services: Roles of employees, Internal marketing functions – Distributing services: Channel functions, Factors for channel selection, Channel conflict, Role of Information Technology in service distribution – Promotional mix for services: Advertising media for various services, Steps in personal selling of services, Sales promotion tools for services

MODULE V MARKETING STRATEGIES FOR DIFFERENT SERVICES **6+2**

Formulating service marketing strategies for health, hospitality, tourism, financial, information technology, educational, entertainment and logistics services.

L – 30; T – 10; Total Hours –40

TEXT BOOKS:

1. Valarie Zeithaml, Mary Jo Bitner, “Services Marketing”, Tata McGraw Hill, 2017.

REFERENCES:

1. Halen Woodroffe, “Services Marketing”, Mac Millan Publishing Co, New Delhi 2015.
2. Ramamohana Rao, Services Marketing, “Services Marketing”, Pearson Education, 2014.
3. Jha, “Services Marketing”, Himalaya Publishing House, 2017.

COURSE OUTCOMES:

CO1:Apply the concepts of services marketing in real time business situations

CO2:Identify the expectations and perceptions of a customer towards services

CO3:Design services according to market needs and wants

CO4:Choose the appropriate distribution channel for delivering services

CO5 Formulate appropriate marketing strategies needed for different services

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L		L	L	;L	L
CO2	H	M	H	H	L	H	M
CO3	H	H	H	H	M	H	M
CO4	H	H	H	H	M	H	H
CO5	M	H	H	M	M	H	H

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 17 Partnerships for the Goals

SDG3:Good Health and Well- being

SDG 6 : Clean Water and Sanitation

SDG 4:QualityEducation

Design various service marketing strategies including partnering with the customers in terms of customer participation in service delivery, thereby achieving quality in various services such as health services, government services, education services, tourism services, etc.

MSEY 003	MARKETING COMMUNICATION AND	L	T	P	C
SDG: 12	MEDIA MANAGEMENT	3	1	0	4

COURSE OBJECTIVES:

COB1: Learn the concepts of advertising as a form of communication

COB2: Gain knowledge on the basics of designing and execution of advertisements

COB3: Learn to select suitable media and design media planning

COB4: Acquire knowledge on the aspects media management

COB5: Get insight into the concept, role and types of sales promotion Tools

MODULE I INTRODUCTION 6+2

Integrated Marketing Communication and its role -; Advertisement - Concept and Definition - Advertisement objectives - Advertising Agency: Types - selection and remuneration - Client - Agency Relationship- The changing marketing communication environment- Marketing and New technology- New Trends in Marketing communication

MODULE II DESIGN AND EXECUTION OF ADVERTISEMENTS 6+2

Advertisement brief - creative process - Message development - Different types of advertisements - Layout - Design - Appeal - Copy structure - BTL and ATL - Advertisement media: types

MODULE III MEDIA PLANNING AND SELECTION 6+2

Introduction to different media- comparison of their advantages and disadvantages;

Media planning-functions –process- Media planning for Consumer and Industrial goods; Media selection-buying TV space / Airtime / radio slot; buying magazines space/ Newspaper space.

MODULE IV MEDIA MANAGEMENT 6+2

Selection of media vehicles based on Reach, Frequency, Cost efficiency, Circulation, Pass-along rate (Print); Media Timing — Flight, pulsing, Media scheduling, comparing- and evaluation of continuity of media options; Deciding on the most suitable media – mix- buying and negotiating the most appropriate media.

MODULE V SALES PROMOTION**6+2**

Sales promotion: objectives, scope - Sales promotion categories: consumer-oriented, channel-oriented, company-oriented - Designing of sales promotion techniques - Integrated promotion - Measuring the effectiveness of sales promotion - Methods of on-line sales promotions.

L – 30; T – 10; Total Hours – 40**TEXT BOOKS:**

1. S.A. Chunawala, "Advertisement & Promotion Management", Himalaya Publishing, 2007.
2. Kenneth Clow and Donald Baack, "Integrated Advertisements, Promotion and Marketing communication", Prentice Hall of India, New Delhi, 2003.

REFERENCES:

1. George E. Belch and Michel A. Belch, "Advertising & Promotion", McGraw Hill, Singapore, 2014.
2. S.H.H. Kazmi and Satish K. Batra, "Advertising & Sales Promotion", Excel Books, New Delhi, 2009.
3. Jaishri Jethwaney and Shruti Jain, *Advertising Management*, Oxford University Press, New Delhi, 2011
4. Chaturvedi B.K., "Media Management", Global Vision Pub House, 2009 Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
5. C.L. Tyagi and Arun Kumar, "Advertising management", Atlantic publishers and distributors, New Delhi, 2004

COURSE OUTCOMES:

CO1: Apply the knowledge of advertising for promoting products

CO2: Interact with the advertising agencies to design and execute suitable advertisements

CO3: Select the right media and design media plans for effective implementation

CO4: Manage any media related aspects and issues

CO5: Recognize the different sales promotional tools applied in real time marketing situations.

Board of Studies (BoS) :12th BoS of MBA held on 28.01.2022**Academic Council:**18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	M	L			M	L
CO2	H	H	M	H	L	H	L
CO3	H	H	M	H	L	H	L
CO4	H	H	L	L	L	H	L
CO5	H	H	M	M	L	H	L

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG12 :Responsible consumption and production

Design right marketing communications through effective media planning that may help in targeting the right customers for the various products & services, thereby resulting in customer-oriented production & consumption

MSEY 004	CONSUMER BEHAVIOUR	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

COB1: Gain conceptual knowledge on consumer behavior and research

COB2: Learn various models and theories related to consumer behavior

COB3: Get an insight into consumer behaviour in their social and cultural environments

COB4: Know the process and models of consumer decision making

COB5: Aware of related aspects of consumerism and consumer Behavior

MODULE I INTRODUCTION 4+1

Consumer behaviour – concepts – dimensions of consumer behaviours – application of consumer behaviour knowledge in marketing decisions – approaches to the study of consumer behaviour

MODULE II CONSUMER AS AN INDIVIDUAL 7+2

Consumer needs and motives – personality and consumer behavior – consumer perception – learning – consumer attitudes – attitude formation and change – communication and persuasion – self-image – life style analysis.

MODULE III CONSUMERS IN THEIR SOCIAL & CULTURAL ENVIRONMENT 7+3

Group: types, reference group, opinion leader & applications to CB - Family & family cycle - Family decision making - Influence of social class, culture and sub-culture, cross cultural aspects on CB.

MODULE IV CONSUMER DECISION PROCESS & POST-PURCHASE BEHAVIOUR 7+3

Personal influence and opinion leadership – diffusion of innovations – consumer decision – making process – models of consumer decision process – Nicosia- Howard Sheth and Engel-Kollat model- post purchase behaviour – Consumer expectation and satisfaction – managing dissonance – consumer loyalty–types of loyalty programmes.

MODULE V ADDITIONAL DIMENSIONS 4+1

Consumerism – consumer protection – difficulties and challenges in predicting consumer behaviour – online consumer behaviour – organizational and industrial buyer behaviour – consumer behaviour in Indian context –customer experience management- emerging issues.

L – 30; T-10; Total Hours – 40

TEXT BOOKS:

1. Leon G. Schiffman, Leslie Lazar Kanuk, “Consumer Behaviour”, Pearson Education, New Delhi, 2017.

REFERENCES:

1. David L. Loudon, Albert J Della Bitta, “Consumer Behaviour”, McGraw Hill, New Delhi 2002.
2. Jay D. Lindquist and M. Joseph Sirgy, “Shopper, buyer & consumer Behaviour, Theory and Marketing application”, Biztantra Publication, New Delhi 2017.
3. Sheth Mittal, “Consumer Behaviour A Managerial Perspective”, Thomson Asia (P) Ltd., Singapore, 2012
4. S.L. Gupta & Sumitra Pal, “Consumer Behaviour an Indian Perspective”, Sultan Chand, New Delhi 2015.
5. Henry Assael, Consumer behaviour strategic approach Biztantra, New Delhi, 2014

COURSE OUTCOMES:

CO1: Analyze factors related to consumer behaviour and their purchase decisions

CO2: Interpret the psychological behaviour of consumers as an individual using the models and theories

CO3: Relate social and cultural environments to the consumer buying behaviour

CO4: Apply the models of consumer decision making to identify the factors underlying consumer buying behaviour

CO5: Identify consumer related aspects like consumer protection, online buying behaviour, etc.

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		M	L		L	L
CO2	H		H		M	H	M
CO3	H		H	H	M	H	M
CO4	H	H	H	H		M	M
CO5	M		M	H	L	M	

Note: L - Low Correlation

M - Medium Correlation

H - High Correlation

SDG 12: Responsible consumption and production

Study the individual and social aspects of consumer behaviour and design appropriate products & services by targeting the right segments help in achieving responsible production & consumption

MSEY 005	PRODUCT AND BRAND	L	T	P	C
SDG: 12	MANAGEMENT	3	1	0	4

COURSE OBJECTIVES:

COB1: Learn the concept and various terms related to a product

COB2: Gain knowledge on new product development stages

COB3: Get insight into product brand and related concepts

COB4: Get an overview of brands from consumer perspective

COB5: Learn about the impact of brands and managing the brands

MODULE I	INTRODUCTION	6+2
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New Product: definition, concepts, design, process - Product standardization and simplification.

MODULE II	NEW PRODUCT DEVELOPMENT AND PRODUCT STRATEGY	6+2
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New Product Development: approaches, process - Idea generation, screening & evaluation - Concept development, evaluation & testing - Marketing-strategy development - Business /Commercial analysis - Product development - Proto-type testing - Market testing - Test Marketing – Product Launch and Control - Commercialization - Post-launch tracking and control

MODULE III	BRAND CONCEPTS	6+2
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Concepts of Brands - Evolution - Perspectives - Brand Names and Associations - Brand Planning - Perspectives, Levels, PRIZMS - Brand Image - Brand Culture - Brand Systems - Roles - Types of brands

MODULE IV	ESTABLISHING BRAND AND BRANDING STRATEGIES	6+2
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Brand and Consumers - Buying Decision - Making and Building Brand for Superiority and Success - Need and Techniques: Brand Positioning, Brand Repositioning - Brand personality - Brand Ambassador - Brand strategies: brand extension, contraction & elimination - Building and Implementing Branding Strategy

MODULE V BRAND IMPACT 6+2

Managing brand performance over the product life cycle - Brand Values - Brand loyalty - Product and Brand Failures - Commoditization of Brand - Keeping Brand Alive: Creating and Maintaining - Measuring Brand Equity - Brand Vitalization - Methods of Brand Valuation

L – 30; T - 10; Total Hours – 40

TEXT BOOKS:

1. Kevin Lane Keller, Ambi M.G. Parameswaran, Issac Jacob, "Strategic Brand Management", Pearson, 2015, Fourth Edition.

REFERENCES:

1. U.C.Mathur, "Product and Brand Management", Excel Books, 2010.
2. S. Ramesh Kumar, "Managing Indian Brands", Vikas publishing House (P) Ltd., 2016
3. RamanujMajumdar, "Product Management in India", Prentice Hall of India, 2002.
4. Tapan K Panda, "Product and Brand management", Oxford Press, New Delhi, 2016.

COURSE OUTCOMES:

CO1: Recognize the need for new product development

CO2: Identify the phases in designing and development of a product

CO3: Appreciate the need and importance of branding a product

CO4: Develop a new brand or reposition an existing brand from consumer perspective

CO5: Measure the impact of a brand on the product/organization performance

Board of Studies (BoS) :

12th BoS of MBA held on
28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M	L	M	H	H	H
CO2	H	M	M	H	M	H	M
CO3	H	L	L	L	M	H	M
CO4	H	M	L	H	M	H	H
CO5	L	L	H	H	H	H	M

Note: L- Low Correlation

M - Medium Correlation

H -High Correlation

SDG 12 :Responsible Production and Consumption

Study the individual and social aspects of consumer behaviour and design appropriate products & services by targeting the right segments help in achieving responsible production & consumption

**MODULE V INDUSTRIAL MARKETING COMMUNICATION, 6+2
PRICING AND RECENT TRENDS IN B2B**

Training and Compensating industrial sales people - Industrial advertising media - Sales promotion methods and strategies - Industrial pricing: Factors influencing, Pricing strategies and policies - Commercial terms and conditions in industrial markets - Ethical issues in B2B - Recent trends - Future of B2B Marketing

L – 30; T - 10; Total Hours – 40

TEXT BOOKS:

1. Krishna K. Havaladar, "Industrial Marketing," Tata McGraw Hill, New Delhi, 2014.

REFERENCES:

1. Robert R. Reeder, Edward G. Brittle and Pretty H. Reedier, "Industrial Marketing - Analysis Planning and Control," Prentice Hall of India Limited, New Delhi, 2017.
2. Alexander Hill, et. al., "Industrial marketing", AITBS, 2014

COURSE OUTCOMES:

CO1: Recognize the characteristics of industrial consumers

CO2: Apply various models to understand organizational buying behaviour

CO3: Formulate strategies for segmenting, targeting and positioning industrial products

CO4: Choose the appropriate channel for distributing industrial products

CO5: Formulate appropriate pricing and promotional strategies for industrial Products

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H			L	M	M	H
CO2	H	H		M	M	H	M
CO3	M	M	H	L	M	H	L
CO4	H	M	L	H	M	H	H
CO5	M	M	L	L	H	H	M

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

It aims to build resilient infrastructure, promote sustainable industrialization and foster innovation. Therefore industrialisation, innovation and investment in infrastructure can unleash dynamic and competitive economic forces that generate employment and income.

MSEY 007	CUSTOMER RELATIONSHIP MANAGEMENT AND MARKETING	L	T	P	C
		3	1	0	4

SDG: 3, 17

COURSE OBJECTIVES:

COB1: Learn the fundamentals of customer relationship management and marketing

COB2: Get a deeper insight into customer attributes and their loyalty

COB3: Learn theories and strategies associated with relationship marketing

COB4: Gain insight into the impact of technology in managing customers

COB5: Get an overview on the implementation and measurement practices of CRM

MODULE I BASICS OF CRM 4+1

Customer Relationship Management (CRM): Definition, Purpose, Evolution - Schools of thought on CRM -Types of CRM - Levels of CRM - Relationship Marketing (RM) — definition-advantages-Trust and belonging - Personal touch.

MODULE II CUSTOMER DIMENSION 6+2

Types of customers - Customer value: concept, types, life time value(LTV) - Identifying external information sources - Customer intelligence - Customer Loyalty: meaning & categories - Loyalty ladder - Loyalty schemes - Loyalty programs - Loyalty cards - Loyalty based segmentation - Principles of trust, commitment, involvement - Customer retention: significance, factors, retention strategies, effects.

MODULE III RELATIONSHIP MARKETING AND STRATEGIES 7+3

Transaction Marketing vs. Relationship Marketing - Bucket theory - Relationship partners - Close versus distant relationship - Relationships to brands and objects - Theories of RM - Nordic School Perspective - Sixmarkets model - Relationship Life Cycle - Bonding for Customer Relationship / Relationship Marketing Strategies - Return on Relationships (RoR).

MODULE IV CONTACT TECHNOLOGIES AND STRATEGIES 7+3

Technology to manage customer contacts - Analytical CRM: Role of IT in building, maintaining & enhancing relationships - Overview of customer data management technologies - Data warehousing, mining, analyzing - e-CRM /

online relationships - social media for CRM - Operational CRM: call centre and front desk technologies.

**MODULE V CRM / RM: IMPLEMENTATION, 6+1
MEASUREMENT AND ISSUES**

CRM implementation: Planning, Roadmap, Building blocks - Frame work for building RM strategy - Voice of customer - Reasons for customer defection - Customer actions after product/service failure - Recovery strategies - CRM/RM measurement and metrics for CRM.

L – 30; T – 10; Total Hours – 40

TEXT BOOKS:

1. Kumar, A., Sinha, C. and Sharma, R., “Customer Relationship Management”, Biztantra Publication, New Delhi, 2015

REFERENCES:

1. Shainesh, G. and Jagdesh N. Sheth, “Customer Relationship Management”, Macmillan Publishers India Limited, Chennai, 2015
2. Alok Kumar Rai, “Customer Relationship Management concepts and cases”, PHI Learning, New Delhi, 2017
3. Godson, M., “Relationship Marketing”, : Oxford University Press, New York, 2014

COURSE OUTCOMES:

CO1: Apply the concepts of customer relationship management and marketing in organizations

CO2: Identify customer attributes and understand behavioral intentions

CO3: Design appropriate relationship strategies by applying theories of relationship marketing

CO4: Tap and handle information technology to manage customer data and maintain customer relationship

CO5: Implement customer relationship practices and design metrics to measure

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L		L	L	L	L
CO2	H	M	H	H	L	H	L
CO3	H	H	H	H	M	H	M
CO4	H	M	H	H	M	H	H
CO5	H	H	M	M	M	H	L

Note: L - Low Correlation

M - Medium Correlation

H - High Correlation

SDG3: Good Health and Well- being

SDG 17: Partnerships for the Goals

Maintain excellent relationships with the customers by treating them as partners / involving them in the business processes, with the goal of providing quality products and services that will provide several benefits to customers, including good health & well-being

MSEY 008	SALES AND DISTRIBUTION MANAGEMENT	L	T	P	C
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SDG: 12		3	1	0	4
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COURSE OBJECTIVES:**COB1:** Learn the concepts of selling and salesmanship**COB2:** Gain knowledge on different aspects of sales planning**COB3:** Get trained on the process of selling and managing sales force**COB4:** Aware of the structure and operation of the distribution channels**COB5:** Gain knowledge on designing and managing channels**MODULE I INTRODUCTION 5+1**

Selling and Salesmanship: Definition, evolution, importance - Selling vs Marketing - Qualities of good salesperson - Roles and duties of sales officer - Career and positions in selling - Sales organization - Theories on selling - Role of information technology in selling - Types of selling

MODULE II SALES PLANNING 6+2

Personal selling Objectives - Sales forecasting - Personal selling Objectives - Sales-related marketing Policies - Determination of kind and size of required sales force - Sales budget - Sales quotas - Sales territories.

MODULE III PERSONAL SELLING PROCESS & SALES FORCE MANAGEMENT 7+3

Personal selling process: prospecting, pre-approach, appointment, demonstration, sales talk & demo, handling sales resistance, negotiating, closing - Overview of the functions of sales force management: recruiting, training, motivating and compensating salespersons - Sales expenses - sales contests - Sales ethics - Sales meetings - Evaluating Salespersons - Sales Ethics

MODULE IV DISTRIBUTION CHANNELS: STRUCTURE AND OPERATION 7+3

Distribution channels: need, functions, types, selection - Channel institutions - VMS & HMS - Wholesaling: definition, need, classification, functions, strategies - Retailing: definition, need, types, formats, functions, strategies - Agents and other middlemen - Overview of the functions of physical distribution management –Impact of technology on distribution.

MODULE V DESIGNING AND MANAGING CHANNELS 5+1

Designing channel systems – Channel MIS - Channel management: conflict handling, performance and evaluation - legal issues

L – 30; T – 10; Total Hours – 40

TEXT BOOKS:

1. Still, Richard R., Cundiff, Edward W. and Govoni, Norman A.P., “Sales Management: Decisions, Strategies, and Cases”, Prentice-Hall, NJ, 2015

REFERENCES:

1. Havaladar, Krishna K. and Cavale, Vasant M., “Sales and Distribution Management”, Tata McGraw Hill, New Delhi, 2017
2. Tapan K. Panda and Sunil Sahadev, “Sales and Distribution Management”, Oxford University Press, New Delhi, 2014

COURSE OUTCOMES:

CO1: Apply the concepts of selling and salesmanship in the selling process

CO2: Arrive at a realistic and executable sales plan

CO3: Handle the various aspects of selling process effectively

CO4: Select the appropriate intermediaries for physical distribution

CO5: Design and manage the distribution channel for better performance

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L		L	L	L	L
CO2	H	H	H	H	L	H	L
CO3	H	H	H	H	M	H	L
CO4	H	H	H	H	M	H	H
CO5	H	H	M	M	M	H	M

Note: L - Low Correlation

M - Medium Correlation

H - High Correlation

SDG 12 Responsible consumption and production

Plan sales and distribution strategies that will facilitate production of saleable products & services as well as appropriate consumption of the same

MSEY 009	DIGITAL AND SOCIAL MEDIA	L	T	P	C
SDG: 12	MARKETING	3	1	0	4

COURSE OBJECTIVES:

COB1: Learn the role and significance of digital marketing within a larger marketing strategy

COB2: Gain knowledge in designing digital marketing strategies

COB3: Learn to evaluate and implement a comprehensive digital marketing plan

COB4: Get insight into various web marketing tools and techniques

COB5: Get acquainted with social media and other digital marketing Platforms

MODULE I INTRODUCTION 5+1

Introduction to Digital Marketing – Marketing automation: objectives, features, benefits - Online marketplace analysis: Micro-Environment, The Internet, Macro-Environment

MODULE II DIGITAL STRATEGY DEVELOPMENT 5+1

Digital marketing strategy - The Internet and the Marketing Mix - Relationship Marketing using marketing automation and digital Platforms

MODULE III DIGITAL MARKETING: IMPLEMENTATION & PRACTICE 7+3

Delivering the online customer experience - Campaign planning for digital media - Marketing communications using digital media channels
- Evaluation and improvement of digital channel performance - Web Analytics - Business-to-consumer digital marketing practice - Business-to-business digital marketing practice

MODULE IV WEB MARKETING TOOLS AND TECHNIQUES 7+3

Web Marketing (E-commerce, Affiliate Marketing, promotional or informative web sites) - Online Advertising - Display Advertising - Email Marketing - Search Engine Optimization (SEO) and Search Engine Marketing (SEM) - Pay per click - Cost per impression - Video & Audio Marketing (Podcasting) . .

MODULE V SOCIAL MEDIA, CONTENT AND MOBILE MARKETING 6+2

Introduction- Role-Overview-Channels-Types – Benefits- Applications;
Emerging / Current Trends: Content Marketing - Blogging – Micro
Blogging - Podcasts-Webinars etc;
E-mail Marketing: Introduction and significance;
Mobile marketing: Introduction-Mobile apps-Other Digital Marketing
platforms

L – 30; T – 10; Total Hours –40

TEXT BOOKS:

1.Vandana Ahuja, “ Digital Marketing”, OXFORD Press, New Delhi,2015

REFERENCES:

1. Dave Chaffey and Fiona Ellis-Chadwick, “Digital Marketing: Strategy, Implementation and Practice”, Pearson Education, New Delhi,2012
2. Glen Urban, “Digital Marketing Strategy: Text and Cases”, PrenticeHall, New Delhi, 2004.
3. Jed Alpert, “The Mobile Marketing Revolution: How your brand canhave a one-to-one conversation with everyone”, Tata McGraw Hill, New Delhi, 2012

COURSE OUTCOMES:

CO1: Apply digital marketing concepts to market various products

CO2:Formulate strategies for digital marketing of products

CO3: Evaluate and implement a comprehensive digital marketing campaign

CO4: Explore and choose appropriate web marketing tools and techniques to market products

CO5:Design content for social media marketing and other digital marketing platforms

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	M	L			M	L
CO2	H	M	H	H	M	H	L
CO3	H	M		L	M	H	L
CO4	H	H	M	M	L	H	L
CO5	H	M	H	H	M	H	L

Note: L - Low Correlation

M - Medium Correlation

H - High Correlation

SDG 12 Responsible consumption and production

Statement : Plan sales and distribution strategies that will facilitate production of saleable products & services as well as appropriate consumption of the same

MSEY 016	BEHAVIOURAL AND PERSONAL	L	T	P	C
SDG: 4	FINANCE	3	1	0	4

COURSE OBJECTIVES:

COB1:To know bounded rationality concept

COB2:To know main assumptions and ideas of prospect theory

COB3:To know theoretical and empirical foundations and challenges to the efficient market hypothesis

COB4:To know key behavioural biases of individual and professional investors

COB5:To know key behavioural biases of top managers

MODULE I INTRODUCTION 4+2

Psychology and market people - Bounded rationality in real market conditions
- Behavioural aspects of financial decision making

MODULE II EFFICIENT MARKET HYPOTHESIS 6+2

Theoretical foundations of efficient market hypothesis (EMH) - Rational investors - Irrational investors - Empirical tests of efficient market hypothesis
-Theoretical challenges to the EMH - Empirical challenges to EMH.

MODULE III BEHAVIOURAL ECONOMICS AND FINANCE 8+2

Behavioural Economics and Finance - Utility Theory - Risk attitude and decision making, Certainty equivalent and risk premium - Expected Utility theory -Contradictions to Expected Utility Preferences - Prospect Theory - Value Function and Decision Weights

MODULE IV HEURISTICS AND BEHAVIOURAL BIASES 6+2

Framing Effect, Reference Point - Mental Accounting - Familiarity Heuristics - Behavioural Investing - Loss Aversion - Sunk Cost Fallacy - Home Bias - Representativeness - Availability Heuristics - Anchoring - Overconfidence Bias

MODULE V BEHAVIOURAL CORPORATE FINANCE 6+2

The decision making process - rational managers- Managerial financing and investment decisions as rational responses to securities market mispricing - less than rational managers - Behavioural biases of managers - Capital structure choice: behavioural aspects. - Investment policy: real investments and M&A deals.

L – 30 ; T-10; TOTAL HOURS – 40

TEXT BOOKS:

1. William Forbes, Behavioral Finance, Wiley, 2009.

REFERENCES:

1. L. F. Ackert and R. Deaves, Behavioral Finance: Psychology, Decision-Making and Markets, South-Western Cengage Learning 2010
2. Michael Pompian - Behavioral Finance and Investor Types_ Managing Behavior to Make Better Investment Decisions, Wiley 2012
3. Richard H. Thaler Misbehaving: The Making of Behavioral Economics, W. W. Norton & Company, 2016

COURSE OUTCOMES:

CO1: Be able to explain the Psychology in financial decision making

CO2: Be able to explain the Psychology in financial decision making

CO3: Be able to explain the challenges to the efficient market hypothesis

CO4: Be able to explain the key behavioural biases of investors

CO5: Be able to describe behavioural biases of managers in the decision-making process

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	M		M			
CO2	M	M		M			
CO3	M	M		M			
CO4	M	M		M			
CO5	M	M		M			

Note: L - Low Correlation

M - Medium Correlation

H - High Correlation

SDG 4 & Quality Education

Statement :Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. Accelerating progress towards the SDGs through education

MSEY 017	DERIVATIVES MANAGEMENT	L	T	P	C
SDG: 04		3	1	0	4

COURSE OBJECTIVES:

COB1:To understand the concept of derivatives, its types and instruments.

COB2:To understand the markets where these instruments are traded, its mechanism

COB3:To calculate the prices of derivative instruments

COB4:To understand the underlying strategies for trading

COB5:To understand the range and diversity of derivatives market and how they relate to the needs

MODULE I DERIVATIVES - INTRODUCTION 6+2

Introduction - Types of derivatives - Markets - Distinction between markets - Economic functions of derivatives market - Role of derivatives market - Advantages of derivatives market -Downsides in derivatives market

MODULE II DERIVATIVES INSTRUMENTS AND TRADING 6+2

Futures and forwards - Mechanics of the market - Margin requirements - settlement of Index Futures contract- price quotations -Stock index futures - Nifty futures - Sensex futures contract Options - Types of options contract --Mechanics of the market- price quotations- margin system - stock index and stock options - Swaps - Mechanics of the market - Interest rate swaps - currency swaps -price quotations -financial intermediary

MODULE III PRICING & VALUATION I 6+2

Pricing of futures and forwards - Assumptions- hedging with futures - Hedging strategies - Hedge ratio. Valuation of interest rate swaps and currency swaps - credit risk

MODULE IV PRICING & VALUATION II 6+2

Assumptions in option price analysis - Factors affecting option prices - Put-call parity - Options pricing & options pay off - Models - Hedging and Arbitration opportunities

MODULE V DERIVATIVE MARKET IN INDIA**6+2**

Need for Derivative Markets in India - Evolution of Derivative Markets in India
-Derivatives Instruments Traded in India - Effect of derivative market in India -
Participants in Indian derivatives market - Regulations - Factors contributing to
the growth of Derivative market in India - Institutional frame work of Derivatives
market in India - requirements for a successful Derivatives Market

L – 30; T - 10; TOTAL HOURS – 40**TEXT BOOKS:**

1. John C Hull, "Options, Futures and other Derivatives", 8/E, Pearson Education, 2012.

REFERENCES:

1. Durbin, Michael (2011). All About Derivatives (2nd ed.). New York: McGraw- Hill.
2. D.C. Patwari, "Options and Futures in an Indian Perspective", Jaico Publishing House, 2004.
3. Don M. Chance, Robert Edwin Brooks, An Introduction to Derivatives and Risk Management, South-Western Cengage Learning, 2013
4. S. Kevin, Commodity And Financial Derivatives, PHI Learning Pvt. Ltd., 2010.

COURSE OUTCOMES:

CO1: Able to realize the range and diversity of derivatives

CO2: Able to know the derivative instruments available for trading

CO3: Able to calculate the price of option derivatives

CO4: Able to mitigate the risk through Forwards and futures instruments

CO5: Able to comprehend the current market situations

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		M				M	
CO2		M				M	
CO3		M				M	
CO4		M				M	
CO5		M				M	

Note: L - Low Correlation

M - Medium Correlation

H - High Correlation

SDG 4 & Quality Education

Statement :To promote sustained economic growth through entrepreneurship, full and productive employment, and decent work, for all.

MSEY 018	FINANCIAL MANAGEMENT	L	T	P	C
SDG: 9		3	1	0	4

COURSE OBJECTIVES:

COB1: Understand and apply the techniques of capital budgeting

COB2: Take decisions under risk and uncertainty

COB3: Determine the impact of leverages on earnings and earnings per share and to evaluate dividend models

COB4: Determine the working capital need and to compute a value of the firm using different approaches

COB5: plan financing requirements and to forecast finance

MODULE I INVESTMENT DECISIONS 9+2

Cash flow estimation, Capital budgeting techniques: Payback Period – even and uneven cash flow, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Profitability Index method — Decision tree approach in investment decisions.

MODULE II INVESTMENT DECISIONS UNDER RISK AND UNCERTAINTY 9+2

Risk: Meaning, Definition. Risk analysis in capital budgeting: Risk adjusted discount rate method, certainty equivalent method, sensitivity analysis, probability technique, decision tree approach, and simulation technique.

MODULE III LEVERAGES AND DIVIDEND DECISIONS 6+2

Leverages: operating, financial, and combined leverages. Dividend theories: Walter's Model, Gordon's Model, Modigliani and Miller's Hypothesis.

MODULE IV LIQUIDITY DECISIONS AND FIRM VALUATION 3+2

Working capital management: meaning, concepts, need, and determinants -Firm valuation: basic approaches.

MODULE V FINANCIAL PLANNING AND FORECASTING 3+2

Importance of financial planning. Meaning and objectives of financial forecasting, Techniques of projections – Regression analysis, Performa

financial statements, and proforma budgets including cash budget.

L – 30; T- 10; Total Hours – 40

TEXT BOOKS:

1. I M Pandey, — Financial Management, Vikas Publication House, 10th edition, 2010.
2. Prasanna Chandra, — Financial Management Theory and practice, Tata Mc Graw Hill Education Pvt. Ltd., 8th edition, 2011.

REFERENCES:

1. Shashi K.Gupta and R.K.Sharma, “Financial Management-Theory and Practice”, Kalyani publishers, 8th revised edition, 2014.
2. S.N.Maheshwari, “Financial Management - Principles and Practice,” Sultan Chand and Sons, 14th revised edition, 2011.
3. M Y. Khan and P.K Jain, “Financial Management - Text, Problems and Cases,” Tata Mc Graw Hill Education Pvt. Ltd., 3rd reprint, 2012.

COURSE OUTCOMES:

CO1: understand and apply the techniques of capital budgeting in investment decisions.

CO2: Take decisions under risk and uncertainty.

CO3: Determine the Impact of leverages on earnings and earnings per share and to evaluate dividend models

CO4: Determine the working capital need and to compute the value of a firm using different approaches

CO5: plan financing requirements and to forecast finance

Board of Studies (BoS) :

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Academic Council:

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	M		L	M	M
CO2	H	H	L		L	M	M
CO3	H	H				M	M
CO4	L	L			L	M	M
CO5	M	M	L	L	L	M	M

Note: L - Low Correlation

M - Medium Correlation

H - High Correlation

SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

Statement : This course is related to maintaining of proper accounting system which helps to measure company performance.

MSEY 019	FINANCIAL MARKET AND SERVICES	L	T	P	C
SDG: 9		3	1	0	4

COURSE OBJECTIVES:

COB1: Provide an overview of the financial Market & Money Market

COB2: Understand the capital market and its functions

COB3: Provide an overview of the financial Services & sector

COB4: Evaluate hire purchasing, leasing, venture capitalist and other fund based services

COB5: Understand the importance of credit rating, role of merchant bankers and other fee based services

MODULE I	MONEY MARKET	5+2
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Introduction to Financial Markets - Money Market, Instruments of money market — characteristics, types - Treasury Bills (T-Bills), Certificate of Deposits (CDs), Commercial Papers (CPs), Repurchase Agreements (Repo), Banker's Acceptance (BA)

MODULE II	CAPITAL MARKET	6+2
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Capital Market: Meaning, Importance and function of Stock Exchange, Instruments of capital Market- Equity Shares, Preference Shares, Bonds, Debentures- SEBI

MODULE III	MERCHANT BANKING SERVICES	5+0
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Merchant banking services - capital issue management - pricing of issue - ma
- Credit rating: definition, advantages, process, limitations and credit rating ag
Loan Syndication

MODULE IV	HIRE PURCHASE AND LEASING SERVICES	7+3
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Hire Purchase: Meaning - features - Rights - Legal, Taxation and Accounting aspects of HP. Leasing: Meaning - features - types/forms - accounting frame work-Tax implication

MODULE V MUTUAL FUNDS**7+3**

Understanding Mutual Funds, types – Equity Funds, Fixed Income Funds, Index Funds, Balance Funds, Money Market Funds, Income Funds, and Global Funds Credit Rating: Objectives, process, and limitations

L – 30; T- 10; Total Hours – 40**TEXT BOOKS:**

1. Bimal Jaiswal, Bhuvana Venkatraman, and Richa Banerjee (2019), Sahitya Bhawan Publications
2. E.Gordon, &K.Natrajan (2016), Financial Markets and Services' Himalaya Publications

REFERENCES:

1. Rajesh Kothari, "Financial Services in India - Concept and Application", Sage Publishing, 2011
2. Bhole L.M. " Financial Institutions and Markets";2009, Tata McGraw-Hill, New Delhi

COURSE OUTCOMES:**CO1:** Understand the money market operations and instruments**CO2:** Differentiate capital market instruments**CO3:** Analyse the merchant banking activities**CO4:** Evaluate the implications of hire purchase and leasing agreements**CO5:** Investment decision in mutual funds**Board of Studies (BoS) :**

12th BoS of MBA held on
28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H							
CO2		M				L		
CO3			H					
CO4				M				
CO5				H				

Note: L - Low Correlation M - Medium Correlation

H - High Correlation

SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

Statement : The content of the syllabus will essentially enable students to understand the different financial market and services for the purpose of investment and trading

MSEY 020	FINANCIAL TECHNOLOGY	L	T	P	C
SDG: 9		3	1	0	4

COURSE OBJECTIVES:

COB1:To understand the evolution of disruptive financial service models

COB2: Acquire knowledge on digital payments and digital lending

COB3:To understand technology based investment consultancy

COB4:To exposure to crypto currencies and block chain technology

COB5:To gain knowledge on Regtech in India

MODULE I INTRODUCTION 6+2

Digital Transformation of the BFSI Sector– Emergence of FinTech Companies - Types of Fintech Companies– hubs — unicorns- BankTech - Fintech regulations in India

MODULE II DIGITAL PAYMENTS AND DIGITAL LENDING 6+2

Digital payments, Mobile apps, and social payments. Peer-to-Peer Lending, Consumer Lending, Students Lending, Business Lending — next generation commerce – crowd funding- Multi-function Instruments

MODULE III TECH BASED WEALTH MANAGEMENT & INSURANCE 6+2

WealthTech- Financial Advising through Robotics, Artificial Intelligence using Big Data, and Internet of Things - InsurTech, Insurance Analytics, Fraud detection and risk prevention, Life insurance applications, Health insurance and other InsurTech applications

MODULE IV BLOCK CHAIN AND DISTRIBUTED LEDGER 6+2

Origin of Blockchain Technology — Generations of Blockchains — Applications, Cryptography, Cryptocurrency - Major – Types – Advantages and Challenges – Asset Tokenization – Enterprise Blockchains – Introduction to Decentralized Finance – Popular Blockchain – Based Protocols – DeFi Lending and Borrowing Platforms – Decentralized Exchanges – Other Innovative Business

MODULE V FINTECH REGULATIONS REGTECH**6+2**

Fintech regulations in India, Success stories, and future trends RegTech Ecosystem of the BFSI Sector, Digitisation and Datafication of the Regulatory Framework, Impact of Technologies such as Blockchain and AI on Compliance, eID, KYC, AML applications

L – 30; T – 10; Total Hours –40**TEXT BOOKS:**

1. Augustin Rubini, Fintech in a Flash, Financial Technology Made Easy, Simtech Ltd, London, 2017 (Third Edition)

REFERENCES:

1. Richard Hayen, FinTech: The Impact and Influence of Financial Technology on Banking and the Finance Industry, Amazon Asia- Pacific Holding Private Ltd, 2018
2. Parag Y Arjunwadkar, FinTech: The Technology Driving Disruption in the Financial Services Industry, CRC Press Taylors & Francis, 2018
Niels Pedersen, Financial Technology: Case Studies in FinTech Innovation, Kogan Page, 2021.

COURSE OUTCOMES:**CO1:** Introduce Fintech concepts and regulations**CO2:** Acquire knowledge on digital payments and digital lending**CO3:** Able to understand technology based investment consultancy and insurance**CO4:** Able to exposure to crypto currencies and blockchain**CO5:** Gain knowledge on the Regtech**Board of Studies (BoS) :**12th BoS of MBA held on 28.01.2022**Academic Council:**18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	M	M				
CO2	M	M	M				
CO3	M	M	M				
CO4	M	M	M				
CO5	M	M	M				

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

Statement : The students will be able to understand and apply technology in banking and financial services such as Paytm, GPay, etc.

MSEY 021	INTERNATIONAL FINANCIAL MANAGEMENT	L	T	P	C
SDG: 9		3	1	0	4

COURSE OBJECTIVES:

COB1:To Understand the Importance of International Finance.

COB2:To Known the Foreign Exchange Market functions and activities.

COB3:To understand the Exchange Rate Arithmetic, Exchange rate determination and forecasting.

COB4:To understand the foreign trade financing

COB5:To Known about the Capital Budgeting for Multinational Corporations.

MODULE I INTRODUCTION 5+0

Multinational Financial Management – Economic Framework of International Financial Management – Objectives of MNCs – Difference Between Domestic and International Financial Management – Reasons for Increasing Importance of International Finance – Challenges and Opportunities Before An MNC.

MODULE II MARKET FOR FOREIGN EXCHANGE 9+ 3

Definition of Foreign Exchange Market and The Exchange Rate – Quotations at the Foreign Exchange Market – Spot Market – Forward Market – The Relationship Between the Forward Rate and the Future Spot Rate – Arbitrage in the Foreign Exchange Market – Foreign Exchange Management Act (FEMA). Foreign Exchange Rate Arithmetic – Indian Forex Market

MODULE III EXCHANGE RATE DETERMINATION AND FORECASTING 6+2

Theories of Exchange Rate Determination – Purchasing Power Parity (PPP) – Absolute and Relative PPP. Factors Influencing Exchange Rates. The Need and Importance for Forecasting Exchange Rates – Forecasting Techniques – Technical Forecasting – Fundamental Forecasting – Market – Based Forecasting – Mixed Forecasting.

MODULE IV FINANCING FOREIGN TRADE 7 + 2

Problems Faced by Developing Countries for Promoting Trade. Payment Terms in International Trade — Documents — Financing Techniques — Government Sources of Export Financing and Credit Insurance — International Commercial Terms (Incoterms) – Credit Risk – Management of Credit Risk – Letter of Credit – Types of Credit to Exporters. International Trade Financing in India – Pre-Shipment and Post Shipment Credits – Exim Bank – ECGC – Capital and Current Account Transactions.

MODULE V INTERNATIONAL CAPITAL BUDGETING 7 + 2

Input for Multinational Capital Budgeting — Issues in Foreign Investment Analysis — Foreign Project Appraisal — Political Risk Analysis- Growth Options and Project Evaluation — Factors to be Considered in Multinational Capital Budgeting – Foreign Exchange Exposure –Managing the Foreign Exchange Exposure.

L – 30; T – 10; Total Hours –40

TEXT BOOKS:

1. Alan C Shapiro, “Multinational Financial Management”, Wiley JohnWiley & Sons Inc., 10th edition, 2013

REFERENCES:

1. A.K.Seth, “International Financial Management”, Galgotia Publishing Company. New Delhi, 2004.
2. Jeff Madura, “International Financial Management” ThomsonLearning, 11th edition, 2011.
3. Reid W. Clich, Joshua D Coval, “International Financial Management” Prentice Hall, 2004.
4. Keith Pibeam, “International Finance” Palgrave Macmillan, 2006.
5. V.K.Bhalla, “International Financial Management (Text and Cases)” S. Chand & Company PVT. LTD, 2014

COURSE OUTCOMES:

CO1:Identify the importance of International Financial Management.

CO2:Manage the Foreign Exchange Risk.

CO3:Forecast Exchange Rates

CO4:Manage the Credit risks involved in International Trade.

CO5:Analyse different projects using capital budgeting techniques for multinational corporations.

Board of Studies (BoS) :**Academic Council:**12th BoS of MBA held on 28.01.2022 18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M	L	H			
CO2		H	M	L		H	
CO3		H	H	L		H	H
CO4	H	M	H	L			H
CO5	H	H	H	L		H	H

Note: L - Low Correlation M - Medium Correlation

H - High Correlation

SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

Statement : After studying this course, the students will be able to understand and use international business related payments and receipts in multinational companies.

MSEY 022	RISK MANAGEMENT AND	L	T	P	C
SDG: 9	INSURANCE	3	1	0	4

COURSE OBJECTIVES:

COB1:Types of risk and benefits of risk management

COB2:Various risk identification and evaluation techniques

COB3:Different methods of risk reduction methods

COB4:Different types of insurance policies

COB5:Insurance accounting

MODULE I INTRODUCTION 5+1

Introduction to Risk Management: Nature of risk, terms and definitions - Organizing for Risk Management- Objectives of Risk Management- Scope of Risk Management- legal, financial and social benefits of managing risk.

MODULE II CLASSIFICATION AND CONTROL 7+2

Classifications of risk: Financial, Strategic, Operational, Market Risk - Enterprise Risk Management - Risk and opportunity - Influences and benefits of a risk management programme - Potential consequences of failing to manage risk.

MODULE III RISK MANAGEMENT PROCESS 9+3

Risk drivers - Internal and external influences on an organization - Risk Measurement and Pooling - Pooling and Diversification - Risk Control and Treatment - Risk avoidance - Risk reduction - Risk Retention - Risk analysis techniques - Barriers in the risk analysis process

MODULE IV INTRODUCTION TO INSURANCE 7+2

Meaning- Nature, Types of Insurance- Emerging scenario - Principles of insurance- Functions of insurance - Reinsurance and double insurance -Profile of Insurance companies in India. Procedures for taking life, fire, marine insurance policy - Procedure for Settlement of claims- IRDA Act.

MODULE V MATHEMATICAL BASIS OF INSURANCE 2+2

Premium calculation - Insurance accounting.

L – 30; T – 10; Total Hours –40

TEXT BOOKS:

1. Alka Mittal, Gupta S.L. "Principles of Insurance and Risk Management", Sultan Chand and Sons, 2010.

REFERENCES:

1. James T.Gleason, "Risk; The New Management Imperative in Finance", JaicoPublishing House, 2004.
2. AnandGanguly, "Insurance Management", New Age International, 2004

COURSE OUTCOMES:

CO1:Identify different types of risk

CO2:Apply risk identification and evaluation techniques in the organization

CO3:Suitably take decisions to avoid and reduce risk in the organization

CO4:Develop enterprise risk management plan and choose appropriate insurance policy for the enterprise.

CO5:Estimate the actual claim of stock using insurance accounting

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1				L			
CO2							
CO3	H						M
CO4							
CO5							

Note: L - Low Correlation M - Medium Correlation

H - High Correlation

SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

Statement : The contents of the syllabus is intended to enable students to manage risk in finance and insurance companies.

MSEY 023	SECURITY ANALYSIS AND	L	T	P	C
SDG: 04	PORTFOLIO MANAGEMENT	3	1	0	4

COURSE OBJECTIVES:

COB1: To make an awareness on the different types of investment instrument's return and risk

COB2: To sensitize about the stock market and stock market trading

COB3: To provide knowledge on the fundamental analysis

COB4: To provide knowledge on the technical analysis

COB5: To provide knowledge on portfolio management

MODULE I INVESTMENT SETTING 6+2

Financial and economic meaning of Investment — Characteristics and objectives of Investment –Types of Investment — Investment alternatives — Choice and Evaluation – Risk and return - Analysis of different types of Risks and Return – Measures of Return and Risk- Determinants of Required Rate of Return- Risk free rate and factors influencing the risk free rate – Risk Premium

MODULE II SECURITIES MARKET INFRASTRUCTURE 6+2

Stock Exchanges - Functions and Significance of Stock Exchanges - Operations and Trading Mechanism of Stock Exchanges - Settlement of Securities - Stock Market Indices - Risk Management - Surveillance Mechanism at Stock, Exchanges - Straight through Processing - Demutualization of Stock Exchanges

MODULE III FUNDAMENTAL ANALYSIS 6+2

Concept - Economic Analysis – Economic forecasting and stock Investment Decisions - Industry Analysis - Industry classification, Industry life cycle – Company Analysis–Valuation Techniques - Measuring Earnings — Forecasting Earnings– Graham and Dodds investor ratios.

MODULE IV TECHNICAL ANALYSIS 6+2

Technical Analysis – Charting methods – Market Indicators - Trend -Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory - Different forms - Challenges to the Efficient Market Hypothesis - Dow Jones Theory - Elloit Wave Theory

MODULE V PORTFOLIO MANAGEMENT**6+2**

Portfolio Management - Portfolio analysis –Portfolio Selection –Capital Asset Pricing model -Valuation and Validity — Portfolio Revision — Portfolio Evaluation – Mutual Funds.

L –30 ;T – 10; TOTAL HOURS – 40**TEXT BOOKS:**

1. Donald E. Fischer & Ronald J.Jordan, “Security Analysis and Portfolio Management“, 8th Edition, Prentice Hall of India (P) Ltd, 2011.

REFERENCES:

1. Prasanna Chandra, “Investment analysis and Portfolio Management”, Tata McGraw Hill, 2017.
2. V.A. Avadhani, “Security Analysis and Portfolio Management” 10th Edition, Himalaya Publishing House, 2011.
3. Cheng-Few Lee, Joseph Finnerty, John Lee, Alice C Lee, Donald Wort, "Security Analysis, Portfolio Management, and Financial Derivatives", World Scientific Publishing Company, 2012.
4. S. Kevin, “Security Analysis and Portfolio Management“, PHI Learning Pvt. Ltd., 2015.

COURSE OUTCOMES:

CO1:To identify different types of investment instruments and trade in stock market.

CO2:To do fundamental analysis on the financial performance of firms.

CO3:To do technical analysis on the financial market instruments.

CO4: To test the market for its level of efficiency

CO5:To evaluate the performance of portfolio of investments.

Board of Studies (BoS) :12th BoS of MBA held on 28.01.2022**Academic Council:**18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		H		M		L	
CO2		H		M		L	
CO3		H		M		L	
CO4		H		M		L	
CO5		H		M		L	

Note: L - Low Correlation M - Medium Correlation

H - High Correlation

SDG 4 & Quality Education

Statement :To promote sustained economic growth through entrepreneurship, full and productive employment, and decent work, for all.

MSEY 024	WORKING CAPITAL MANAGEMENT	L	T	P	C
SDG: 9		3	1	0	4

COURSE OBJECTIVES:

COB1: Understand the objectives and components of working capital management

COB2: Manage the firms liquidity and profitability

COB3: Determine the type of working capital need

COB4: Estimate the cash conversion cycle

COB5: Identify the causes and remedies of overtrading

MODULE I INTRODUCTION 7+2

Working Capital Management: Meaning, definition, characteristics, scope, objectives, importance; Types-Fixed and flexible working capital; Components of working capital management- cash, accounts receivables, stocks and accounts payables; determinants of working capital requirement.

MODULE II WORKING CAPITAL MANAGEMENT: EFFECT ON LIQUIDITY AND PROFITABILITY 6+3

Cash management, stock management, Account receivables management, and Accounts payables management. Liquidity: meaning, definition, causes and effect on profitability- Profitability: meaning, profitability, relationship between working capital and profitability

MODULE III CASH CONVERSION CYCLE AND EFFICIENT WORKING CAPITAL MANAGEMENT 7+3

Cash Conversion Cycle: Meaning, definition, types based on industry characteristics and determinants –Computation of cash conversion cycle– interpretation and application. Measures to improve the cash conversion cycle. Efficient working capital management- meaning, effects on performance.

MODULE IV THE CONCEPT OF OVERTRADING AND CHANGES IN WORKING CAPITAL 6+2

Overtrading – Meaning, causes, features and remedies general application of overtrading, Aggressive and conservative working capital – meaning and effects on profitability. Working capital changes-factors, effects on liquidity.

**MODULE V UNDERCAPITALIZATION AND 4+0
OVERCAPITALIZATION**

Characteristics of undercapitalization and overcapitalization – Its impact on short and long-term finance.

L –30 ;T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Chandra, Prasanna, “Financial Management: Theory and Practice” McGraw Hill Education (India). 9th revised edition, 2015.
2. S.N.Maheshwari, “Financial Management - Principles and Practice,” Sultan Chand and Sons, 14th revised edition, 2013.

REFERENCES:

1. Shashi K.Gupta and R.K.Sharma, “Financial Management-Theory and Practice”, Kalyani publishers, 8th revised edition, 2016.
2. M Y. Khan and P.K Jain, “Financial Management - Text, Problems and Cases,” Tata Mc Graw Hill Education Pvt. Ltd., 3rd reprint, 2012.

COURSE OUTCOMES:

CO1: Significance of working capital management

CO2: Analyse the firms liquidity and profitability

CO3: Calculate working capital requirement

CO4: Suggest suitable credit terms based on the cash conversion cycle

CO5: Decide the optimum level of working capital required

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1					L		
CO2							
CO3		H					
CO4							
CO5							

Note: L - Low Correlation M - Medium Correlation

H - High Correlation

SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

Statement : To apply effective techniques in managing working capital for sustainable management of a company.

MSEY 031	MANAGERIAL BEHAVIOUR AND	L	T	P	C
SDG: 8	STRATEGIC LEADERSHIP	3	1	0	4

COURSE OBJECTIVES:

COB1: Provide inputs on the various dimensions of Managerial Job

COB2: Create awareness concerning the importance of Professionalism

COB3: Teach techniques adopted by industries to measure managerial effectiveness

COB4: Build emotional intelligence to function effectively as leaders in the corporate world.

COB5: Update knowledge about the emerging prospect for strategic Leaders

MODULE I DIMENSIONS OF MANAGERIAL JOB 7+2

Managerial Job Dimensions: Theory proposed by Peter Drucker, Henry Fayol, Mintzberg, Fred Luthans - Managerial Skill Set: Art of Delegation; Time Management, Decision Making, Job - behaviour skills, Listening skills, Socializing, Optimizing skills - Gender - leadership myths: Benefits of Androgynous Management-Managerial Behaviour models: SHL corporate leadership model-case studies

MODULE II PROFESSIONALISM AND MEASURING MANAGERIAL EFFECTIVENESS 6+2

Professionalism: Importance of Professionalism; Key elements of Professionalism, Managers role in managing awareness, Developing intellectual discipline, Professional discipline- Creativity and Innovation- Brain Storming, Synectics, Innovation and Entrepreneurship-Professional goals across career stages: Relationship between Age-creativity, Age-performance, Age-motivation, Career Management - case studies.Introduction to Measuring Managerial Effectiveness- the Person, Process, and Product Approach; Global measures of managerial effectiveness; Current Industrial and Government practices in the management of managerial effectiveness - case studies.

**MODULE III EMOTIONAL INTELLIGENCE AND STRESS 5+2
MANAGEMENT FOR STRATEGIC LEADERS**

Definition, Elements of Emotional Intelligence, Emotional Intelligence and Eustress, Issues linked to low Emotional Intelligence, Role of Emotional Intelligence in building team spirit; Personality and emotional Intelligence;

Managing simple and complex emotions, Psychological capital - exercises.- Stress - Meaning, Causes, Symptoms, Verbal and Non-verbal indicators of stress, Nature of stress, Family Stress, Work related stress - Role stress, Managerial stress, Stress and Performance, Stress and Employee Well Being, Burnout, Stress and Conflict, Stress and Personality.

MODULE IV NEGOTIATION AND CONFLICT RESOLUTION 6+2 SKILLS

Meaning of negotiation, Negotiation process, Assumptions in negotiation, Model of Negotiation, Characteristics of effective negotiators, Managerial skills required to negotiating effectively- Nature of conflict, Condition for cooperation, competition and conflict. Conflict management strategies: Avoidance, accommodation, Compromise, Collaboration, Competition.

MODULE V STRATEGIC LEADERSHIP IN EMERGING BUSINESS 6+2

Leadership Styles: when it works and when it does not work-The Art of Strategic Leadership: being visionary, taking ownership, managing risk, bringing integrated change-learning with case studies

L – 30; T - 10 TOTAL HOURS – 40

TEXT BOOKS:

1. Steven Stowell and Stephanie Mead, The Art of Strategic Leadership, Wiley and Sons Inc. Canada, 2016
2. Daniel Goleman, Leadership: The Power of Emotional Intelligence, Kindle Edition, UK, 2011.
3. Peter. F. Drucker, The Effective Executive, Harper Collins, New York, 2007.

REFERENCES:

1. Johan C Maxwell, Leader Shift, Harper Collins, USA, 2019.
2. Haider Yasmeen, Managerial Behavior and Effectiveness, Course Material, Chennai: Centre for Distance Education, Anna University, 2007
3. Watts, S.H. Managing Technical People, Delhi: Pearson Education, 2007.

COURSE OUTCOMES:

CO1: Have a panoramic understanding of managerial job dimensions which in turn will help them to analyze and adopt appropriate managerial styles for different corporate situations.

CO2: Augment the professional managerial skills facilitating in career escalation.

CO3: List the various global methods of measuring managerial effectiveness. Understanding the metrics for measuring managerial effectiveness will help them enhance their efficiency and problem solving skills.

CO4: Match their personality traits with those expected in the corporate world and accordingly work towards personality transformation.

CO5: Comment and propose solutions for any issues pertaining to organization as a strategic leader

Board of Studies (BoS) :

Academic Council:

12th BoS of MBA held on 28.01.2022

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	L	H	M	H	M	H
CO2	M	L	H	L	M	M	H
CO3	M	H	M		H	H	H
CO4	M	M	H		H		H
CO5	L	M	H	H	H	H	H

Note: L - Low Correlation

M - Medium Correlation

H - High Correlation

SDG 8: Build resilient employees and leaders who will be open to new developments and handle corporate challenges constructively.

Statement : The holistic understanding of managerial behaviour and strategic leadership will lead to constructive development of global leadership skills and competencies facilitating in creation of efficient workforce for corporate world. Indirectly enhancing the standard of living and economy of the country.

MSEY 032	HUMAN RESOURCES ACCOUNTING	L	T	P	C
SDG: 4	AND AUDIT	3	1	0	4

COURSE OBJECTIVES:

COB1: Learn the basic concepts and importance of HR Accounting and Audit

COB2: Analyze the return on investment in employees

COB3: Acquaint students with HR Score Card and HR Accounting Software

COB4: Equip with the necessary knowledge and skills to involve efficiently in HR Audit.

COB5: Equip students to prepare HR Audit Report

MODULE I INTRODUCTION 6+2

Introduction: HR as Asset, Definition of Human Resource Accounting and Auditing — Human Resource Accounting: Concepts, Methods and Applications — Human Resource Accounting Vs Other Accounting — Human Capital: Introduction, Types: Intellectual Capital, Social Capital, Emotional Capital And Spiritual Capital — Conventional and Modern Approaches For Human Capital Measurement –Issues In Human Capital Measurement

MODULE II HUMAN RESOURCE COST AND RETURN ON INVESTMENT 6+2

Human Resource Cost Justification - Monetary Value Approach, Non Monetary Value Based Approach –Investment in Employees - Human Resource Development – Development of HR ROI through high performance employees – Measurement of Group Value

MODULE III HUMAN RESOURCE ACCOUNTING SYSTEM AND SCORE CARD 6+2

Developing Human Resource Accounting System –Implementation of Human Resource Accounting System — Integration with other Accounting System — HR Score Card: Constituents, Perspective of HR Score Card, Linking of Objectives and HR Strategy Map– Instrument in HR Audit –Human Resource Accounting Software

MODULE IV HUMAN RESOURCE AUDIT 6+2

Role of Human Resource Audit in Business Environment, HR Audit - Objectives, Concepts, Benefits, Importance, HR Quality Policy Formulation — ISO 9000, Standard, Setting Audit goals, Defining audit team, Areas of HR Audit, Methodology and Instruments of HR Audit, Audit Process and Issues in HR Audit

MODULE V HUMAN RESOURCE AUDIT REPORT 6+2

Purpose of HR Audit Report, Preparation of Report Design, Use of HR audit report for Business Environment, Recent Advancement in Human Resource Audit and Accounting

L – 30, T – 10; Total Hours – 40

TEXT BOOKS:

1. John McConnell, "Auditing your Human Resources Department" (2nd edition), New York, AMA's publishing division, 2011
2. Eric. G. Flamholtz, "Human Resource Accounting" (3rd edition), USA, Kluwer Academic Publishers, 1999.

REFERENCES:

1. T.V. Rao, "HRD Audit", New Delhi, Sage Publications, 1999.
2. Mark. A. Huselid, Brian E. Becker and Richard W. Beatty, "The Workforce Scorecard: Managing Human Capital To Execute Strategy, Harvard Business Review Press, 1st Edition, 2005

COURSE OUTCOMES:

CO1: Distinguish between human resource accounting and other types of accounting.

CO2: Identify the human resource cost using different approaches of cost calculation

CO3: Design human resource accounting system for the organizations

CO4: Develop HR audit process

CO5: Prepare audit report to improve the business environment

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1					L		
CO2							
CO3		H					
CO4							
CO5							

Note: L - Low Correlation

M - Medium Correlation

H - High Correlation

SDG 4 : Quality Education - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Statement: The holistic education and understanding of SDG 4 leads to lifelong learning chances on learning the basics of HR Accounting, finding right approach to reduce HR costs, framing updated HR audit process and imbibing knowledge on preparing HR Audit report.

MSEY 033	PERFORMANCE MANAGEMENT	L	T	P	C
SDG: 9	AND TRAINING	3	1	0	4

COURSE OBJECTIVES:

COB1: Develop familiarity with the concept of Strategic Performance Management System

COB2: Create understanding of the three stages of SPM Cycle

COB3: Point out the importance of Training need Analysis

COB4: Impart knowledge on the various methodology applied for evaluation of training

COB5: Creating awareness about the future trends in Training and Development

MODULE I STRATEGIC PERFORMANCE MANAGEMENT 5+2

Strategic Performance Management: Definition, Process, Benefits, Strategic Performance Management Development Cycle, Feasibility Analysis for SPM- Case Studies, IT Application for Performance Management Process

MODULE II STRATEGIC PERFORMANCE MANAGEMENT DEVELOPMENT CYCLE 7+2

Designing a Strategic Management Model - Responsibility Structure, Parenting Style, Strategic Objectives, Strategic Action Plans, Designing a Strategic Reporting Model - Critical Success Factors and Key Performance Indicators, Performance Measurement Pyramid, Result and Effort Indicators, Balanced Scorecard, Designing Performance Driven Behavioural Model - Organizational Performance - Driven Behaviour; Individual Performance - Driven Behaviour; Strategic Alignment- Ethics in Performance Management. Culture and Value Creation for Organizational Excellence

MODULE III TRAINING NEED ASSESSMENT 5+2

Importance of Need Assessment, Methods used in Need Assessment, Need Assessment Process-Organizational Analysis; Person Analysis and Task Analysis, Competency Models

MODULE IV TRAINING EVALUATION 7+2

Reasons for Evaluating Training, Formative Evaluation; Summative Evaluation; Evaluation Process; Evaluating Outcome, Cognitive Outcome, Behavioural Outcome, Affective Outcome, Kirkpatrick's Four Level Framework of Evaluation Criteria, Determining Return on Investment; Measuring Human Capital and Training Activity

MODULE V FUTURE OF TRAINING AND DEVELOPMENT 6+2

Challenges in Career Management, Cross-Cultural Preparation, Life- Long Learning, Self-Learning and Action/Outcome Based Training Program, Managing Dysfunctional Behaviours, Technology and Multimedia in Training-Discussion. Industry Specific Competencies and Its Implications on Training and Performance Management

L – 30: T - 10 TOTAL HOURS – 40

TEXT BOOKS:

1. Tim Baker, Performance Management for Agile Organizations: Overthrowing the Eight Management Myths that Hold Businesses Back, 1st ed, Kindle Edition, 2017
2. Allen. L. Colquette, The Next Generation Performance Management, Information Age Publishing INC. Charlotte, USA, 2017
3. Andre de Wal, Strategic Performance Management, Palgrave Macmillan, New York, 2007.
4. Raymond, A and Amitabh Deo, Employee Training and Development, Tata Mc Graw Hill, New Delhi, 2012
5. Bernard Marr, Key Performance Indicators (KPI): The 75 measures every manager needs to know, Prentice, 2012

REFERENCES:

1. Topomoy Deb, Training and Development, Concepts and Applications, Ane Books, New Delhi, 2008.
2. Irwin L. Goldstein, Training in Organizations, Cengage Learning, New Delhi, 2012

COURSE OUTCOMES:

CO1: Use the feasibility analysis tool, to evaluate whether the organization is ready to go in for strategic performance management system

CO2: Identify the type of Parenting Style followed by different business organizations and formulate critical success factor and key performance indicators matching job environment

CO3: Design and schedule the training programme

CO4: Measure Cognitive, Behavioral and Affective outcome of a training program

CO5: Discuss and comment on the future trend and developments in the area of performance management and training

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	H	M	H	H	H
CO2	H	H	H		H	H	H
CO3	M		H		M		
CO4	H	M	M	M	H		
CO5	M		M		H	H	H

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

Statement : A comprehensive understanding of performance management and training facilitates complete focus on the creation of intangible assets besides tangible assets. The focus is on the efficiency and quality performance by industry across all domains.

MSEY 034	INDUSTRIAL RELATIONS AND	L	T	P	C
SDG: 8	LABOUR LEGISLATION	3	1	0	4

COURSE OBJECTIVES:

COB1: To provide information on the current scenario of industrial relations

COB2: To make students be aware of the causes and issues relating to Industrial conflicts and the way to resolve

COB3: To get familiarize with the various social security and welfare measures in both statutory and non-statutory practices in the industry

COB4: To provide information about industrial safety and risk preventive measures

COB5: To give insight on the key labour laws and its benefits

MODULE I HISTORY AND EVOLUTION OF 6+2
INDUSTRIAL RELATIONS AND TRADE UNION
MOVEMENT IN INDIA

Issues and Challenges in Sustaining Cordial Industrial Relations (IR), Changed Role and Responsibilities of the Management, Union and Employees in the Stable IR. Trade Union Act- 1926, relevance and scope for Improvement

MODULE II INDUSTRIAL RESOLUTION CONFLICTS & 6+2
THEIR

Causes of Conflicts, Need for Managing and Resolution of Conflicts, Grievance Redressal Machinery as a tool for Resolving Conflict. Collective Bargaining - Industrial Disputes Act -- 1947, Manifestations of Conflicts such as Strike, Lock out, Go Slow and other Work Stoppages - Their Impacts and Resolution.

MODULE III SOCIAL SECURITY BENEFITS AND 6+2
WELFARE MEASURES

Purposes of Various Statutory and Non Statutory Welfare Benefits. Present Trends and Practices in Extending Welfare Benefits under Settlements, Employee Provident Fund and Miscellaneous Act, 1952, The Employees state Insurance Act 1948, Payment of Gratuity Act 1972, Minimum Wages Act 1948, The Maternity Benefit Act 1961, Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, Code on

Wages, 2019, Code on Social Security, 2020

MODULE IV INDUSTRIAL SAFETY, HEALTH AND ENVIRONMENT 6+2

Accident Prevention - Education and Enforcement, Relevant Provisions and Factories Act, 1948 and The Workmen's Compensation Act, 1923, The Occupations, Safety, Health & Working Conditions Code, 2020

MODULE V LABOUR LEGISLATIONS 6+2

History and Development of Labour Legislations, Uniqueness and complexities in the evolution of Indian Labour Laws. Few more Key Labour Legislations: Industrial Establishment (Standing Orders) Act 1946. Contract Labour Regulation and Abolition Act 1970, Payment of Wages Act 1936, Child Labour Prevention and Regulation Act, 1986, Equal Remuneration Act

1976, Migrant Workmen Act, 1979

L – 30; TOTAL HOURS – 40

TEXT BOOKS:

1. Arun Monappa, Ranjith Nambudiri and Patturaja Selvaraj,—Industrial Relations and Labour Lawsll, McGraw Hill Education,2nd Edition, 2017.
2. N.D. Kapoor Elements of Mercantile Law, Sultand Chand & Sons,34th Reprint, 2013.
3. Sinha P.R.N. — Industrial Relations, Trade Unions and Labour Legislation, Third Edition, Pearson Education India, 2017

REFERENCES:

1. C.B. Memoria, Dynamics of Industrial Relations, Himalaya Publishing House, 16th Revised Edition, 2016.
2. P.N.Singh and Neeraj Kumar Employee Relations Management, Pearson, New Delhi, 2011.
3. S.K. Puri, Labour& Industrial Law, Allahabad Law Agency, New Delhi, 10th Edition, 2011.
4. T.N Chhabra , R K Suri, Industrial Relations (Concept And Issues),
5. Dahpat, 2020

COURSE OUTCOMES:

CO1: Identify the contemporary aspects of industrial relations.

CO2: Choose the best machinery for industry dispute settlement.

CO3: Analyze the various welfare and industrial safety measures.

CO4: List the various safety provisions to avoid accidents and various compensation practices.

CO5: Differentiate and apply the concepts of labour laws.

Board of Studies (BoS) :

12th BoS of MBA held on
28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	L	H	M	L	H
CO2	H	H	H	H	H	H	H
CO3	H	L	L	H	H	H	H
CO4	H	L	M	M	H	M	H
CO5	H	H	M	H	M	H	H

Note: L - Low Correlation M - Medium Correlation

H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Statement : The holistic understanding and implementation of labour laws in an organization would help in promoting sustainable environment ensuring economic growth, productive and safety workplace for all.

MSEY 035	ORGANIZATIONAL	L	T	P	C
SDG: 9	STRUCTURE AND DESIGN	3	1	0	4

COURSE OBJECTIVES:

COB1: Learn how organizational structures are framed

COB2: Determine the organizational goals

COB3: Discuss major organizational designs and to know why organizations are continually being redesigned.

COB4: To explore the effectiveness of the process of structuring and designing on the productivity and satisfaction of the employees.

COB5: Highlight the importance of the study of environment in designing the structure and managing the organization

MODULE I INTRODUCTION TO ORGANIZATIONS 6+2
STRUCTURE AND DESIGN

Introduction, The evolution of Organization Theory, Organization life cycle — Models of Transformation, Organizational structure - Characteristics, Organization Design and Development - Design options; Challenges of Organizational Design, Organization Culture and Change, Features of organization; Basic - Open System model of Organization

MODULE II ORGANIZATIONAL GOALS 6+2

Definition: Official Vs Operative goal, Competing Goals, Benefits of organizational goals, Key Result Areas - Peter Drucker; Goal Formulation - Cyert March Approach, Coalition and Organizational goals, Side Payment, Organizational Slack, Means End Hierarchy; Goal Adaption and Change.

MODULE III DESIGNING ORGANISATIONAL 6+2
STRUCTURE

Challenges of Design - Differentiation and Integration, Centralization and Decentralization, Standardization and Mutual Adjustment, Mechanistic and Organic Structure; Designing Organizational Structure — Authority, Control, Principles of Bureaucracy; Types of Organization Structure

MODULE IV ORGANISATION STRUCTURE: 6+2
STRATEGY AND TECHNOLOGY

Strategy - Formulation, Implementation, Evaluation — Social System model, Rational System model — Leadership and Empowerment — Building a

Learning Organization -Definition of Technology: Theories of Technology,

Designing structure according to technology, Joan Woodward's technology type, Perrows Technology Typology, Thompson: Technological Uncertainty, Impact of IT in Technological Design.

MODULE V MANAGING ORGANISATION AND ITS 6+2 ENVIRONMENT EFFECTIVELY

Definition of Environment, Domain, Task Environment, Environment Design options –Theories of Environment — Resource Dependence Theory — Transaction Cost Theory — Continuance Theory –Pathological Syndromes, Population Ecology Theory, Strategic Choice Theory, Organizational System in Global Environment. Definition, Efficiency and Effectiveness, Approaches to effectiveness - Goal Approach, System Resource Approach, Stake Holder Approach, Business Process Reengineering, Success and Failures in Organizational design, Creating a Modern Organization – Management and Leadership Challenges.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Mirza .S. Saiyadain and Poornima Gupta, "Organization Structure and Design- An Indian Perspective", New Delhi: MacMillan India Ltd,2009.

REFERENCES:

1. Gareth.R.Jones and Mary Mathew, "Organizational Theory, Design and Change" (6th edition), Noida: Pearson India Education Services Pvt.Ltd, 2015.
2. Stephen.P. Robbins and Mary Mathew, "Organization Theory", New Delhi, Prentice Hall, 2009
3. Arthur G. Bedeian and Raymond F. Zammuto, "Organisations - Theory and Design", Orlando: The Dryden press international edition, 1990
4. Subba Rao. P, "Management and Organisation Behaviour" (1st edition), Mumbai: Himalaya Publishing house, 2004.

COURSE OUTCOMES:

CO1: Draw open system model for organizations.

CO2: Develop official and operative goals for organizations using key result areas.

CO3: Draw and design structure of an organization in alignment with the strategies adopted.

CO4: Assess the technology to map the designing of organization structure.

CO5: Scan environment as an important ingredient of structuring the organization.

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	H		M	M	M	H
CO2		H	H	H		M	L
CO3	M	M	L	H	M	H	M
CO4	L	M		H	L	H	M
CO5		M	H	H	H	M	L

Note: L - Low Correlation, M - Medium Correlation, H - High Correlation

SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Statement : The holistic understanding of the course leads to framing of the suitable organizational structure for innovation to compete globally.

MSEY 036	STRATEGIC HUMAN RESOURCE	L	T	P	C
SDG: 9	MANAGEMENT	3	1	0	4

COURSE OBJECTIVES:

COB1: Identify the Differences in Traditional and Strategic Role of Human Resource Management in organizations.

COB2: Generate new HR strategies to meet current business needs and Renewals.

COB3: Familiarize with the various Strategic format to plan and execute HR functions.

COB4: Analyze the prevailing trends in Strategic HR

COB5: Apply technology to achieve efficiency in carrying out HR activities and to take Strategic Decisions.

MODULE I	INTRODUCTION TO STRATEGIC HUMAN	7+2
	RESOURCE MANAGEMENT	

SHRM: Meaning and Nature, Difference between Strategic HRM and Traditional HRM, Evolution: From Personnel to Strategic, Concept, Features, Objectives, Significance, Harvard Model, Michigan Model, Theories, Approaches, Applications, Benefits, and Barriers to Strategic HR: Emerging Roles of HR Professionals.

MODULE II	THE EVOLVING STRATEGIC ROLE OF	7+2
	HUMAN RESOURCE MANAGEMENT	

Linking People with the Strategic needs of Business: 5P Model-Strategic Renewals Roles and Responsibility of HR in Downsizing, Mergers, Acquisitions and Restructuring, Cases of Best and Ineffectual Renewals- Current Workplace Trends impacting HR Department.

MODULE III	STRATEGIC	HUMAN	RESOURCE	7+2
	FUNCTIONS			

Strategic Manpower Planning: Aggregate Planning, Succession planning
Contemporary Employee Resourcing Strategy: Talent Pipeline, Employer Branding, Contest Recruiting, Benefits from Gig Economy during Pandemic and Future Trends- Job Design Strategies: Strategic Human Resource Development: Contemporary Development Techniques, Strategies for Managing Performance: High Performance Work Systems, Strategic Compensation Management linked to Performance-Evaluating and Measuring the Impact of Strategic Contributions to Traditional HRM

Board of Studies (BoS) : 12 th BoS of MBA held on 28.01.2022	Academic Council: 18 th AC held on 24.02.2022
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	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M	M		L	M	
CO2	L	H	M	L	H	H	L
CO3		L	H	L	M	H	H
CO4		H	L	H	M	H	L
CO5	H	M	L		M	M	H

Note: L - Low Correlation, M - Medium Correlation, H - High Correlation

SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

Statement :

The strategical study about the human resources in an organization will lead to implement international innovations to compete in the global industry.

MSEY 037	INTERNATIONAL HUMAN RESOURCES	L	T	P	C
SDG: 8	MANAGEMENT	3	1	0	4

COURSE OBJECTIVES:

COB1: Learn the concept of IHRM and OB

COB2: Be familiar with the global culture and identify the strategy to manage workforce diversity in multinational organization system

COB3: Relate the importance of motivating employees while managing international workforce

COB4: Identify the challenges facing the global business today with respect to human resource planning, compensation and performance management

COB5: Understand the reason for success and failures in global assignments.

MODULE I INTRODUCTION 6+2

Defining IHRM – Differences between domestic HRM and IHRM – Variables that Moderate the Differences – Overview of international dimensions of OB – Exploring how cultural differences affects organization – International Organizational behavior challenges for management– Introduction on Expatriates, Non-expatriates and Inpatriates

MODULE II DIMENSIONS OF IHRM IN DIFFERENT CULTURAL BACKGROUND 6+2

Global staffing alternatives – Selecting and evaluating international employees, – Understanding differences in employee attitude and behaviour– Managing diversity and ethical issues in an international context – Corporate culture, Regional & national cultures, Industry specific culture and reasons for differences – Expatriates, Reasons for Expatriate Failure – Female Expatriates, Self-Initiated expatriates – Dual Career Practices

MODULE III INTERNATIONAL COMPENSATION PRACTICES: MOTIVATING DIVERSITY 6+2

Objective of International Compensation – Key Components of an International Compensation Program – Approaches to International Compensation – Rewarding and motivating international employees – Patterns in Complexity, Challenges and Choices

**MODULE IV PERFORMANCE MANAGEMENT IN 6+2
INTERNATIONAL CONTEXT**

Performance Management of International Employees – Performance Appraisal of International Employees – Performance Culture of Different Countries-Case studies

**MODULE V INTERNATIONAL HUMAN RESOURCE 6+2
MANAGEMENT TRENDS**

Managing multicultural teams– Communicating effectively across culture – Effective leadership in a multicultural environment - Global Career Path – Reasons for accepting or rejecting Global Assignments-Role of IT in Human Resource Networking across Globe — Wearable Technology & Employee Wellness, Putting Diversity and Inclusion into Action, Facilitating New Ways of Working, Use of HR analytics and Technology in Managing Global Remote Team

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Awathappa, K. and Dash, S, International Human Resource Management, 3rd Edition by, McGraw Hill, 2020
2. Peter J Dowling, Marion Festing and Allen D Engle, International Human Resource Management, Cengage Learning, 2008
3. Tariq, I, Briscoe, D. and Schuler, R., International Human Resource Management, 5th Edition, T&F/Routledge, 2020

REFERENCES:

1. Anne-Wil Harzing, International Human Resource Management, 4th Edition, Sage Publishing, 2017
2. Dean McFarlin and Paul Sweeney, International Organizational Behavior: Transcending Borders and Cultures, Routledge, 1st Edition, 2012
3. Nancy J. Adler and Allison Gundersen, International Dimensions of Organizational Behavior, Cengage Learning, 5th Edition, 2007
4. Tony Edwards and Chris Rees, International Human Resource Management, Pearson Education, 2005.

COURSE OUTCOMES:

CO1: Analyze the importance of OB in IHRM

CO2: Evaluate the impact of global culture in managing workforce in multinational organizations

CO3: Adopt the best strategy to motivate the international workforce

CO4: Critically analyze the impact of contemporary issues and global imperatives on human resource planning, compensation and performance management.

CO5: Examine success and failure in global assignments.

Board of Studies (BoS) :

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Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	L	H	H	H	H	H
CO2	H	H	H	H	H	H	H
CO3	H	M	H	H	H	H	H
CO4	H	H	H	H	H	H	H
CO5	H	H	H	H	H	H	H

Note: L - Low Correlation, M - Medium Correlation, H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Statement : The holistic knowledge of managing workforce and adopting globally acceptable HR practices would help to promote a sustainable, inclusive and economic growth for the all.

MSEY 038	TALENT ACQUISITION AND	L	T	P	C
SDG: 8	RETENTION	3	1	0	4

COURSE OBJECTIVES:

COB1: Examine the importance of Talent Acquisition in the organization

COB2: Facilitate the students to identify the type of people an organization wants to attract through various activities

COB3: Identify the best practices to reach the targeted employees

COB4: Provide the ways to engage and retain talent

COB5: Explore the various metrics used in acquiring & retaining the talent

MODULE I INTRODUCTION TO TALENT ACQUISITION AND RETENTION 6+2

Talent Acquisition: Definition, Need of Talent Acquisition, Key Process of Talent Acquisition – Benefits of Organizations from Recruiting Talent – Staffing Models and Strategy – Importance of Retention in Economy – Process of Retaining Talent Pool – Steps to Prevent High Turnover Rate – Importance of Maintaining a Competitive Hiring Advantage – Consequences of Failure in Managing Talent

MODULE II STAFFING ACTIVITIES 6+2

Talent Attraction Process – Recruitment Vs Selection – Person-Job-Fit & Person-Organization-Fit Analysis – Sources of Recruitment: External Recruitment, Internal Recruitment – Measures of Talent Acquisition – Reinventing Talent Acquisition – Artificial Intelligence(AI) in HR and Recruiting - Methods of Recruitment – Selection Methods: External Selection, Internal Selection – Internet Based Selection – Equality and Legal Issues – Legal Compliance in Talent Acquisition – Common Errors in Attracting Talent – Fishbowl Concept – On boarding – Blue Money and Green Money Turnover Calculations – Role of Employer Branding on Attracting and Retaining Talent

MODULE III OPTIMIZING TALENT 6+2

Halo Effect & Recency Effect in Talent Acquisition – Identification of High Potential Talent – Critical Success Factors to Create Talent – Mapping Business Strategies and Talent Acquisition Strategies – Corporate Restructuring: Business Process Re-engineering

MODULE IV ENGAGING AND GROWING TALENT 6+2

Retention Management – Devising An Effective and Desirable Corporate Wellness Program – Importance of assessing Employee Engagement in Organizations – Best Practices of Employee Engagement and Improving Retention – Organizational Learning: Importance of Training in Enhancing Employee Loyalty – Managing Attrition in High Performing Teams – Surviving a Talent Crunch – Role of HR in Engaging Talent

MODULE V HR ANALYTICS IN TALENT ACQUISITION AND RETENTION 6+2

HR Data & its Impact in Business – Most Common Data Types & Purpose – Data Visualization Tools - Purposeful Analytics: 8 step model – Calculating Cost per Hire – Optimizing hiring cost – Quality of Hiring – Analysing measurement – Hiring manager satisfaction – Offer Acceptance Rate – Yield Ratio – Sourcing Channel Effectiveness – Employee Performance Metrics: Work Quality Metrics, Work Quantity Metrics, Work Efficiency Metrics, Organizational Performance Metrics – HR impact on Profitability: Revenue per employee, Return on Human Investment Ratio – Key Employee Retention Rate, Average Retention Period, Termination Rate, Total Termination Costs, Employee Retention Index – Next Gen AI systems in Talent Acquisition

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Collings, D.G., Mellahi, K. and Cascio, W.E. “The Oxford Handbook of Talent Management”, Oxford University Press, 2019
2. Heneman, H.G. III, Judge, T.A. & Kammeyer-Muller, J.D. “Staffing Organizations”, McGraw-Hill international edition, 9th edition, 2015.
3. Joshi, G. and Vohra, V. “Talent Management”, Cengage Learning India, 2018
4. Lance A. Berger and Dorothy R. Berger, “The Talent Management Handbook, Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People”, 2nd Edition, 2010

REFERENCES:

1. Doris Sims and Matthew Gay, "Building Tomorrow's Talent: A Practitioner's Guide to Talent Management and Succession Planning", Authorhouse, 2007.
2. Jean, M. Phillips, "Strategic Staffing", 3rd Edition; New Delhi: Pearson Education, 2015.

COURSE OUTCOMES:

CO1:Recognize why and how companies benefit from recruiting talent.

CO2: Explain the core staffing practices.

CO3: Analyze the various strategies to identify high potential talent

CO4:Examine the activities which contribute the engagement and retention

CO5: Identify the metrics related to talent acquisition and retention

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	H	H	H	H	H
CO2	H	L	H	H	H	H	H
CO3	H	H	H	M	H	H	H
CO4	H	H	H	H	H	H	H
CO5	H	H	H	H	H	H	H

Note: L - Low Correlation, M - Medium Correlation, H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Statement : The holistic understanding of acquiring and retaining the talent in an organization would promote sustainable economic growth and productive employment.

Identifying Requirements, Risk Analysis and Business Requirement Document Templates – Business Requirements Development Table of Contents – Business Cases, Actors, Procedures – Post Implementation Follow-ups - Business and Functional Requirements - Process Modeling – Data Usage Rules – Process Execution, Dependency and Non-Functional Components.

MODULE V FUNCTIONAL DECOMPOSITION – DATA 6+2
MODELING

Business Process Modeling Notations – BPNM Basics, Types – Connectors – Pools, Lanes and Message Flows – Gateways and Information Flow – Process Decomposition - Data Modeling – Components – Relationships and Attributes – Lab Practical Exercises

L –30, T-10; TOTAL HOURS –40

TEXT BOOKS:

1. Podeswa H.,” The Business Analyst's Handbook”,Cenage Learning India Pvt.Ltd,1st edition,New Delhi,2009

REFERENCES:

1. Jeffrey A Hoffer, Joey F George, Joseph S Valacich” Modern System Analysis and Design”,Pearson education India ,6th edition , New Delhi, 2011. (ISBN 13: 9788131761410)
2. <https://community.sparxsystems.com/tutorials>.
3. <https://www.businessanalyststoolkit.com/free-business-analysis-ebooks-training>

COURSE OUTCOMES:

CO1: Be familiar with using software like Bizagi, Enterprise Architect and Draw lite

CO2: Design practical DFD models for business processes in the industry

CO3: Utilize the recent developments in the field of system analysis, design and development such as agile development and SCRUM

CO4: Recognize the major areas of study which include concepts of system analysis

CO5: Design and incorporate the different life cycle models for project and identify KPI's and link those processes in the data model

Board of Studies (BoS) :12th BoS of MBA held on

28.01.2022

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	H	L	M	M	M	H
CO2	H	H	M	H	M	M	M
CO3	M	H	H	H	H	M	H
CO4	M	H	M	M	H	H	L
CO5	H	H	M	M	H	H	M

Note: L - Low Correlation, M - Medium Correlation, H - High Correlation

SDG 9: Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

Statement: The overall understanding of system development models can help the business to use their Information technology resource and components effectively facilitating sustainable business development.

MSEY 047	DATABASE MANAGEMENT SYSTEMS	L	T	P	C
SDG: 9		3	1	0	4

COURSE OBJECTIVES:

COB1: Get introduced to the fundamentals of Database Management Systems.

COB2: Comprehend the working of a relational mode

COB3: Recognize the structure and operations of different types of database designs

COB4: Impart further knowledge about the objected oriented model

COB5: Realize the imminent security issues coupled with database management.

MODULE I INTRODUCTION TO DBMS 6+2

Database Systems – Definition – Components – Advantages over the File System – Objectives – Evolution.

MODULE II MODELS 6+2

DBMS Architecture – Associations – Relationships – Mapping between Abstractions – Generalization – Classifications – Conceptual Data modeling – File Organization – Data Structure – Data Models: HDBMS, NDBMS, RDBMS, OODBMS.

MODULE III DATABASE DESIGN 6+2

Relational Data Model – Relational Algebra – ER Diagrams – Data Dictionary – Normalization – Boyce Codd Normal Forms – Integrity – Relational Database Languages – Database Administration – File Structures and Indexing.

MODULE IV OBJECT MODELLING 6+2

Object Oriented Concepts – Structure – Models and Databases – Object Oriented Life Cycle modeling – Objects, Classes, Patterns – Object Interaction modeling – Object Oriented Design – UML.

MODULE V RECENT TRENDS**6+2**

Client / Server and Databases - Data Warehousing - Query Processing - Concurrency Management - Heterogeneous and Homogenous Systems - Distributed Databases - Controls - Atomicity - Recovery - Security - Back-Up and Recovery

L – 30, T - 10; TOTAL HOURS – 40**TEXT BOOKS:**

1. Coronel C., and Morris S., "Database Systems: Design, Implementation and management", Course Technology Inc, U.S.A, 2006.
2. Elmasri R. and Navath S. B., "Fundamentals of Database Systems", Pearson Education, 7th edition, New Delhi, 2017.
3. Silberschatz A., Korth H. F., and Sudarshan S., " Database System Concepts" McGraw Hill Education, 6th edition, New Delhi , 2013.

REFERENCES:

1. AtulKahate," Introduction to Database Management Systems", Pearson Education, 1st edition, India, 2004. (ISBN 13: 9788131700785)
2. C.J. Date, A. Kannan and S. Swamynathan," An Introduction to Database Systems", Pearson Education, 8th edition, India, 2006. (ISBN 13: 9788177585568)
3. Raghu Ramakrishnan and Johannes Gehrke, "Database Management Systems", McGraw Hill Education, 3rd edition, India, 2014. (ISBN 13: 9788131769591)

COURSE OUTCOMES:

CO1: Differentiate database systems from file systems

CO2: Utilize the Relational model for preservation of information

CO3: Relate the practical applications of the different types of databases and use basic data visualization tools such as ER diagrams, design security concepts,

CO4: Use the OOD concepts to record information in synchronous manner

CO5: Take necessary security measures to preserve confidentiality while working with databases.

Board of Studies (BoS) :

12th BoS of MBA held on
28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	H	L	M	M	M	H
CO2	H	H	H	H	M	H	H
CO3	H	H	M	M	M	M	M
CO4	H	H	L	M	H	M	M
CO5	M	H	L	M	H	H	H

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 9: Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

The Knowledge on database system helps to create and manage databases that can aid in developing quality, reliable, sustainable and resilient infrastructure of the country

MSEY 048	E-COMMERCE TECHNOLOGY	L	T	P	C
SDG: 9		3	1	0	4

COURSE OBJECTIVES:

COB1: Understand the concept of electronic commerce and related technology

COB2: Develop business requirements for infrastructure technological support needed for e-commerce

COB3: Apply electronic and mobile commerce to conventional businesses

COB4: Comprehend use of e-payment systems infrastructure in electronic commerce and security

COB5: Gain insight in global e-commerce security requirements

MODULE I INTRODUCTION 6+2

Overview of Electronic Commerce – Driving force of Electronic Commerce –benefits, limitations and impact of electronic commerce - Types of EC Business Models - General Framework - Growth of E-Commerce.

MODULE II TECHNOLOGY INFRASTRUCTURE 6+2

Internet - Introduction to Key Technology Concepts: Intranet, WWW, Concepts of Search Engines, Intelligent Agents, Forums, Chats, Streaming Media, Cookies - Approach to Building E-Commerce Site: Software, Hardware, Tools.

MODULE III BUSINESS APPLICATIONS IN E-COMMERCE & M-COMMERCE 6+2

E-Marketplaces - Retailing in E-commerce - Market Research - Advertising in Ecommerce - Exchanges – Auctions - B2B E-Commerce - E-Procurement –E-Collaborations. Mobile Commerce - Characteristics of M-Commerce - Drivers of M-Commerce - Introduction to M-Commerce technology.

MODULE IV E-COMMERCE PAYMENTS AND SECURITY 6+2

E-Payment Systems - Principles of e-fund transfer, credit and debit card usage, E-check and unified payment systems - E-Billing presentment and payment -Security Threats: Malicious Code, Phishing, Hacking, Cyber vandalism, Credit card Fraud, Spoofing, DOS, Sniffing, Insider Jobs - Technology Solutions - Encryption: Symmetric Key, Public Key, Digital Signatures, Digital Envelops, Digital Certificates.

**MODULE V GLOBAL E-COMMERCE STRATEGY AND 6+2
SOCIAL NETWORKS**

Overview of electronic commerce strategies – electronic commerce for small and medium enterprises – relevance of social media – virtual communities – impact of social networks, Weblogs, RSS, Podcasting, Wikis, Internet Telephony, Video Conferencing

L – 30, T - 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Laudon K. C., & Traver C. G.," E-commerce: Business, technology, society", Pearson Education,13th edition, New Delhi,2018.
2. Turban E., Outland J., King, D., Lee J. K., Liang T. P., and Turban D. C.," Electronic commerce 2012: Managerial and Social networks Perspectives", Pearson, 7thedition,U.K,2011.

REFERENCES:

1. Gary P. Schneider," Electronic commerce", Course Technology Inc, 12th edition, U.S.A,2016. (ISBN 13: 9781305867819)
2. Henry Chan, Raymond Lee, Tharam Dillon and Elizabeth Chang," E-Commerce – fundamentals and Applications", Wiley India Pvt. Ltd,1st edition.India,2011.(ISBN 13: 9788126514694)
3. P.T.Joseph,S.J.," E-commerce: An Indian perspective.", PHI Learning Pvt. Ltd, 6th edition,India,2019.(ISBN 13: 9789389347272)

COURSE OUTCOMES:

CO1: Identifying EC business models based on various business needs.

CO2: Recognizing the technological requirements for developing an e-business platform.

CO3: Establishing business know how's of the various business applications of electronic and mobile commerce.

CO4: Categorize and classify the payment system and their use to relevant ecommerce companies

CO5: Synchronize e-commerce business models with current global e-commerce strategy

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Academic Council:

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M	H	H	M	L	M
CO2	M	M	M	M	H	H	H
CO3	M	H	M	M	H	M	M
CO4	M	H	H	H	M	M	L
CO5	H	H	H	H	M	H	M

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 9: Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

Statement: E-Commerce technology helps small-scale company to integrate in to value chain and markets

MSEY 049	STRATEGIC INFORMATION	L	T	P	C
SDG:9	TECHNOLOGIES FOR MANAGEMENT	3	1	0	4

COURSE OBJECTIVES:

COB1: Learn the effective applications of information systems in business

COB2: Get familiarized to other types of information mining such as text and document mining

COB3: Acquire fundamental knowledge about role of cloud technology in big data framework

COB4: Identify the concepts of the various technologies and methods used for business intelligence

COB5: Learn to manage business processes

MODULE I UNDERSTANDING IT FOR ORGANIZATIONAL ADVANTAGE 6+2

Definition, Introduction to Information systems after 2010 - Positioning of IT Systems in Organizations - Information Systems Concepts – Strategic Planning Models – Measuring Business Performance – Types of Information Systems – Supply Chain and Logistics Support - IT Infrastructures – Cloud Computing Concepts.

MODULE II DATA AND NETWORK INFRASTRUCTURE 6+2

Data, Text and Document Management – File Management Systems – Databases – DBMS Concept – Data Warehouses – Data Marts and Data Centre's – Enterprise Content Management – Introduction to Network Management – Business Networks - Wireless Broadband Networks – Network Management – Portals and Mobility.

MODULE III MOBILE COMPUTING AND WEB 2.0 6+2

Mobile Computing Technology – Mobile Financial Services – Digital Wallet – Mobile Shopping, Entertainment And Advertising – Location Based Services And Commerce - Mobile Enterprise Applications – Web 2.0 And Social Media – Virtual Communities – Social Networking Services – Enterprise 2.0 Tools – Social Media Objectives And Metrics.

MODULE IV BUSINESS INTELLIGENCE AND DECISION SUPPORT 6+2

Identifying Business Intelligence — BI Architecture — BI Analytics and Reporting – Data Visualization – Data, Text and Web Mining Concepts – Decision Making Processes — Decision Support Systems — Mobile Intelligence and BI.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M	H	H	L	H	L
CO2	H	M	M	M	M	L	H
CO3	M	H	H	M	H	H	L
CO4	H	H	H	L	H	M	M
CO5	H	H	M	M	H	H	L

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 9: Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

Statement:

The holistic understanding of information technology and its related concepts will help industries to make them sustainable with their respective capabilities

MSEY 050	ENTERPRISE RESOURCE PLANNING	L	T	P	C
SDG: 9	AND MANAGEMENT	3	1	0	4

COURSE OBJECTIVES:

COB1: Gain insight into the evolution of ERP systems

COB2: Gain knowledge on the pre-implementation phase of ERP systems

COB3: Appreciate the functionality of different ERP modules

COB4: Learn to select and implement ERP systems

COB5: Gain insight to ERP industrial needs

MODULE I EVOLUTION OF ERP SYSTEMS 6+2

Understanding to Business Functions and Business Processes – Issues related to Functional Area Information Systems and Integration – Evolution of Enterprise System – Concepts of ERP Systems – Role and Benefits of ERP Systems in Organizations – Managerial Trends in ERP adoption.

MODULE II PRE-IMPLEMENTATION PHASE OF ERP SYSTEMS 6+2

Introduction to ERP Software Packages - Major ERP software products – Choosing ERP Consultants – Requirement Analysis – Feasibility Analysis – Vendor Selection – Business Process Reengineering Concepts – Process Improvement – Modeling Business Process – Organizational Readiness – Implementation Approaches.

MODULE III MODULES OF ERP SYSTEMS 6+2

Sales and Marketing Modules — Distribution Modules — Customer Relationship Management – Production – Production Planning Process – Supplier Systems – Supply Chain Management – Accounting and Finance – Credit Management – Product Profitability analysis – Human Resources Modules – Current Business Modules.

MODULE IV DESIGN AND IMPLEMENTATION ISSUES OF ERP SYSTEMS 6+2

Process Modelling: ERP Workflow Tools, Event Process Chain Diagrams – Process Improvement and Implementation – Designing ERP Systems – ERP Infrastructure Planning – Implementation and Change Management.

MODULE V ERP FOR INDUSTRIES**6+2**

ERP for petroleum, oil and gas companies – auto industry – pharma industry – FMCG industry – Mining industry – retail industry – healthcare – educational institutions – telecom – banks insurance and utility companies.

L – 30, T - 10; TOTAL HOURS – 40**TEXT BOOKS:**

1. Ray R.,” Enterprise Resource Planning - Text & Cases.”, Tata McGraw Hill Education Private Limited.,1st edition, New Delhi,2010.
2. Leon A.,” ERP demystified.”, Tata McGraw-Hill,2nd edition, New Delhi,2008.

REFERENCES:

1. Ellen F.Monk and Bret J.Wagner.,” Concepts in Enterprise Resource Planning.”, Course Technology,4th edition, India,(ISBN 13: 9788131525920)
2. Mahadeo Jaiswal and Ganesh Vanapalli.,” Textbook of enterprise resource planning”, Macmillan Publisher India Limited,1st edition,India,2005.(ISBN 13: 9781403927453)
3. Vinod Kumar Garg and N. K .Venkitakrishnan,” Enterprise resource planning: Concepts and practice”, Prentice Hall India Learning Private Limited, 2nd edition, India, 2003. (ISBN 13: 9788120322547)

COURSE OUTCOMES:**CO1:** Understand the concepts of ERP systems**CO2:** Plan and manage the pre-implementation phase of ERP systems**CO3:** Identify the importance of different ERP functional modules and its relevance in present day businesses**CO4:** Select and manage the implementation of ERP systems**CO5:** Apply ERP systems based on industrial needs**Board of Studies (BoS) :**

12th BoS of MBA held on
28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M	M	H	H	H	M
CO2	H	H	L	H	H	H	L
CO3	H	H	M	H	H	H	H
CO4	M	H	M	M	H	H	L
CO5	M	H	M	M	H	H	H

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 9: Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

Statement:

The understanding and effective usage of ERP system will result in the efficient utilization of resources, thus promoting sustainable industries

MSEY 051	WEB TECHNOLOGIES	L	T	P	C
SDG: 9		3	1	0	4

COURSE OBJECTIVES:

COB1: Understand the fundamental concepts of a wireless computer system

COB2: Gain knowledge on the pre-implementation phase of ERP systems

COB3: Apply the knowledge to network monitoring, machine - to - machine communications, quantify the value of a network such as social media

COB4: Analyze and design a project based on business and technical perspectives

COB5: Gain insight to managing Ethernet connections

MODULE I	INTRODUCTION COMMUNICATION TO DIGITAL	6+2
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Definition, Introduction to Digital Communication - Concept of The Internet of Things (IoT) - Machine-To-Machine Communication (M2M) - Computing Varieties - Key Trends in Technology - Moore's Law - Security in The Cloud - Data Encryption - Public Key Cryptography.

MODULE II	TECHNOLOGY ECO-SYSTEM AND CDP	6+2
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Introduction and Concept of Technological Eco System - Connected Device Platform (CDP) - Application Enablement Platform (AEP) - Data Acquisition - Methods and Challenges in Acquiring Data - Recent System Lockdowns - Smart Services - Collaborations Over Cloud.

MODULE III	CONNECTED ECO-SYSTEM: M2M & OEM	6+2
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Concept of Application Domains - Core Application Domains of Cloud and IoT - Use Cases in M2M - OEM Definition and Advantages - Value Chain - Challenges in Connected Eco System.

MODULE IV	ECONOMIC TRENDS NETWORKS AND SECURE	6+2
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Identifying Macro Economic Trends in IoT - Economic Assessment of Social Networks - Metcalfe's Law - Wireless Network Platforms - Mobile Virtual Network Operators (MVNO) - Security Vitals in Network Connections.

MODULE V NETWORK MANAGEMENT**6+2**

Definition of Network Management - Network Management Concepts - Collusion Detection - Jam Code - Managing Ethernet Connections – Data Packet Transfers - Connected Devices Management.

L – 30, T - 10; TOTAL HOURS – 40**TEXT BOOKS:**

1. David H., Gonzalo S., Patrick G., Rob B., and Jerome H., "IoT Fundamentals: Networking Technologies, Protocols, and Use Cases for the Internet of Things", Pearson Education, New Delhi, 2017.

REFERENCES:

1. Daniel Kellmeyer and Daniel Obodovski, "The Silent Intelligence: The Internet of Things", Lightning Source Inc, 1st edition, U.S.A, 2013. (ISBN 13: 9780989973700).
2. Perry Lea., "IoT and Edge Computing for Architects: Implementing edge and IoT systems from sensors to clouds with communication systems, analytics, and security", Packt Publishing Limited, 2nd edition, India, 2020. (ISBN 13 :9781839214806)

COURSE OUTCOMES:

CO1: Gather business requirements for organizations looking to implement IT system

CO2: Scrutinize administration and Security protocols based on their optimality

CO3: Quantify the value of a network such as social media and other network systems based on business and technical perspectives

CO4: Build basic projects in a web-based ecosystem

CO5: Correlate basic network knowledge and its relevance in web technologies.

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M	H	M	H	M	H
CO2	H	M	H	M	H	H	
CO3	H	H	L	M	H	H	M
CO4	H	M	L	L	H	H	M
CO5	M	M	M	M	H	H	M

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 9: Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

Statement:

The knowledge and understanding of web technologies can help industries to upgrade their IT capability leading to sustainable industrialization.

MSEY 061	SUPPLY CHAIN	L	T	P	C
SDG: 12	MANAGEMENT	3	1	0	4

COURSE OBJECTIVES:

COB1: To learn the fundamentals of supply chain management

COB2: To gain insight into the drivers of supply chain

COB3: To learn to locate the facilities, design network in a supply chain

COB4: To learn to manage demand and supply of inventory in a supply chain

COB5: To get insight into various issues and best practices in supply chain management

MODULE I INTRODUCTION TO SUPPLY CHAIN MANAGEMENT 6+2

Supply chain – meaning - flows in a supply chain – decision phases – supply chain strategy – process view of a supply chain – supply chain macro processes – supply chain performance – achieving strategic fit

MODULE II SUPPLY CHAIN DRIVERS 6+2

Supply chain drivers - facilities – inventory - transportation - information - sourcing – pricing - trade-offs in designing supply chain drivers – obstacles to achieving strategic fit

MODULE III SUPPLY CHAIN NETWORK 6+2

Distribution network design – role - factors influencing options, design options – network design decisions – factors influencing options - models for facility location and capacity allocation - network optimization models

MODULE IV PLANNING SUPPLY AND DEMAND 6+2

Managing predictable variability in a supply chain - managing economies of scale: cycle inventory – managing uncertainty in the supply chain: safety inventory – determining optimal level of product availability

MODULE V ISSUES AND BEST PRACTICES 6+2

Coordination in the supply chain – bullwhip effect - VMI – CPFR - pricing and revenue management in a supply chain – role of information technology in a supply chain – e-business and supply chain management – green supply chain management

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Chopra, S., Meindl, P. and Kalra, D.V., “Supply Chain Management: Strategy, Planning, and Operation”, 6th Edition, Pearson Education, New Delhi, 2016.
2. Sharma S., “Supply Chain Management: Concept, Practices and Implementation”, Oxford University Press, New Delhi, 2010.

REFERENCES:

1. Chandrasekaran N., “Supply Chain Management: Process, System and Practices”, Oxford University Press, New Delhi, 2010. (ISBN 13: 9780198063025)
2. Shah J., “Supply Chain Management: Text and Cases, 2nd Edition, Pearson Education, New Delhi, 2016. (ISBN: 9789332548206)

COURSE OUTCOMES:

CO1:Recognize the processes in a supply chain and make suitable decisions

CO2: Apply supply chain drivers to improve the performance of supply chain

CO3:Design supply chain network and locate various facilities in an optimal manner

CO4:Manage demand and supply of inventory across the supply chain

CO5:Adopt and implement best supply chain practices

Board of Studies (BoS) :

Academic Council:

12th BoS of MBA held on

18th AC held on 24.02.2022

28.01.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	L	H	H	
CO2	M	M	M	L	H	H	
CO3	M	M	H	L	H	H	
CO4	M	M	H	L	H	H	
CO5	M	M	H	L	H	H	

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The understanding of the concepts of supply chain management leads to the production and distribution of goods and services for the mankind with a focus on improving the overall supply chain profitability.

MSEY 062	PURCHASE MANAGEMENT	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

COB1:To learn the fundamentals of sourcing and supplier management

COB2:To gain insight into the design and structure of purchase department

COB3:To learn the traditional and contemporary purchasing models

COB4:To learn to do negotiation in purchasing

COB5:To get exposed to global procurement

MODULE I	SOURCING	AND	SUPPLIER	6+2
	MANAGEMENT			

Sourcing - Sourcing process, Sourcing information, Directives, E-sourcing, Locating suppliers, Supplier assessment, Vendor rating, Supplier approval, Evaluating supplier performance, Policy issues in sourcing, The supplier base, Outsourcing - Outsourcing manufacturing, Outsourcing services, Drivers of outsourcing, Types of outsourcing, Benefits and Problems of outsourcing - Supplier Relationship Management - Models of supplier relationships - e- SRM.

MODULE II	PURCHASING	STRUCTURE	AND	6+2
	DESIGN			

Perspectives on purchasing, Definitions, The evolution of purchasing, Purchasing and change, Business environmental factors and purchasing structures — Purchasing as a functional department - Cross-functional purchasing, Divisional purchasing structures, Centralized purchasing, Decentralized purchasing, Purchasing in multi-plant organizations, Evolving purchasing structures

MODULE III	E – PROCUREMENT	6+2
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Evolution of e-procurement models, Electronic data interchange (EDI), E- hubs, exchanges, portals and marketplaces, E-catalogues, E-auctions, Reverse auctions, E-payment, Purchasing manuals, Supplier manuals, Legal aspects of purchasing

MODULE IV PURCHASE NEGOTIATION 6+2

Buying at the Right Price — Price and Value - Approaches to negotiation, The content of negotiation, Factors in negotiation, The negotiation process, Pre-negotiation, The actual negotiation, Post negotiation, Negotiation and relationships, Negotiation ethics, Tendering, Post-tender negotiation, Application of costing techniques, Lifecycle costing, Target costing, Absorption costing, Activity-based costing (ABC) and management, Contracts and types of contracts

MODULE V OVERSEAS BUYING 6+2

Motives for buying from overseas - Challenges in overseas buying – Sources of information - Costs and considerations - Factors in successful overseas buying - Advantages and disadvantages of overseas buying

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Lyons, K., “Purchasing and supply chain management”, 9th Edition, Pearson Education, New Delhi, 2016.

REFERENCES:

1. Benton W.C., “Purchasing and Supply chain Management”, 2nd Edition, McGraw-Hill Higher Education, New Delhi, 2015. (ISBN 13: 9789339222161)
2. James L. Patterson, Larry C. Giunipero, Robert B. Handfield, RobertM. Monczka, “Sourcing and Supply Chain Management”, 5th Edition, Cengage Learning, New Delhi, 2012. (ISBN 13: 9788131516690)

COURSE OUTCOMES:

CO1:Source and manage the supply base

CO2: Appreciate and design various purchasing structures

CO3:Adopt to e-procurement methods and models

CO4:Negotiate with suppliers to get the best price and other aspects

CO5:Carry out overseas purchasing, if required.

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	M	H	H	
CO2	M	L	M	L	H	H	
CO3	M	L	M	L	H	H	
CO4	M	L	M	M	H	H	
CO5	M	L	M	H	H	H	

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The understanding of the concepts of purchase management leads to the efficient procurement of materials with a focus on building sustainable and long term relationship with suppliers.

MSEY 063	LOGISTICS MANAGEMENT	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

COB1: To identify of the role of logistics in adding value to the final product

COB2:To gain knowledge on warehouse operations and materials handling

COB3:To manage the functions of transportation and packaging

COB4:To evaluate the performance of logistics functions

COB5:To get exposed to the latest developments in the field of Logistics

MODULE I INTRODUCTION 6+2

Definition and Scope of Logistics - Functions & Objectives - Customer Value Chain - Service Phases and attributes - Value added logistics services - Role of logistics in Competitive strategy - Basic Service Capability — Value-added services.

MODULE II WAREHOUSING AND MATERIALS HANDLING 6+2

Warehousing Functions - Types - Site Selection - Decision Model - Layout Design - Costing - Virtual Warehouse - Material Handling Equipment and Systems - Role of Material Handling in Logistics - Automated Material Handling - Material Storage Systems - Principles - Benefits - Methods -ASRS.

MODULE III TRANSPORTATION AND PACKAGING 6+2

Transportation System - Evolution - Infrastructure and Networks - Freight Management - Vehicle Routing — FTL and LTL - Forms for Inbound and out bound logistics-Modal Characteristics - Inter-Modal Operators and Transport Economies - Packaging - Design considerations - Material and Cost - Packaging as Unitization - Consumer and Industrial Packaging.

MODULE IV LOGISTICS METRICS, COSTS AND PRICING 6+2

Performance Measurement - Need - System - Levels and Dimensions - Internal and External Performance Measurement - Total Logistics Cost - Concept - Accounting Methods - Cost - Identification — Cost Time Frame — Cost Formatting — Pricing –Delivered Pricing — Single and Multiple zone pricing – Base Point pricing – Pricing issues.

MODULE V CURRENT TRENDS**6+2**

Logistics Information Systems - Need - Characteristics and Design - E
 Logistics - Structure and Operation - Logistics Resource Management - e-
 LRM - Automatic Identification Technologies - Warehouse Simulation - Reverse
 Logistics - Scope -Design and as a Competitive Tool - Global Logistics -
 Operational and Strategic Issues - Ocean and Air Transportation -
 Strategic Logistics Planning.

L – 30; T – 10; TOTAL HOURS – 40**TEXT BOOKS:**

1. Bowersox, D. and Closs, D., “Logistical Management: The Integrated Supply Chain Process”, Tata McGraw - Hill, New Delhi, 2010.
2. Vinod V. Sople., “Logistics Management”, 3rd Edition, Pearson Education, New Delhi, 2012.

REFERENCES:

1. Ganapathi, S. L. and Nandi, S. K., “Logistics Management”, Oxford University Press, New Delhi, 2015. (ISBN 13: 9780198098898)

COURSE OUTCOMES:

CO1: Appreciate the role of logistics in adding value to the final product

CO2: Bring about changes in the material handling and warehousing practices of an organization

CO3: Effectively manage transportation and packaging related activities

CO4: Evaluate the performance of logistic functions in an organization

CO5: Execute logistics desires of a company from a global perspective.

Board of Studies (BoS) :12th BoS of MBA held on 28.01.2022**Academic Council:**18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	L	H	H	
CO2	M	L	M	L	H	H	
CO3	M	L	M	L	H	H	
CO4	M	H	M	L	H	H	
CO5	M	L	M	H	H	H	

Note: L- Low Correlation M - Medium Correlation High - Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The holistic understanding of the concepts of logistics management leads to the efficient storage, handling and movement of materials from the point of production to the point of consumption.

MSEY 064	MATERIALS MANAGEMENT	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

COB1:To recognize the role and importance of materials in an organization

COB2:To plan for the materials based on production schedule

COB3:To understand the role of purchasing and stores management in managing materials

COB4:To learn to manage inventory in an optimal manner

COB5:To control inventory in order to keep the cost of inventory Minimum

MODULE I	INTRODUCTION	6+2
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Materials Management – importance, need and functions – types of materials – integrated materials management: meaning, importance and benefits – Inventory – meaning - Associated costs in inventory.

MODULE II	MATERIAL PLANNING	6+2
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Demand forecasting - aggregate planning - Materials Requirements Planning (MRP) – MPS - Bill of Materials - Manufacturing Resource Planning (MRP II), Enterprise Resource Planning (ERP) – Just – In – Time Inventory, Kanban System

MODULE III	PURCHASING AND STORES MANAGEMENT	6+2
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Purchasing - objectives – centralized vs decentralized purchasing – Purchasing cycle; Storekeeping – objectives - documents - location of store house – layout – types of stores – methods of storing – store room equipments – principles of storing goods – security measures in stores – safety in stores – preservation – codification.

MODULE IV	INVENTORY MANAGEMENT	6+2
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Inventory Management – objectives - economic order quantity - inventory models: purchase and manufacturing models (with and without shortages) – reorder level, safety stock – quantity discount model – P and Q systems of Inventory

MODULE V INVENTORY CONTROL 6+2

Inventory control – Objectives - scientific inventory control methods – waste management - obsolete, surplus and scrap control – selective inventory control methods: ABC, XYZ, HML, VED, FSN, SOS, SDE, GOLF.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Gopalakrishnan, P. and Sundaresan, M., “Material management: An Integrated Approach”, Prentice-Hall of India, New Delhi, 2005.
2. Datta, A.K., “Materials Management : Procedures Text and Cases”, Prentice-Hall of India, New Delhi, 2003.

REFERENCES:

1. Varma, M.M., “Materials Management”, Sultan Chand & Sons, New Delhi, 2012. (ISBN 13: 9788180547133)
2. Gopalakrishnan, P., “Purchasing and Materials Management”, Tata McGraw-Hill, New Delhi, 2004 (ISBN 13: 9780074516508)

COURSE OUTCOMES:

CO1: Appreciate the role of materials in reducing the cost of production

CO2: Plan for materials based on master production schedule

CO3: Manage purchasing and store related activities

CO4: Optimize inventory costs by managing it scientifically

CO5: Control costs related to inventory by reducing waste, OSS materials, etc.

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	L	H	H	
CO2	M	H	M	L	H	H	
CO3	M	L	M	L	H	H	
CO4	M	H	M	L	H	H	
CO5	M	M	M	L	H	H	

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The holistic understanding of the concepts of materials management leads to reduction in the cost of inventory thus reducing the overall cost of production.

MSEY 065	TOTAL QUALITY	L	T	P	C
SDG: 12	MANAGEMENT	3	1	0	4

COURSE OBJECTIVES:

COB1: To understand the framework of total quality management

COB2: To be management aware of the various philosophies of quality

COB3: To gain insight into statistical process control

COB4: To get trained on tools and techniques of quality management

COB5: To be familiar with various quality management systems

MODULE I INTRODUCTION 6+2

Defining Quality - Dimensions of Quality - TQM Framework - TQM Culture - Leadership - Quality Council - Customer Focus - Customer Perception of Quality - Translating Needs into Requirements - Employee Involvement.

MODULE II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT 6+2

Overview of the contributions of Deming, Juran, Feiganbaum, Crosby, Ishikawa and Taguchi - Quality Circle - 5S Principles - 8D Methodology.

MODULE III STATISTICAL PROCESS CONTROL 6+2

Meaning and significance of Statistical Process Control (SPC) - Construction of Control Charts for Variables and Attributes - Process Capability - meaning, significance and measurement - Six Sigma.

MODULE IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT 6+2

Quality Function Deployment (QFD) - Voice of customer - Information Organization - House of quality (HOQ) - Failure Mode Effect Analysis (FMEA) - FMEA stages - Seven QC Tools - Benchmarking - POKA YOKE.

MODULE V QUALITY MANAGEMENT SYSTEMS 6+2

Quality Management Systems - Introduction to IS/ISO 9004:2008 - Documentation - Quality Audits - Environmental Management System - ISO 14000 series - Concepts of ISO 14001.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Besterfield, D. H., Besterfield, C. M., Besterfield, G. H., Besterfield, M. S., Urdhwareshe, H. and Urdhwareshe, R., "Total Quality Management", 3rd Edition, Pearson Education, New Delhi, 2011.

REFERENCES:

1. Bhat, S. K., "Total Quality Management - Text and Cases", 3rd Edition, Himalaya Publishing House, New Delhi, 2016. (ISBN 13: 9789352626748)

COURSE OUTCOMES:

CO1: Identify the culture and framework required for implementing total quality management

CO2: Implement the appropriate quality management principles and philosophies

CO3: Formulate the right strategy for applying statistical process control

CO4: Tap the tools and techniques of quality management to improve quality

CO5: Identify the quality management systems essential for industries

Board of Studies (BoS) :**Academic Council:**

12th BoS of MBA held on 28.01.2022 18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	M	H	H	
CO2	M	L	M	M	H	H	
CO3	M	L	M	M	H	H	
CO4	M	H	M	M	H	H	
CO5	M	L	M	M	H	H	

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The holistic understanding of the concepts of total quality management enables the production and distribution of quality goods and services for the mankind without adversely affecting the environment.

MSEY 066	SERVICE OPERATIONS	L	T	P	C
SDG: 12	MANAGEMENT	3	1	0	4

COURSE OBJECTIVES:

COB1: To gain knowledge on the role of services in an economy

COB2: To learn to design and develop new services based on market needs

COB3: To recognize the dimensions of service quality and its implications

COB4: To gain insight into various models applied in the management of service organizations

COB5: To learn to apply tools and techniques in service operations management

MODULE I INTRODUCTION 6+2

Services - Importance and role in economy - Distinctive characteristics - Nature of services - Service classification - Service Package - Service Strategy - Internet strategies - Service Environment.

MODULE II SERVICE DESIGN 6+2

New Service Development - Designing the Service delivery system - Service Blue-printing - Managing Service Experience - Front-office and Back-office Interface - Servicescape - Implication for Service Design - Vehicle Routing and Scheduling

MODULE III SERVICE QUALITY 6+2

Service Quality - Dimensions - Gap Model - SERVQUAL instrument - Complaint management - Walk-through Audit - Service Recovery - Service Guarantees - Service Encounter - Service Feedback - Analysis and Enhancement.

MODULE IV SERVICE OPERATIONS 6+2

Service operational planning and control - Process Analysis - Process Simulation - Service Facility Location - Capacity Management in Services - Queuing models - Waiting Lines - Yield management.

MODULE V ANALYTICS IN SERVICE MANAGEMENT 6+2

Inventory Management in Services - Retail Discounting Model - Newsvendor Model - Productivity and Performance measurement - Data Envelopment Analysis (DEA) - Scoring System - Technology in Services.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Fitzsimmons, J, A. and Fitzsimmons, M. J., “Service Management: Operations, Strategy, Information Technology”, 7th Edition, TataMcGraw Hill, New Delhi, 2014.

REFERENCES:

1. Richard M. D., “Successful Service Operations Management”, 2nd Edition, Cengage Learning, New Delhi, 2012. (ISBN 13: 9788131517734)
2. Johnston, R. and Clark, G., “Service Operations Management: Improving Service Delivery”, 4th Edition, Pearson Education, New Delhi, 2012. (ISBN 13: 9780273740483)
3. Wright, J. N., Race, P., “The Management of Service Operations”, 2nd Edition, Cengage Learning, New Delhi, 2004. (ISBN 13: 9781844800513)

COURSE OUTCOMES:

CO1: Appreciate the role of services in an economy

CO2: Get equipped with theoretical knowledge for designing a new service

CO3: Measure and improve the quality of service delivery

CO4: Manage the operations of service organization with a strategic insight

CO5: Choose the right tools and techniques to measure the efficiency and effectiveness of service delivery

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	M	H	H	
CO2	M	L	M	M	H	H	
CO3	M	L	M	M	H	H	
CO4	M	H	M	M	H	H	
CO5	M	H	M	M	H	H	

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The understanding of the concepts of service operations management leads to the quality design and delivery of service to mankind with utmost efficiency.

MSEY 067	MANAGEMENT OF MANUFACTURING	L	T	P	C
SDG: 12	SYSTEM	3	1	0	4

COURSE OBJECTIVES:

COB1: To identify the challenging environment of manufacturing

COB2: To learn to gain competitive advantage through world class manufacturing

COB3: To gain insight into world class manufacturing systems

COB4: To learn to apply world class manufacturing tools and techniques

COB5: To have an understanding of world class manufacturing in Indian Scenario

MODULE I INTRODUCTION TO WORLD CLASS MANUFACTURING (WCM) 6+2

World Class Manufacturing Information Age : Emergence , Competing in the information Age, Business challenges, Operating environment, Manufacturing challenges Globalization and international business - India's global competitiveness and manufacturing excellence - Problems in the manufacturing industry.

MODULE II GAINING COMPETITIVE EDGE THROUGH WORLD-CLASS MANUFACTURING 6+2

Manufacturing excellence and competitiveness – models of world class manufacturing - Basics and philosophy of world-class Manufacturing - The practices of world-class manufacturing - Quality in world-class manufacturing.

MODULE III WCM THROUGH PRODUCTION MANAGEMENT FUNCTIONS – I 6+2

World Class Manufacturing System: Lean Production, Agile Manufacturing, FMS, Just In Time (JIT), Toyota Production System: An overview of the principles.

MODULE IV WCM THROUGH PRODUCTION MANAGEMENT FUNCTIONS – II 6+2

World Class Manufacturing tools : SQC , Rapid Prototyping, Poka Yoke, 5-S ,3 M, Total Productive Maintenance, Cellular Layouts, Kanban System, Single Minute Exchange of Dies (SMED) , Concurrent Engineering.

**MODULE V WORLD-CLASS MANUFACTURING: THE INDIAN 6+2
SCENARIO AND REQUIREMENTS**

Competitiveness of Indian manufacturing - WCM and Indian firms —
Manufacturing objectives and strategy - Usage of management tools and
technologies - Manufacturing management practices - Leading Indian
companies towards WCM: strategic planning methodology, Implementing the
WCM plan, Human Resource dimensions in WCM.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Sahay, B.S., Saxena, K. B. C. and Kumar, A., “World Class Manufacturing - Strategic Perspective”, 1st Edition, Macmillan India, New Delhi, 2000.

REFERENCES:

1. Jeffrey K. Liker, “The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer”, 1st Edition, Tata McGraw-Hill, New Delhi, 2004. (ISBN 13: 9780071392310)

COURSE OUTCOMES:

CO1: Recognize the competitive environment of world class manufacturing

CO2: Gain knowledge on the philosophies of world class manufacturing

CO3: Apply world class manufacturing systems in real time business

CO4: Apply world class manufacturing tools and techniques

CO5: Relate manufacturing in India with world class manufacturing

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	H	M	H	
CO2	M	L	M	H	M	H	
CO3	M	L	M	H	M	H	
CO4	M	H	M	H	M	H	
CO5	M	L	M	H	M	H	

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The holistic understanding of the concepts of world class manufacturing enables the production of goods and services with superior technology and quality without adversely affecting the environment.

MSEY 068	PROJECT MANAGEMENT	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

COB1: To gain insight into project life cycle phases

COB2: To learn to integrate various phases of project management

COB3: To learn to manage project scope, time and cost

COB4: To gain insight into key project quality concern areas

COB5: To gain knowledge to manage project risk

MODULE I INTRODUCTION 6+2

Project - Project Management (PM) - Areas of Expertise - Project Management Context - Project Life Cycle and Organization - Introduction to PM Process Groups: Initiating - Planning - Executing - Monitoring & Control - Closing.

MODULE II PROJECT INTEGRATION MANAGEMENT 6+2

Introduction to Project Integration Management: Project Charter - Scope Statements - Directing and Managing Project Execution - Monitoring and Controlling Project Work - Integrated Change Control - Closing Projects.

MODULE III PROJECT SCOPE, TIME AND COST MANAGEMENT 6+2

Introduction to Project Scope Management: Scope Planning - Scope Definition - Developing WBS - WBS Dictionary - Scope Baseline - Scope Verification - Scope Control - Introduction to Project Time Management: Activity Definition & Sequencing - Resource Estimation - Duration Estimation - Schedule Development and Control - Introduction to Project Cost Management: Basic Principles of Cost Management - Cost Estimating, - Budgeting and Control.

MODULE IV PROJECT QUALITY AND PROCUREMENT 6+2

Introduction to Project Quality Management: Quality Planning - Quality Assurance - Quality Control - Flowchart - Histogram - Pareto Analysis - Ishikawa Diagram - Introduction to Project Procure Management: Planning Purchases - Planning Contracts - Selecting Sellers - Administrating and Closing Contracts.

**MODULE V PROJECT HR, RISK & COMMUNICATION
MANAGEMENT**

6+2

Introduction to Project HR Management: HR Planning - Acquiring Project Team - Developing & Managing Project Team - Introduction to Project Risk Management: Risk Management Planning - Risk Identification. – Qualitative and Quantitative Risk Analysis - Response - Monitoring and Control - Introduction to Project Communication Management: Communication Planning - Information Distribution - Performance Distribution – Managing Stakeholders.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Schwalbe, K., “Information Technology Project Management”, 9th Edition, Course Technology Inc., London, 2018.

REFERENCES:

1. Hughes, B. and Cotterrel, M., “Software Project Management”, 1st Edition, Tata McGraw-Hill, New Delhi, 2009 (ISBN 13: 9780077122799)

COURSE OUTCOMES:

CO1: Identify the phases of a project life cycle

CO2: Integrate and coordinate between the phases of project management

CO3: Manage project scope, time and cost

CO4: Identify key project quality areas and improve upon it

CO5: Manage various risks associated with projects

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	L	H	H	
CO2	M	L	M	L	H	H	
CO3	M	H	M	L	H	H	
CO4	M	L	M	L	H	H	
CO5	M	L	M	L	H	H	

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The understanding of the concepts of project management leads to the execution of a project within the time and cost deadline.

MSEY 069	APPLIED OPERATIONS RESEARCH	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

COB1: To learn to formulate Linear Programming Problem to optimize cost and profit in a constrained environment

COB2: To learn to optimize cost and profit with respect to transportation and resource allocation business situations

COB3: To be familiar with different types of business environment and the appropriate technique to be used for decision making

COB4: To gain insight into queuing theory and its applications

COB5: To gain knowledge on job sequencing and equipment replacement models for decision making

MODULE I LINEAR PROGRAMMING PROBLEM 6+2

Introduction to Applications of Operations Research in Functional Areas of Management - Linear Programming Formulation - Solution by Graphical Method - Solution by Simplex Method

MODULE II TRANSPORTATION AND ASSIGNMENT PROBLEM 6+2

Transportation Problem (Minimizing and Maximizing Cases) - Formulation - Balanced and Unbalanced Cases - Initial Basic Feasible Solution by N- W Corner Rule, Least Cost and Vogel's Approximation Method - Check for Optimality - Solution by MODI Method - Assignment Problem (Minimizing and Maximizing Cases) - Formulation - Balanced and Unbalanced Cases - Solution by Hungarian Method - Traveling Salesman Problem

MODULE III DECISION THEORY AND GAME THEORY 6+2

Decision Making under Risk - Decision Making under Uncertainty - Decision Tree Analysis - Game Theory –Two person Zero sum games -Saddle point, Dominance Rule.

MODULE IV QUEUING THEORY 6+2

Essential Features, Performance Measures, Transient State and Steady State; Queuing Models – Single Server, Unlimited Queuing Model

MODULE V JOB SEQUENCING AND REPLACEMENT 6+2
MODELS

Job sequencing: Problems using Johnson's algorithm (n-jobs 2-machines, n-jobs 3 -machines, n-jobs m-machines and 2-jobs n-machines) - Replacement Models -Individual Replacement Model - Group Replacement Model.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Sharma, J.K. "Operations Research: Theory and Application", 5th Edition, Macmillan India, New Delhi, 2012.

REFERENCES:

1. Hamdy. A. Taha. "Operations Research: An Introduction", 9th Edition, Pearson Education, New Delhi, 2014 (ISBN 13: 9780132555937)
2. Natarajan, A. M., Balasubramani, P. and Tamilarasi, A., "Operations Research", 2nd Edition, Pearson Education, New Delhi, 2014 (ISBN13: 9789332526471)

COURSE OUTCOMES:

CO1: Formulate Linear Programming Problem to optimize cost and profit in a constrained business environment

CO2: Optimize cost and profit with respect to transportation and resource allocation in business environment

CO3: Appreciate different types of decision-making environment and apply relevant OR technique for effective decision making

CO4: Apply queuing theory to reduce waiting time

CO5: Make decisions regarding sequencing jobs and replacing equipments based on time and cost

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	H	M	L	M	M	
CO2	M	H	M	L	M	M	
CO3	M	H	M	L	M	M	
CO4	M	H	M	L	M	M	
CO5	M	H	M	L	M	M	

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The application of the concepts of operations research enables decision making across production activities with an objective of profit maximization and cost minimization.

MSEY 076	INTRODUCTION TO ISLAMIC	L	T	P	C
SDG: 1	ECONOMICS	3	1	0	4

COURSE OBJECTIVES:

COB1: To introduce nature and basic features of Islamic economics

COB2: To provide Islamic critique of conventional economic thought and processes

COB3: To provide insight on ethical character of Islamic Economics

COB4: To make understand economic perspective of shariah prohibited business activities

COB5: To develop understanding on system of Islamic wealth distribution and its application and Islamic business ethics

MODULE I INTRODUCTION 6+1

Islamic Economics: Definition, Nature, Essentials; Conventional Vs Islamic Economics; A Critical Review of Different Economic Systems; Capitalism Vs Socialism and Islamic Economic System.

MODULE II PRINCIPLES OF ISLAMIC ECONOMICS 6+3

Prohibition of Riba, Bank Interest and rationale of its prohibition; Prohibition of Gharar (ambiguity) and Maysir (Gambling); Competition, Cooperation and their relative scope; Risk sharing Verses Risk shifting; Economic Stability and the Role of abolition of interest. Evil Effects of Interest on Production, Allocation of Resources, Distribution of Wealth

MODULE III ISLAMIC CONSUMER/ PRODUCER BEHAVIOUR 6+2

Consumer Behaviour: Self-interest with ethical constraints; Producer Behaviour: Theory of Firm; The possibility of taking Social goods into consideration; Public Sector Policy goals with Environmental Protection.

MODULE IV WEALTH DISTRIBUTION**6+2**

Income and Wealth Distribution under Islamic System; Objectives; Sources of Public Revenue in Islam; Means of Distribution of Wealth: Zakah and Waqf institutions and their economics aspects.

**MODULE V ISLAMIC COOPERATION, INSTITUTIONS & 6+2
ISLAMIC BUSINESS ETHICS**

International Islamic Cooperation; Institutional Infrastructure supporting Islamic Finance; Role of Islamic Development Bank in Economic Cooperation and Development; Islamic Ethics for Business & Transaction

L – 30; T – 10; Total Hours –40

TEXT BOOKS:

1. Study Manual of Emirates Institute for Banking and Financial Studies (EIBFS), UAE..

REFERENCES:

1. Introduction to Islamic Economics: Theory and Application - Hossein Askari, Zamir Iqbal, Abbas Mirakhor, 1st Ed. Wiley, USA
Fundamentals of Islamic Economics and Finance: Hafiz Muhammad Yasin & Atiq-uz-Zafar Khan, 1st Ed., IRTI, IDB, Jeddah
2. An Introduction to Islamic Economics: Muhammad Akram Khan, International Institute of Islamic Thought and Institute of Policy Studies
3. Fundamentals of Islamic Economic System By Dr. Muhammad Sharif Chaudhri
Islamic Economics by Umar Chapra - CEPT Publications

COURSE OUTCOMES:

CO1: Differentiate between Islamic Economic System and other conventional economic systems;;

CO2: Appreciate and analyze various Islamic prohibitions and their justification from economics points of view

CO3: Demonstrate an understanding of Islamic ethics of business, values and prescription

CO4: Demonstrate a comprehension of consumer and producer behaviour from Islamic perspective, ethical and moral dimensions, inclusiveness and sustainability

CO5: Assess the causes of inequitable distribution of wealth and measures to counter provided by Islamic system of wealth distribution

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1				H			
CO2				H			
CO3				H			
CO4				H			
CO5				H			
CO6				H			

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 1: Poverty Eradication; SDG 10: Inequalities Reduction; SDG 12:
Responsible Consumption and Production

The proper understanding of Islamic consumer and producer behaviour leads to responsible consumption and production of desirable goods and services.

MSEY 077	FUNDAMENTALS OF ISLAMIC FINANCE	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

To make the students understand:

COB1: Basic concepts, shari'ah principles and guidelines on financial transaction

COB2: Foundation and characteristics of Islamic Finance

COB3: Major prohibition in Islamic finance

COB4: Islamic law of contract and the prerequisite conditions for validity of contract

COB5: Various aspects of 'fiqh-al muamalat' applied to resolve contemporary issues of finance and business transactions

MODULE I INTRODUCTION TO SOURCES OF ISLAMIC LAW (SHARI'AH) 6+2

Shariah & Fiqh : Definition and Concept; Sources of Shari'ah: Quran, Sunnah, Ijma, Qiyas; Objectives of Shariah; Concept of Ijtihad and the necessary conditions; Principles of Fiqh: Introduction and importance

MODULE II MAJOR PROHIBITIONS IN ISLAMIC FINANCE 6+2

Riba(Interest): Definition and Classification; Gharar (Ambiguity/Uncertainty): Definition and Classification; Maysir&Qimar (Gambling): Definition and Classification

MODULE III ISLAMIC LAW OF CONTRACTS 6+2

Principles of Islamic Business; Contract: Definition and Classification; Aqd (contract), Wad (Promise), Muwa'adah/ Mu'ahida (Bilateral Promise); Elements of Contract and conditions for its Validity

MODULE IV CLASSIFICATION OF CONTRACTS (Unilateral & Bilateral) 6+2

Contract of Exchange (Sale Contracts); Contract of Partnership (Mudarabaha, Musharakah); Contract of Trust/ Safe Custody (Wadi'ah, Amanah) Contract of Security (Kafalah, Rahn, Hawalah), Contract of Usufruct utilization (Ijarah), Other Contracts: Wakalah, Jo'alah etc.

MODULE V PRINCIPLES OF ISLAMIC FINANCIAL SYSTEM 6+2

Islamic Finance: Definition, Concept, Foundation, Features, Objectives; Islamic Finance Vs Conventional Finance; A Brief introduction of Islamic Financial Instruments and Glossary of Islamic Finance Terminologies

L – 30; T – 10; Total Hours – 40

TEXT BOOKS:

1. An Introduction to Islamic Finance: Muhammad Taqi Usmani, Idaralshaate Diniyat, New Delhi
2. Understanding Islamic Finance: Muhammad Ayub, 1st Ed. John Wiley & Sons (Wiley), USA

REFERENCES:

1. Introduction to Islamic Economics: Theory and Application - Hossein Askari, Zamir Iqbal, Abbas Mirakhor, 1st Ed. Wiley, USA Fundamentals of Islamic Economics and Finance: Hafiz Muhammad Yasin & Atiq-uz-Zafar Khan, 1st Ed., IRTI, IDB, Jeddah
2. An Introduction to Islamic Economics: Muhammad Akram Khan, International Institute of Islamic Thought and Institute of Policy Studies
3. Fundamentals of Islamic Economic System By Dr. Muhammad Sharif Chaudhry Islamic Economics by Umar Chapra - CEPT Publications

COURSE OUTCOMES:

CO1: Explain ethical underpinning of Islamic Finance;

CO2: Develop an appropriate level of understanding of the main principles of Islamic finance

CO3: Develop a good understanding of sources of shari'ah (Islamic Laws)

CO4: Explain the basic legal principles of Islamic commercial contracts and know their applications in investment and financing.

CO5: Assess the nature and characteristics of different types of contracts, their applications and implication in business transaction

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1				H			
CO2				M			
CO3				L			
CO4				L			
CO5				M		H	

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 12 : Responsible Consumption and Production

The deep understanding of various ethical and Islamic principles with respect to contract and economic activities ensure and develop responsible consumption and production behaviour.

MSEY 078	ISLAMIC INSURANCE (TAKAFUL)	L	T	P	C
SDG: 3		3	1	0	4

COURSE OBJECTIVES:

To make the students understand:

COB1: Shari'ah concern and reservation on conventional insurance

COB2: Basic concept of takaful and its distinguishing features

COB3: AAOIFI norms for structure and products of Takaful

COB4: Various models of takaful used by takaful companies worldwide

COB5: Technical aspects of islamic insurance (takaful) with risk management

MODULE I INTRODUCTION 7+1

Takaful (Islamic Insurance): Definition, Concept, Principles & Unique Characteristics; Major goals of the Takaful system; The origins of Takaful: Historical background; Takaful System in Islamic Era: Al-Aqilah, Diyah, Tabarru'/donation

MODULE II TAKAFUL VS. CONVENTIONAL INSURANCE 10+4

Comparison of Takaful with Conventional Insurance; Issues of Riba, Gharar, Maysir&Qimar (interest, ambiguity & gambling elements) in Conventional Insurance; Risk Sharing versus Risk Transfer; Takafulversus Mutual Insurance: Similarities/Differences

MODULE III SHARIAH ELEMENTS/PRINCIPLES IN TAKAFUL 10+4

Shariah Mechanism of Takaful; Definitions & Concept of Waqf, Wakalah, Hiba & Tabarru', which are used in Takaful System; Shari'ah Ruling and Principles applied to Takaful, Prohibited Elements

MODULE IV TAKAFUL MODELS, TYPE & STRUCTURES 10+4

Structure and operation of Takaful; Different Models of Takaful e.g. Wakalah Model, Waqf Model, Modaraba Model, Hybrid Model, and Surplus Distribution mechanism in all models; Type and Products of Takaful Business: General Takaful (General Insurance), Family Takaful (Life Insurance)

MODULE V TAKAFUL PRODUCTS & RISK MANAGEMENT 8+2

BancaTakaful, Re-Takaful, Micro Takaful etc.; Risk Management from an Islamic Perspective, Key Objectives of Risk Management Specific to Takaful; Risks associated with Takaful claims and their mitigation.

L – 30; T – 10; Total Hours –40

TEXT BOOKS:

1. "What's Takaful": A Guide To Islamic Insurance: Khaled Kassar

REFERENCES:

1. Islamic Insurance: A Modern Approach to Islamic Banking: AlyKhorshid
2. Islamic and Modern Insurance (Principles and Practices):Ma'sumBillah
3. The Islamic Insurance: Theory and Practice: A S Mulhim& A ohammed Sabbagh

COURSE OUTCOMES:

CO1: Demonstrate an understanding of nature and principle of Islamic insurance, Shariah framework of Islamic insurance;

CO2: Explain Takaful and its rationale as an alternative to conventional insurance

CO3: Discuss the main features of Islamic insurance vis-à-vis conventional insurance.

CO4: Explain the operational framework of Islamic insurance including the different Takaful used for underwriting and managing the investments of the Takaful fund

CO5: Explain the application of ethical considerations of Islamic insurance practice and their impact on underwriting policy and practice

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1				M			
CO2				M			
CO3				H			
CO4						M	
CO5				H			

Note: L- Low Correlation M - Medium Correlation H - High Correlation

SDG 3 : Good Health and Well- being; SDG 8 : Decent Work and Economic Growth

The proper understanding and application of Islamic health insurance and general takaful develops Good Health and Well- being of people and counter their miseries. Further it also leads to growth of business.

MSEY 079	ISLAMIC BONDS (SUKUK)	L	T	P	C
SDG: 8		3	1	0	4

COURSE OBJECTIVES:

To make the students understand:

COB1: Concept of securitization in accordance with Shariah principles

COB2: Shariah securitization concern on process of conventional

COB3: Nature of sukuk and how they differ from conventional bonds

COB4: Types of Sukuk (sovereign & corporate) and their investment features

COB5: Structuring of sukuk transactions and its application to raise fund for short and long term investment projects

MODULE I INTRODUCTION 6+2

Sukuk (Islamic Securities): Definition, Concept, Classification and Fundamentals; Origin of Sukuk and development in Islamic Finance; Features & Characteristics; Sukuk Vs Conventional Debt Securities (Bonds); Return (Profit) in Sukuk, Common Use & Benefits.

MODULE II ISLAMIC SECURITIZATION 6+2

Securitization Principle; Benefits of Securitization; Islamic Securitization and Overcollateralization; Limitations (Shariah Concern)

MODULE III SUKUK STRUCTURING - I 6+2

The Basic Sukuk Issuance Process; Application of Islamic and Conventional Financial Concept for issuance of sukuk; AAOIFI Standards: Range of Sukuk Structures Permitted by AAOIFI.

MODULE IV SUKUK STRUCTURING - II (Types) 6+2

Musharakah Sukuk, Mudarabah Sukuk, Ijarah Sukuk, Murabahah Sukuk, Salam Sukuk, Istisna Sukuk, Hybrid Sukuk, Others.

**MODULE V CAPITAL MARKET CONSIDERATIONS 6+2
RELATING TO SUKUK**

Rating the Issue & Distribution; Sukuk trading and secondary markets; Sovereign and Corporate Sukuk: For Open Market Operation, liquidity management and balance sheet management.

L – 30; T – 10; Total Hours –40

TEXT BOOKS:

1. Study Manual of Emirates Institute for Banking and Financial Studies (EIBFS), UAE.
2. Study Manual of Islamic Finance Qualification (IFQ), UK

REFERENCES:

1. Islamic Bonds: Your Guide to Issuing, Structuring and Investing in Sukuk by Nathif J. Adam and Abdulkader Thomas
2. Sukuk and Islamic Capital Markets: A Practical Guide by Rahail Ali - Hogan Lovells

COURSE OUTCOMES:

CO1: Evaluate the differences between conventional and Islamic securities;

CO2: Understand the basic processes involved in the issuance of Sukuk

CO3: Apply various types of sukuk structure like Ijarah sukuk, Salam sukuk, Istisna sukuk etc

CO4: Demonstrate an understanding of Securitization Principle and its benefits; Islamic securitization and overcollateralization, Limitations (Shariah Concern).

CO5: Explain the differences between managing Sukuk and managing conventional securities, sukuk rating & distribution

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1				M			
CO2	L						
CO3	L				M		
CO4				M			
CO5					L		

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Decent Work and Economic Growth

The understanding and application of various sukuk structure leads to raise finance for infrstrucure and thus contributes to economic growth.

MSEY 080	ISLAMIC ASSET & FUND	L	T	P	C
SDG: 8	MANAGEMENT	3	1	0	4

COURSE OBJECTIVES:

To make the students understand:

COB1: Critique of conventional capital market

COB2: Islamic Financial Market Structure

COB3: Nature and distinguishing features of Islamic Capital Market

COB4: Shariah screening norms for stocks and various Islamic indices

COB5: Concept of venture capital, investment funds, unit trusts, REITs and its application in accordance with Islamic Finance principle

MODULE I INTRODUCTION 6+2

The Capital Market: Definition, Nature, Functions and Objectives; A Brief Overview of the Capital Market in India; Risk Return Principle in Islam: Cost of Capital, Choice between Capital and Debt Financing- Agency Problem; Shari'ah Principles for Capital Market

MODULE II ISLAMIC STOCK AND WEALTH MANAGEMENT 6+2

Equity Shares and Equity Funds; Business and Structure of Islamic Enterprise: Indebtedness of the Enterprise, Earnings from Impermissible Activities, Cash and Receivables / Payables

MODULE III NORMS FOR SHARI'AH SCREENING IN CAPITAL MKT 6+2

Business Screening and Sharia'h Screening; AAOIFI; Dow Jones Islamic Investment Criteria; Securities Exchange Commission (SEC) Malaysia Norms; FTSE; S & P and MSCI, NCB, DFM and TASI India

MODULE IV CRITICAL ASSESSMENT OF ISLAMIC SCREENING NORMS 6+2

Screening Norms Relating to Nature of Business; Screening Norms Relating to Financial Ratios; Suitability of Market Cap; Dividend Purification and Zakah

MODULE V ISLAMIC FUNDS, REAL ESTATE AND PROJECT FINANCING 6+2

Characteristics of Real Estate; Islamic REITS; Islamic Mutual Funds and Mudaraba Certificates; Project Financing: Islamic Perspective

L – 30; T – 10; Total Hours –40

TEXT BOOKS:

1. Islamic Capital Markets - Theory and Practice: Nouredine Krichene

REFERENCES:

1. Islamic Asset Management: Natalie Schoon
2. Contemporary Islamic Finance: Innovations, Applications and Best Practices: Karen Hunt-Ahmed (Chapter on Islamic Mutual Funds)

COURSE OUTCOMES:

CO1: Examine the structure of capital market, shares, bonds etc. and the operations of investment funds from shariah perspective

CO2: Critically assess the similarities and differences between Islamic and conventional capital market

CO3: Apply the Islamic stock selection process through the Industry and Financial Screens and critically assess various screening norms

CO4: Explain the functions of the various components of an Islamic mutual fund structure

CO5: Evaluate both structural and stock-specific problem of shariah compliance in capital market

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1				H			
CO2				H			
CO3						M	
CO4		M		L			
CO5		L		M			

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Decent Work and Economic Growth

The understanding of capital market structure with ethical consideration leads to develop financing strategies meant for economic growth and development.

MSEY 081	ISLAMIC BANKING PRODUCTS &	L	T	P	C
SDG: 8	SERVICES	3	1	0	4

COURSE OBJECTIVES:

COB1: To explain the concepts, theories, the origins and development of Islamic banking products

COB2: To familiarize the students with basic functioning and operation of Islamic banks

COB3: To expose the students to a wider range of Islamic financing instruments used by Islamic Banks and get an advanced understanding of these financing techniques

COB4: To introduce concept of venture capital, investment funds, units trusts, REITs and its application in accordance with Islamic Finance principle.

COB5: To introduce the students Islamic credit card structure based on various Islamic contracts

MODULE I	DEPOSIT PRODUCTS IN ISLAMIC	6+2
	BANKS	

Islamic Banks Deposits: Current Account, Saving Account, Investment Deposit Account General Investment Deposit Account, Special Investment Deposit Account; Deposit Management

MODULE II	CARD PRODUCTS IN ISLAMIC BANKS	6+2
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Islamic Credit Cards in the market: Bai-al Ina Credit Card Structure, Tawarruq Credit Card Structure, Ijarah Credit Card Structure, Ujrah Credit Card Structure, Kafalah Credit Card Structure; Islamic Covered Card

MODULE III	ISLAMIC MODES OF FINANCING - I	6+2
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Equity Based Products: Musharakah, Mudarabah; Deferred sale financing – Bai Muajjal & Murabahah; Advance Sale Financing Product – Salam & Parallel Salam

MODULE IV	ISLAMIC MODES OF FINANCING - II	6+2
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Financing Asset under Construction: Istisna & Parallel istisna; Lease Based Product — Ijarah & Ijarah Muntahiyah Bit-Tamleek; Services Based Products: Wakalah (Agency) & Kafalah (Guarantee); Bai- al 'Inah & Twarruq : Financing for liquidity Management

MODULE V OTHER MISCELLANEOUS SERVICES & 6+2
ACTIVITIES

Letters of Credit; Cheque Payment System; Sarf (Foreign Exchange) & Hawalah (Remittance); Bai Istijrar (supply Contract) and Ujrah (fee); Bai- al Dain (Debt Trading); Qard-e Hasanah (Interest-free Loan); Others

L – 30; T – 10; Total Hours – 40

TEXT BOOKS:

1. Understanding Islamic Finance: Muhammad Ayub, 1st Ed. John Wiley & Sons (Wiley), USA
- Understanding Islamic Finance: Muhammad Ayub, 1st Ed. John Wiley & Sons (Wiley), USA

REFERENCES:

1. An Introduction to Islamic Finance: Muhammad Taqi Usmani, Idaralshaat-e Diniyat, New Delhi
2. Meezan Bank's Guide to Islamic Banking: Muhammad Imran Ashraf Usmani, 1st Ed., Darulshaat, Karachi, Pakistan
3. Islamic Banking and Finance: Natalie Schoon, Spiramus Press, UK
4. Islamic financial services: Mohammed Obaidullah, Jeddah, Saudi Arabia : Scientific Publishing Centre, King Abdulaziz University, 2005

COURSE OUTCOMES:

CO1: Differentiate between conventional and Islamic finance products;

CO2: Appreciate and apply various Islamic financing techniques used by modern Islamic banks like Mudarabah, Musharaka, Diminishing Musharaka, Murabaha, Ijara, Salam and Istisnaetc

CO3: Explain the operating structures and organisational forms adopted by Islamic financial institutions

CO4: Explain the regulatory and standard setting bodies overseeing Islamic finance and banking

CO5: Assess the functioning of debt-like and equity-like Islamic finance techniques and their implications

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1				H			
CO2						M	
CO3						M	
CO4						L	
CO5		L				M	

Note: L - Low Correlation M - Medium Correlation H -High Correlation

SDG 8 : Decent Work and Economic Growth

The understanding and application of Islamic banking products and services keeping in view the ethics leads to develop sustainable economic growth with resilience and protection from financial crises.

MSEY 086	MANAGING FAMILY BUSINESS	L	T	P	C
SDG: 4		3	1	0	4

COURSE OBJECTIVES:

COB1: To learn the basics of family business and its dynamics

COB2: To develop best management method

COB3: To manage conflicts in family business

COB4: To develop efficient succession plans

COB5: To analyse cases and provide solutions

MODULE I INTRODUCTION TO FAMILY BUSINESS 6+2

Family business — Basics and dynamics, □ Structural Management of the Family Business □ Family Complexity, Culture and Value Systems □ Business Complexity □ Effects of Complexity on the Family Business Structure. Women in Family Business

MODULE II METHODS OF MANAGEMENT FAMILYBUSINES 6+2

Professional Management of Family Business □ Non-family Managers □ Non-Executive Directors □ Professional Advisors & Consultants □ The role of balanced board of directors □ Family Constitution for better management Family Governance in multigenerational family firms □ Change and adaptation in family business □ Trans-generational value creation □ Changing roles of family members

MODULE III MANAGING DYNAMICS INTERPERSONAL 6+2

Social Structure in family Business □ Interpersonal dynamics in family business □ Justice Perceptions □ Types of conflicts □ Conflict dynamics and conflict management strategies

MODULE IV SUCCESSION MANAGEMENT PLANNING & 6+2

Understanding Succession Planning □ Defining Objectives □ Choosing the Right Ownership Structure □ Promoting Stewardship □ Getting help from Board of Directors Management Succession: Management Succession Issues □ Employment of Family Members □ Grooming Family Managers to be Successors □ Assessing Family Member Managers □ Compensation for Family Members □ Managing Family Disagreements □ Integrating the Family Component in Business Planning

MODULE V CASE STUDIES IN FAMILY BUSINESS**6+2**

Discussion of Live cases of successful family business. □ Studying the succession planning undertaken by a corporate house / small business and bringing those learning to class via discussions

L – 30; T – 10; Total Hours – 40**TEXT BOOKS:**

1. Family Business in India: A National Asset that needs to Professionalize by Raju Swamy 2021, Notion Press.
2. FAMILY BUSINESS: Methods and Essentials of Building Business
3. Families by Mohanakrishnan Raman 2020, Notion Press.

REFERENCES:

List of Journals/Periodicals/Magazines/Newspapers, etc.

1. Family Business Review
2. Journal of Family Business Management
3. Journal of Family Business Strategy

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COURSE OUTCOMES:**CO1:** Recognize the basics of family business and its dynamics**CO2:** Develop best management method**CO3:** Successful management of conflicts in family business**CO4:** Develop efficient succession plans**CO5:** Case study analysis**Board of Studies (BoS) :**12th BoS of MBA held on 28.01.2022**Academic Council:**18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	M				L	
CO2	M	H				M	
CO3		M				L	
CO4	H	H				L	L
CO5	H	H				M	L

Note: L- Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement : The holistic understanding of family business will result in efficient management of family business and trans-generational value creation

MSEY 087	FINANCIAL INSTITUTIONS AND	L	T	P	C
SDG: 4	FUNDING FOR ENTREPRENEURS	3	1	0	4

COURSE OBJECTIVES:

COB1: This course is intended for Entrepreneurs to Recognize a financing options.

COB2: Appreciate the difference between venture capital, private equity, early stage and traditional financing sources.

COB3: Aware of Taxation Benefit and tax holidays for rural entrepreneurs

COB4: Ability to understand the causes and consequences of industrial sickness.

COB5: To be aware of Magnitude and Causes and Consequences of Industrial Sickness.

MODULE I FINANCING OF ENTERPRISE 6+2

Need for financial Planning, Sources of finance- Commercial banks, NBFC, small Business grants, venture capital, angel investor and PE funds

MODULE II WORKING CAPITAL MANAGEMENT FOR ENTERPRISE 6+2

Working Capital-Meaning, Significance, assessment of working capital, factors determining the requirement of working capital, sources and management of working capital.

MODULE III INSTITUTIONAL FINANCE TO ENTREPRENEURS 6+2

IDBI, IFCI, ICICI, IRBI, LIC, SFC'S, SIDC, Small Industrial Bank of India, Export-Import Bank of India (EXIM Bank).

MODULE IV TAXATION BENEFITS FOR ENTREPRENEURS 6+2

GST, Need for tax benefits, tax holidays, tax concession for small-scale industry in rural areas and tax concession for small-scale industry in backward areas.

MODULE V INDUSTRIAL SICKNESS**6+2**

Industrial Sickness- Concepts, Signal and Symptom of Industrial Sickness, Magnitude and Causes and Consequences of Industrial Sickness.

L – 30, T – 10; Total Hours – 40**TEXT BOOKS:**

1. Jeffry A. Timmons and Stephen Spinelli, “New venture creation”, seventh Edition, Tata- McGraw-Hill education private limited, New Delhi 2009.

REFERENCES:

1. S.S.KHANKA, Entrepreneurial Development, Third Edition, S.Chand& company, NewDelhi 2001.
2. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, 2004.
3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.2008.
4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi. 2005.

COURSE OUTCOMES:

CO1: Student will able to identify the sources of funding for his enterprises

CO2 :Exhibit the ability to provide a self-analysis in the framework of an entrepreneurial career

CO3 :Display the ability to find an attractive market that can be reached economically

CO4 :Demonstrate the understanding of how to launch the individual's entrepreneurial career.

CO5 :Craft appropriate a business practices that suits the business to avail tax benefits.

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1					L		
CO2							
CO3		H					
CO4							
CO5							

Note: L - Low Correlation M - Medium Correlation H -High Correlation

SDG 4 : Quality Education - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

The holistic education and understanding of SDG 4 leads to lifelong learning chances on learning the basics of entrepreneurship, finding methods for funding, updating the financial institutions and imbibing knowledge on financial institution funding procedures.

MSEY 088	MARKETING FOR ENTREPRENEURS	L	T	P	C
SDG: 4		3	1	0	4

COURSE OBJECTIVES:

COB1: To better prepare them to perform about the marketing challenges in an entrepreneurial firm

COB2: Understand the core concepts of Entrepreneurship and Marketing

COB3: Ability to differentiate between an idea and an opportunity.

COB4: Apply creativity and innovation to generate new pricing tactics in marketing

COB5: Ability to Design a marketing plan to incorporate artistic marketing tactics

MODULE I INTRODUCTION TO ENTREPRENEURIAL MARKETING 6+2

Entrepreneurial Marketing- Introduction, analysis of definition, concepts, customer relationship marketing, entrepreneurial marketing vs traditional marketing, entrepreneurial marketing competencies.

MODULE II DIMENSION OF ENTREPRENEURIAL MARKETING 6+2

Marketing task, Dimensions of entrepreneurial marketing, types of markets, Market Segmentation, target market, positioning and an overview of consumer behavior.

MODULE III ENTREPRENEURIAL PRICING S AND PRODUCT STRATEGY 6+2

Setting the Price- steps in setting the price, The Three Cs Model for Price Setting, Different types of pricing techniques, product life cycle marketing strategies.

MODULE IV ENTREPRENEURIAL PROMOTION APPROACH 6+2

Advertising, sales promotion, Personal selling, Major Consumer-Promotion Tools, Major Trade-Promotion Tools and public relations, cause marketing, managing integrated marketing communication.

MODULE V ENTREPRENEURIAL CHANNEL TACTIC**6+2**

Channel management decisions, Types of Channel-Direct to customer,retailer, sales agent, own store,selling through Self Help Group, managing the sales force.

L – 30, T – 10; Total Hours – 40**TEXT BOOKS:**

1. Philip Kotler, Marketing Management, Millennium Edition, by Pearson Custom Publishing 2002.

REFERENCES:

1. SS.KHANKA, Entrepreneurial Development, Third Edition, S.Chand& company, NewDelhi 2001.
2. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, 2004.
3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.2008.
4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi, 2005.

COURSE OUTCOMES:

CO1:Build Entrepreneurial marketing competencies

CO2: Develop a marketing plan for an entrepreneurial idea

CO3: Create appropriate a channel strategy to promote the product

CO4 :Develop an attractive new or improved product or service idea into a productoffering

CO5: Ability to formulate sound marketing strategies to give the product or serviceoffering the support it needs to succeed in the marketplace

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1					L		
CO2							
CO3		H					
CO4							
CO5							

Note: L - Low Correlation M - Medium Correlation H -High Correlation

SDG 4 : Quality Education - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

The holistic education and understanding of SDG 4 leads to lifelong learning chances on learning the basics of venture creation, new venture development, process of marketing and product development.

MODULE V GOVERNMENT OF INDIA INITIATIVE**6+2**

Start up India and stand up India, digital India and make in India and skill India mission and a case study on India's startup and student report new

L – 30, T – 10; Total Hours – 40**TEXT BOOKS:**

1. Jeffry A. Timmons and Stephen Spinelli, "New venture creation", seventh Edition,
2. Tata- McGraw-Hill education private limited, New Delhi 2009.

REFERENCES:

1. SS.KHANKA, Entrepreneurial Development, Third Edition, S.Chand& company, New Delhi 2001.
2. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, 2004.
3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.2008.
4. Charantimath, Poornima, Entrepreneurship Development and Small
5. Business Enterprises, Pearson Education, New Delhi. 2005.

COURSE OUTCOMES:

CO1: Ability to recognize a business opportunity that fits the individual learner

CO2: Demonstrate the ability to provide a self-analysis in the context of an entrepreneurial profession

CO3: Demonstrate the ability to unearth an attractive market that can be reached costeffectively

CO4: Make obvious the understanding of how to identify the entrepreneurial Project

CO5: Ability to appraise the business projects with clarity

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1					L		
CO2							
CO3		H					
CO4							
CO5							

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 4 : Quality Education - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

The holistic education and understanding of SDG 4 leads to lifelong learning chances on learning the basics of venture creation, finding right strategies for new venture development, framing the process of funding the new venture and angel investors

MSEY 090	SOCIAL ENTERPRISE MANAGEMENT	L	T	P	C
SDG: 4		3	1	0	4

COURSE OBJECTIVES:

COB1: To be able to understand the field of social entrepreneurship and Social problems

COB2: To be able to describe and understand the traits of social entrepreneurs

COB3: To recognize the social business opportunities

COB 4: To synthesize the resource mobilization ways for social entrepreneurship.

COB5 :To recognize the impact of social entrepreneurship on Societies

MODULE I INTRODUCTION TO SOCIAL 6+2
ENTREPRENEURSHIP

Introduction - Emergence and Development of Social Entrepreneurship. Social Problems in India: An Overview. Social Development: The Indian Scenario. Emergence of Social Entrepreneurs and Sustainable Solutions to Social Problem. Characteristics and Context of Social Entrepreneurship. The Role of Social Entrepreneurship in Societies & Economies.

MODULE II SOCIAL ENTREPRENEURSHIP: 6+2
DRIVERS AND CHALLENGES

The Drivers of Social Entrepreneurship. Elements of the Social Entrepreneurial Personality. Challenges of financial constraints. Challenge to attract and cultivate talented workers. Challenge of evaluation of social entrepreneur impact. Challenge of scaling and its impact. Cases.

MODULE III SOCIAL ENTREPRENEURSHIP: 6+2
OPPORTUNITY RECOGNITION

Opportunity Recognition and Planning Process. Opportunities for Social Entrepreneurs. The Nature of Social Entrepreneurial Opportunities. Social Problems into Opportunities. Idea development and conceptualization of social problem. Cases

MODULE IV BUSINESS MODELS AND BUSINESS 6+2
PLAN FOR SOCIAL ENTERPRISES

Design Principles of Social Entrepreneurship Business Models, Evaluation of the Root Cause of a Societal Problem. Developing business plan for social ventures. Developing an investor presentation. Feasibility study and report. How to start a business - Procedures for registration of small scale industry

MODULE V LEADERSHIP IN SOCIAL ENTERPRISE: 6+2
ROLES, SKILLS, STYLES AND IMPACTS

Leadership in Social Enterprise: Roles, Skills & Styles, Static Impact of Social Entrepreneurship, Entrepreneurship, Impact of For-Profit Companies vs. Social Entrepreneurship. Social entrepreneurship report preparation by students. case Study of social Entrepreneurs.

L – 30, T – 10; Total Hours – 40

TEXT BOOKS:

1. “Social Entrepreneurship and social business” Christine K Volkmann, Springer Gabler 2012

REFERENCES:

1. “Social Entrepreneurship: New models of sustainable social change”.Alex Nicholls, Oxford University Press 2006.
2. The Process of social value creation : A multiple case study on Social Entrepreneurship in India , Archana Singh Springer 2016.
3. “Social Entrepreneurship” Manuel London ,Routledge, 2010.

COURSE OUTCOMES:

CO1: Conceptualize social entrepreneurship in terms of a theoretical framework between changing social values and institutions

CO2: Think and communicate about social values

CO3: Learn about practical models of social change to launch, lead, manage, and evaluate a social venture

CO4: Make obvious the understanding of how to identify the entrepreneurial Project

CO5: Experience the ideas can be critically and collaboratively examined prior to Commitment.

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1					L		
CO2							
CO3		H					
CO4							
CO5							

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 4 : Quality Education - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

The holistic education and understanding of SDG 4 leads to lifelong learning chances on learning the basics of social entrepreneurship, finding right strategies for non profit organisations, framing the process of registering a social entrepreneurship.

MSEY 096	EXIM PROCEDURES AND	L	T	P	C
SDG: 8	DOCUMENTATION	3	1	0	4

COURSE OBJECTIVES:

COB1:To disseminate the basics of export-import business

COB2:To be able to identify products and markets for export/import

COB3:To acquaint with various export-import documentation forms

COB4:To accustom with export/ import procedures and norms

COB5:To familiarize with the Institutional Framework that supports exports and imports

MODULE I EXIM PROCEDURES 6+2

EXIM Procedures and Logistics - Importance and Responsibilities of Buyer and Seller- Customs Authority - Registration Procedures - IEC - RCMC - Export Licensing - Methods of Exporting and Importing - Product Selection Criteria - Special Schemes for Importers -Importer Classification

MODULE II CUSTOMS CLEARANCE PROCEDURES IN EXPORT 6+2

Procedure - Steps- Contract - Financing - Institutional Framework - Excise Clearance - Pre-Shipment Inspection - Methods - Insurance in Transportation - Clearing and Forwarding Agents - E-Filing Procedures - Customs EDI System - Transport Document - Freight Forwarder and Liner Introduction -Bill of Lading - Types of BL -Importance and Uses of BL - BL Terms and Conditions

MODULE III BASIC DOCUMENTATION 6+2

Basic Documentation - Forms - International Commercial Terms — Invoice and Packing List-Pricing Calculation - CBM Calculation - IEC code, RCMC, COO, GSP, Invoice , Packing list, ARE-1, Filing of shipping bill, Concor and shipping concepts, LET export order, Inco terms

MODULE IV CUSTOMS CLEARANCE PROCEDURES IN IMPORT 6+2

Import and Pre Import Procedures - Legal Formalities - Customs Formalities - Storing - Provisions for Exchange Control in Importing - Retirement of Documents

**MODULE V INSTITUTIONAL FRAMEWORK FOR 6+2
EXIM**

Foreign Trade Policy - Initiatives - Duty Drawback - Deemed Exports - ASIDE
- MAI and MDA -Export Houses - EPCG Scheme - Incentives - Export
Promotion Councils - Commodity Boards EXIM Bank - SEZs - FIEO - IIFT
-EOUs -- ITPO – ECGC – GST& Implications

L – 30 ; T – 10 ; TOTAL HOURS – 40

TEXT BOOKS:

1. Ram Singh International Trade Logistics, oxford university Press,
2015

REFERENCES:

1. C. Rama Gopal, Export Import Procedures - Documentation and Logistics, New Age International, 2007
2. Usha Kiran Rai, Export- import and logistics management, second edition, PHI learning Private limited 2010
3. Sudhir Kochhar, BO-4 Export Import Procedures and Documentation, Hindi-Gullybaba Publishing House (P) Ltd 2012
4. Handbook of Import-Export Procedures - Ministry of Commerce, Government of India, New Delhi

COURSE OUTCOMES:

CO1:Identify products and markets for export/import

CO2:Use the right export / import procedures in their job

CO3: Prepare and maintain export / import documentation properly

CO4:Do the necessary customs formalities during imports / exports

CO5:Approach the right agency for the export / import needs

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	L	H	H	M
CO2	M	M	M	L	H	H	M
CO3	M	M	H	L	H	H	M
CO4	M	M	H	L	H	H	M
CO5	M	M	H	L	H	H	M

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Decent work and Economic growth

Understanding about Procedures and Documentation in Export and Imports, which can help the business people deal with International Trade effectively resulting in inclusive economic growth of the country

MSEY 097	INTERNATIONAL TRADE AND	L	T	P	C
SDG: 8	ECONOMIC ENVIRONMENT	3	1	0	4

COURSE OBJECTIVES:

COB1: Learn the concept of international trade

COB2: Understanding the various facets of the international economic environment

COB3: Gain knowledge theories - practices - trade policies and agreements and their critical evaluation with respect to developing countries

COB4: Draw implication and impact of changing economic Environment - economic geography - Globalization - FOREX fluctuation and imbalances in BOP.

COB5: Know the importance of Globalization - FOREX fluctuation and imbalances in BOP

MODULE I GLOBALIZATION AND INTERNATIONAL 6+2
TRADE

Globalization - International Trade - Benefits and Advantages - Economic Geography and Changing Composition of International Trade - Specialization as the Basis for Trade - Theory of Absolute Advantage and Comparative Advantage — Heckscher - Ohlin Theory of Trade - Production Possibilities - Pattern of Trade - Welfare and Terms of Trade - International Pricing Strategies - Relationship Between Goods Prices and Factor Prices - Economies of Scale - Imperfect Competition and International Trade

MODULE II TRADE RESTRICTION, POLICIES AND 6+2
MULTILATERAL TRADE AGREEMENT

Free Trade Vs Protection - Methods of Protection - Tariff, Quota and Others - Types of Tariff and Quota - Problems with Protection - Retaliation - Inefficiency - The Effects of Government Policies on Trade - Effects of International Transfers of Income - Effects of Import Tariffs and Export Subsidies - Bilateral - Multilateral and Regional Trade Agreements - Pros & Cons and Examples - General Agreement on Trade and Tariffs (GATT) - The United Nations Conference on Trade and Development (UNCTAD) - The North American Free Trade Agreement (NAFTA) - DOHA Round of Trade Agreement - Trade Policies in Developing Countries

COURSE OUTCOMES:

CO1: Meet the challenges in of international marketing environment posed in their jobs

CO2: Identify different international market entry methods

CO3: Design appropriate products for international markets

CO4: Select ideal international distribution systems

CO5: Apply right pricing technique international markets

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	L	H	H	M
CO2	M	M	M	L	H	H	M
CO3	M	M	H	L	H	H	M
CO4	M	M	H	L	H	H	M
CO5	M	M	H	L	H	H	M

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Decent work and Economic growth

Understanding about Procedures and Documentation in international trade, which can help the business people deal with building economic environment resulting in inclusive economic growth of the country.

MSEY 098	INTERNATIONAL LEGAL ISSUES AND	L	T	P	C
SDG: 8	GOVERNANCE	3	1	0	4

COURSE OBJECTIVES:

COB1: To provide an overview of international legal system, International business law, procedure and practices

COB2: To compare and contrast the domestic laws that are applicable to international business

COB3: To acquaint with various export-import documentation forms

COB4: To explain the legal procedure for international disputes

COB5: To identify the relevant laws and regulating bodies for international trade and multinational enterprises.

MODULE I INTRODUCTION TO INTERNATIONAL LEGAL SYSTEM 6+2

International Legal System: Need To Study - Public and Private International Laws - Sources of International Law - Customary International Law - The Law of Treaties - International Human Rights and Humanitarian Law - International Business Ethics — and Social Responsibility - Corporate Codes of Conduct Between Countries - Differences in National Laws - Contemporary Legal Systems Across World - Differences Between Modern Civil Law and Common Law - Islamic Law

MODULE II STATE RESPONSIBILITY AND ENVIRONMENTAL REGULATION 6+2

State Responsibility - Roles and Functions - Standard of Care - Objections - Relief - Insurance - Environmental Protection - Clearing and Forwarding Agents - E-Filing Procedures - Customs EDI System - Transport Document - Freight Forwarder and Liner Introduction - Bill of Lading - Types of BL - Importance and Uses of BL - BL Terms and Conditions

MODULE III DISPUTE SETTLEMENT 6+2

Industrial / Organisational Disputes - Types, Settlement - Settlement Through Diplomacy - Role of Tribunals in Countries - Settlement of Disputes in International Tribunals — Machinery (Arbitration, etc.) - Settlement of Disputes in Municipal Courts - Immunities of States from the Jurisdiction of Municipal Courts - Choosing the Governing Law - Refusal to Exercise Jurisdiction - Bottlenecks - Opposition to the Exercise of Jurisdiction — Proving Foreign Law - Recognition of Foreign Judgments

MODULE IV REGULATION OF MULTINATIONAL ENTERPRISES 6+2

Forms and Types of International Trade / Business - Strategies for doing International Business - The Business Form – Concepts, Multinational and Transnational Organization - Regulation of Multinational Enterprises – Differences among Countries - Home State Regulation of Multinational Enterprises - Host State Regulation of Multinational Enterprises.

MODULE V FOREIGN INVESTMENT, MONEY & BANKING 6+2

Foreign Investment: Purpose, Nature - Laws and Codes - Monitoring Foreign Investment and Operations - Global Securities Regulations - Enforcement – Differences among Nations - International Monetary Fund : Purpose, Operations – Currency Exchange - Bank for International Settlements - Regional and National Monetary Systems

L – 30 ; T – 10 ; TOTAL HOURS – 40

TEXT BOOKS:

1. Richard Schaffer, Filiberto Agusti, Lucien J. Dhooge. International Business Law and its Environment. Cengage Learning, 9th edition. 2014.

REFERENCES:

1. Ray August, Don Mayer and Michael Bixby, International Business Law Text, Cases, and Readings Pearson Education, Inc., 6th edition, 2013.

COURSE OUTCOMES:

CO1: Students will have a knowledge in international legal system

CO2: Students will be able to describe the legal procedure for international disputes and develop strategies for resolution of disputes in international transaction

CO3: Prepare and maintain export / import documentation properly

CO4: Students will be able to Compare and contrast the domestic laws that are applicable to international business

CO5: Students will be able to identify the relevant laws and regulating bodies for international trade, investment and business

Board of Studies (BoS) :**Academic Council:**

12th BoS of MBA held on 28.01.2022 18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	L	H	H	M
CO2	M	M	M	L	H	H	M
CO3	M	M	H	L	H	H	M
CO4	M	M	H	L	H	H	M
CO5	M	M	H	L	H	H	M

Note: L - Low Correlation M - Medium Correlation H -High Correlation

SDG 8 : Decent work and Economic growth

Understanding about Procedures and Documentation in legal issues in International Trade and effectively impacting in governance of the country

MSEY 099	INTERNATIONAL MARKETING	L	T	P	C
SDG: 8	MANAGEMENT	3	1	0	4

COURSE OBJECTIVES:

COB1: To provide an overview of the scope and challenges of international marketing

COB2: To give inputs on international market entry strategies

COB3: To make the learners understand the decisions concerning products and packaging for international markets

COB4: To provide awareness about the international distribution systems

COB5: To apprise about pricing for international markets.

MODULE I INTRODUCTION TO INTERNATIONAL MARKETING 6+2

International marketing: definition, importance, features, - Difference between global and domestic marketing – Social and cultural environment in foreign business and impact on marketing mix strategies - Impact of Information Technology on International marketing / digital marketing

MODULE II OVERSEAS MARKET SELECTION 6+2

Methods of market entry, Identifying foreign markets, selecting potential markets – Constraints in entering in some global territories – Market segmentation: Basis for segmentation for foreign markets Factors for segment selection

MODULE III PRODUCT DECISIONS IN FOREIGN MARKETS 6+2

Factors for package design in international markets - Criteria for export packing - transport packing – Packaging regulations - International product life cycle – Branding for international market

MODULE IV PRICING POLICIES IN GLOBAL MARKET 6+2

Export costing methods – Factors influencing export pricing – different types of export pricing - Transfer pricing - Information required for export pricing – Impact of export incentives on export pricing

SDG 8 : Decent work and Economic growth

Understanding about Procedures and Documentation in International marketing and its strategies. Effectively impacting in the trade growth of the country.

MSEY 037	INTERNATIONAL HUMAN	L	T	P	C
SDG: 8	RESOURCES MANAGEMENT	3	1	0	4

COURSE OBJECTIVES:

COB1: Learn the concept of IHRM and OB

COB2: Be familiar with the global culture and identify the strategy to manage workforce diversity in multinational organization system

COB3: Relate the importance of motivating employees while managing international workforce

COB4: Identify the challenges facing the global business today with respect to human resource planning, compensation and performance management

COB5: Understand the reason for success and failures in global assignments.

MODULE I INTRODUCTION 6+2

Defining IHRM – Differences between domestic HRM and IHRM – Variables that Moderate the Differences – Overview of international dimensions of OB – Exploring how cultural differences affects organization – International Organizational behavior challenges for management– Introduction on Expatriates, Non-expatriates and Inpatriates

MODULE II DIMENSIONS OF IHRM IN DIFFERENT CULTURAL BACKGROUND 6+2

Global staffing alternatives – Selecting and evaluating international employees, – Understanding differences in employee attitude and behaviour– Managing diversity and ethical issues in an international context – Corporate culture, Regional & national cultures, Industry specific culture and reasons for differences – Expatriates, Reasons for Expatriate Failure – Female Expatriates, Self-Initiated expatriates – Dual Career Practices

MODULE III INTERNATIONAL COMPENSATION PRACTICES: MOTIVATING DIVERSITY 6+2

Objective of International Compensation – Key Components of an International Compensation Program – Approaches to International Compensation – Rewarding and motivating international employees – Patterns in Complexity, Challenges and Choices

**MODULE IV PERFORMANCE MANAGEMENT IN 6+2
INTERNATIONAL CONTEXT**

Performance Management of International Employees –
Performance Appraisal of International Employees – Performance
Culture of Different Countries-Case studies

**MODULE V INTERNATIONAL HUMAN RESOURCE 6+2
MANAGEMENT TRENDS**

Managing multicultural teams– Communicating effectively across
culture – Effective leadership in a multicultural environment - Global
Career Path – Reasons for accepting or rejecting Global Assignments-
Role of IT in Human Resource Networking across Globe – Wearable
Technology & Employee Wellness, Putting Diversity and Inclusion into
Action, Facilitating New Ways of Working, Use of HR analytics and
Technology in Managing Global Remote Team

L – 30; TOTAL HOURS – 40

TEXT BOOKS:

1. Awathappa, K. and Dash, S, International Human Resource Management, 3rd Edition by, McGraw Hill, 2020
2. Peter J Dowling, Marion Festing and Allen D Engle, International Human Resource Management, Cengage Learning, 2008
3. Tariq, I, Briscoe, D. and Schuler, R., International Human Resource Management, 5th Edition, T&F/Routledge, 2020

REFERENCES:

1. Anne-Wil Harzing, International Human Resource Management, 4th Edition, Sage Publishing, 2017
2. Dean McFarlin and Paul Sweeney, International Organizational Behavior: Transcending Borders and Cultures, Routledge, 1st Edition, 2012
3. Nancy J. Adler and Allison Gundersen, International Dimensions of Organizational Behavior, Cengage Learning, 5th Edition, 2007
4. Tony Edwards and Chris Rees, International Human Resource Management, Pearson Education, 2005.

COURSE OUTCOMES:

CO1: Analyze the importance of OB in IHRM

CO2: Evaluate the impact of global culture in managing workforce in multinational organizations

CO3: Adopt the best strategy to motivate the international workforce

CO4: Critically analyze the impact of contemporary issues and global imperatives on human resource planning, compensation and performance management.

CO5: Examine success and failure in global assignments.

Board of Studies (BoS) :

12th BoS of MBA held on
28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	L	H	H	H	H	H
CO2	H	H	H	H	H	H	H
CO3	H	M	H	H	H	H	H
CO4	H	H	H	H	H	H	H
CO5	H	H	H	H	H	H	H

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Statement : The holistic knowledge of managing workforce and adopting globally acceptable HR practices would help to promote a sustainable, inclusive and economic growth for the all.

MSEY 061	SUPPLY CHAIN MANAGEMENT	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

COB1: To learn the fundamentals of supply chain management

COB2: To gain insight into the drivers of supply chain

COB3: To learn to locate the facilities, design network in a supply chain

COB4: To learn to manage demand and supply of inventory in a supply chain

COB5: To get insight into various issues and best practices in supply chain management

MODULE I INTRODUCTION TO SUPPLY CHAIN 6+2
MANAGEMENT

Supply chain – meaning - flows in a supply chain – decision phases – supply chain strategy – process view of a supply chain – supply chain macro processes – supply chain performance – achieving strategic fit

MODULE II SUPPLY CHAIN DRIVERS 6+2

Supply chain drivers - facilities – inventory - transportation - information - sourcing – pricing - trade-offs in designing supply chain drivers – obstacles to achieving strategic fit

MODULE III SUPPLY CHAIN NETWORK 6+2

Distribution network design – role - factors influencing options, design options – network design decisions – factors influencing options - models for facility location and capacity allocation - network optimization models

MODULE IV PLANNING SUPPLY AND DEMAND 6+2

Managing predictable variability in a supply chain - managing economies of scale: cycle inventory – managing uncertainty in the supply chain: safety inventory – determining optimal level of product availability

MODULE V ISSUES AND BEST PRACTICES 6+2

Coordination in the supply chain – bullwhip effect - VMI – CPFR - pricing and revenue management in a supply chain – role of information technology in a supply chain – e-business and supply chain management – green supply chain management

L – 30; T – 10; TOTAL HOURS – 40**TEXT BOOKS:**

1. Chopra, S., Meindl, P. and Kalra, D.V., “Supply Chain Management: Strategy, Planning, and Operation”, 6th Edition, Pearson Education, New Delhi, 2016.
2. Sharma S., “Supply Chain Management: Concept, Practices and Implementation”, Oxford University Press, New Delhi, 2010.

REFERENCES:

1. Chandrasekaran N., “Supply Chain Management: Process, System and Practices”, Oxford University Press, New Delhi, 2010. (ISBN 13: 9780198063025)
2. Shah J., “Supply Chain Management: Text and Cases, 2nd Edition, Pearson Education, New Delhi, 2016. (ISBN: 9789332548206)

COURSE OUTCOMES:**CO1:**Recognize the processes in a supply chain and make suitable decisions**CO2:** Apply supply chain drivers to improve the performance of supply chain**CO3:**Design supply chain network and locate various facilities in an optimal manner**CO4:**Manage demand and supply of inventory across the supply chain**CO5:**Adopt and implement best supply chain practices**Board of Studies (BoS) :**12th BoS of MBA held on
28.01.2022**Academic Council:**18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	L	H	H	
CO2	M	M	M	L	H	H	
CO3	M	M	H	L	H	H	
CO4	M	M	H	L	H	H	
CO5	M	M	H	L	H	H	

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The understanding of the concepts of supply chain management leads to the production and distribution of goods and services for the mankind with a focus on improving the overall supply chain profitability.

MSEY 062	PURCHASE MANAGEMENT	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

COB1:To learn the fundamentals of sourcing and supplier management

COB2:To gain insight into the design and structure of purchase department

COB3:To learn the traditional and contemporary purchasing models

COB4:To learn to do negotiation in purchasing

COB5:To get exposed to global procurement

MODULE I	SOURCING AND SUPPLIER MANAGEMENT	6+2
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Sourcing - Sourcing process, Sourcing information, Directives, E-sourcing, Locating suppliers, Supplier assessment, Vendor rating, Supplier approval, Evaluating supplier performance, Policy issues in sourcing, The supplier base, Outsourcing - Outsourcing manufacturing, Outsourcing services, Drivers of outsourcing, Types of outsourcing, Benefits and Problems of outsourcing - Supplier Relationship Management - Models of supplier relationships - e- SRM.

MODULE II	PURCHASING STRUCTURE AND DESIGN	6+2
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Perspectives on purchasing, Definitions, The evolution of purchasing, Purchasing and change, Business environmental factors and purchasing structures — Purchasing as a functional department - Cross-functional purchasing, Divisional purchasing structures, Centralized purchasing, Decentralized purchasing, Purchasing in multi-plant organizations, Evolving purchasing structures

MODULE III	E – PROCUREMENT	6+2
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Evolution of e-procurement models, Electronic data interchange (EDI), E-hubs, exchanges, portals and marketplaces, E-catalogues, E-auctions, Reverse auctions, E-payment, Purchasing manuals, Supplier manuals, Legal aspects of purchasing

MODULE IV PURCHASE NEGOTIATION**6+2**

Buying at the Right Price — Price and Value - Approaches to negotiation, The content of negotiation, Factors in negotiation, The negotiation process, Pre-negotiation, The actual negotiation, Post negotiation, Negotiation and relationships, Negotiation ethics, Tendering, Post-tender negotiation, Application of costing techniques, Lifecycle costing, Target costing, Absorption costing, Activity-based costing (ABC) and management, Contracts and types of contracts

MODULE V OVERSEAS BUYING**6+2**

Motives for buying from overseas - Challenges in overseas buying - Sources of information - Costs and considerations - Factors in successful overseas buying - Advantages and disadvantages of overseas buying

L – 30; T – 10; TOTAL HOURS – 40**TEXT BOOKS:**

1. Lysons, K., "Purchasing and supply chain management", 9th Edition, Pearson Education, New Delhi, 2016.

REFERENCES:

1. Benton W.C., "Purchasing and Supply chain Management", 2nd Edition, McGraw-Hill Higher Education, New Delhi, 2015. (ISBN 13: 9789339222161)
2. James L. Patterson, Larry C. Giunipero, Robert B. Handfield, Robert M. Monczka, "Sourcing and Supply Chain Management", 5th Edition, Cengage Learning, New Delhi, 2012. (ISBN 13: 9788131516690)

COURSE OUTCOMES:

CO1: Source and manage the supply base

CO2: Appreciate and design various purchasing structures

CO3: Adopt to e-procurement methods and models

CO4: Negotiate with suppliers to get the best price and other aspects

CO5: Carry out overseas purchasing, if required.

Board of Studies (BoS) :

12th BoS of MBA held on
28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	M	H	H	
CO2	M	L	M	L	H	H	
CO3	M	L	M	L	H	H	
CO4	M	L	M	M	H	H	
CO5	M	L	M	H	H	H	

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The understanding of the concepts of purchase management leads to the efficient procurement of materials with a focus on building sustainable and long term relationship with suppliers.

MSEY 063	LOGISTICS MANAGEMENT	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

COB1: To identify of the role of logistics in adding value to the final product

COB2:To gain knowledge on warehouse operations and materials handling

COB3:To manage the functions of transportation and packaging

COB4:To evaluate the performance of logistics functions

COB5:To get exposed to the latest developments in the field of logistics

MODULE I INTRODUCTION 6+2

Definition and Scope of Logistics - Functions & Objectives - Customer Value Chain - Service Phases and attributes - Value added logistics services - Role of logistics in Competitive strategy - Basic Service Capability — Value-added services.

MODULE II WAREHOUSING AND MATERIALS HANDLING 6+2

Warehousing Functions - Types - Site Selection - Decision Model - Layout Design - Costing - Virtual Warehouse - Material Handling Equipment and Systems - Role of Material Handling in Logistics - Automated Material Handling - Material Storage Systems - Principles - Benefits - Methods - ASRS.

MODULE III TRANSPORTATION AND PACKAGING 6+2

Transportation System - Evolution - Infrastructure and Networks - Freight Management - Vehicle Routing — FTL and LTL - Forms for Inbound and out bound logistics-Modal Characteristics - Inter-Modal Operators and Transport Economies - Packaging - Design considerations - Material and Cost - Packaging as Unitization - Consumer and Industrial Packaging.

MODULE IV LOGISTICS METRICS, COSTS AND PRICING 6+2

Performance Measurement - Need - System - Levels and Dimensions - Internal and External Performance Measurement - Total Logistics Cost - Concept - Accounting Methods - Cost - Identification — Cost Time Frame —Cost Formatting — Pricing –Delivered Pricing — Single and Multiple

zone pricing – Base Point pricing – Pricing issues.

MODULE V CURRENT TRENDS

6+2

Logistics Information Systems - Need - Characteristics and Design - E
Logistics - Structure and Operation - Logistics Resource Management - e-
LRM - Automatic Identification Technologies - Warehouse Simulation -
Reverse Logistics - Scope -Design and as a Competitive Tool - Global
Logistics - Operational and Strategic Issues - Ocean and Air Transportation
- Strategic Logistics Planning.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Bowersox, D. and Closs, D., “Logistical Management: The Integrated Supply Chain Process”, Tata McGraw - Hill, New Delhi, 2010.
2. Vinod V. Sople., “Logistics Management”, 3rd Edition, Pearson Education, New Delhi, 2012.

REFERENCES:

1. Ganapathi, S. L. and Nandi, S. K., “Logistics Management”, Oxford University Press, New Delhi, 2015. (ISBN 13: 9780198098898)

COURSE OUTCOMES:

CO1: Appreciate the role of logistics in adding value to the final product

CO2: Bring about changes in the material handling and warehousing practices of an organization

CO3: Effectively manage transportation and packaging related activities

CO4: Evaluate the performance of logistic functions in an organization

CO5: Execute logistics desires of a company from a global perspective.

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	L	H	H	
CO2	M	L	M	L	H	H	
CO3	M	L	M	L	H	H	
CO4	M	H	M	L	H	H	
CO5	M	L	M	H	H	H	

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The holistic understanding of the concepts of logistics management leads to the efficient storage, handling and movement of materials from the point of production to the point of consumption.

MSEY 064	MATERIALS MANAGEMENT	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

COB1:To recognize the role and importance of materials in an organization

COB2:To plan for the materials based on production schedule

COB3:To understand the role of purchasing and stores management in managing materials

COB4:To learn to manage inventory in an optimal manner

COB5:To control inventory in order to keep the cost of inventory minimum

MODULE I INTRODUCTION 6+2

Materials Management – importance, need and functions – types of materials – integrated materials management: meaning, importance and benefits – Inventory – meaning - Associated costs in inventory.

MODULE II MATERIAL PLANNING 6+2

Demand forecasting - aggregate planning - Materials Requirements Planning (MRP) – MPS - Bill of Materials - Manufacturing Resource Planning (MRP II), Enterprise Resource Planning (ERP) – Just – In – Time Inventory, Kanban System

MODULE III PURCHASING AND STORES MANAGEMENT 6+2

Purchasing - objectives – centralized vs decentralized purchasing – Purchasing cycle; Storekeeping – objectives - documents - location of store house – layout – types of stores – methods of storing – store room equipments – principles of storing goods – security measures in stores – safety in stores – preservation – codification.

MODULE IV INVENTORY MANAGEMENT 6+2

Inventory Management – objectives - economic order quantity - inventory models: purchase and manufacturing models (with and without shortages) – reorder level, safety stock – quantity discount model – P and Q systems of Inventory

MODULE V INVENTORY CONTROL 6+2

Inventory control – Objectives - scientific inventory control methods – waste management - obsolete, surplus and scrap control – selective inventory control methods: ABC, XYZ, HML, VED, FSN, SOS, SDE, GOLF.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Gopalakrishnan, P. and Sundaresan, M., “Material management: An Integrated Approach”, Prentice-Hall of India, New Delhi, 2005.
2. Datta, A.K., “Materials Management : Procedures Text and Cases”, Prentice-Hall of India, New Delhi, 2003.

REFERENCES:

1. Varma, M.M., “Materials Management”, Sultan Chand & Sons, New Delhi, 2012. (ISBN 13: 9788180547133)
2. Gopalakrishnan, P., “Purchasing and Materials Management”, Tata McGraw-Hill, New Delhi, 2004 (ISBN 13: 9780074516508)

COURSE OUTCOMES:

CO1: Appreciate the role of materials in reducing the cost of production

CO2: Plan for materials based on master production schedule

CO3: Manage purchasing and store related activities

CO4: Optimize inventory costs by managing it scientifically

CO5: Control costs related to inventory by reducing waste, OSS materials, etc.

Board of Studies (BoS) :

12th BoS of MBA held on
28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	L	H	H	
CO2	M	H	M	L	H	H	
CO3	M	L	M	L	H	H	
CO4	M	H	M	L	H	H	
CO5	M	M	M	L	H	H	

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The holistic understanding of the concepts of materials management leads to reduction in the cost of inventory thus reducing the overall cost of production.

MSEY 111	DISTRIBUTION AND TRANSPORTATION	L	T	P	C
SDG: 12	MANAGEMENT	3	1	0	4

COURSE OBJECTIVES:

COB1: To get introduced to different channels of distribution

COB2: To learn to design a distribution network

COB3: To learn to design transportation network

COB4: To be aware of various transportation modes and selection criteria

COB5: To identify technology enabled systems in transportation and distribution

MODULE I DISTRIBUTION NETWORK DESIGN 6+2

Role of Distribution in the Supply Chain - Factors Influencing Distribution Network Design - Design Options for a Distribution Network - Online Sales and the Distribution Network - Distribution Networks in Practice.

MODULE II NETWORK DESIGN IN THE SUPPLY CHAIN 6+2

Role of Network Design in the Supply Chain - Factors Influencing Network Design Decisions - Framework for Network Design Decisions - Models for Facility Location and Capacity Allocation.

MODULE III TRANSPORTATION NETWORK DESIGN 6+2

Role of Transportation in the Supply Chain - Transportation Infrastructure – Policies – Design options for a Transportation Network – Trade Offs in Transportation Design – Tailored Transportation.

MODULE IV MODES OF TRANSPORTATION 6+2

Modes of Transportation – Road Transport – Rail Transport – Water and Air transport – Pipelines – Inter Modal Transport – Factors influencing selection of Modes and Carriers - Transportation Costing and Pricing - Performance Characteristics.

MODULE V IT IN DISTRIBUTION AND TRANSPORTATION 6+2

Technology driven distribution channels - Role of Information Technology in Transportation - Communication systems - Automatic vehicle location systems - Geographic information Systems.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Kapoor, S. K. and Kansal, P., "Basics of Distribution Management: A Logistics Approach", 1st Edition, PHI Learning, New Delhi, 2003.
2. Chopra, S., Meindl, P. and Kalra, D.V., "Supply Chain Management: Strategy, Planning, and Operation", 6th Edition, Pearson Education, New Delhi, 2016.

REFERENCES:

1. Rushton, A., Croucher, P. and Baker, P., "Hand book of logistics and distribution management", 6th Edition, Kogen Page Ltd., New Delhi, 2017. (ISBN 13: 9780749476779)

COURSE OUTCOMES:

CO1: Identify and adopt different channels of distribution in real-time business situation

CO2: Plan and design distribution network

CO3: Plan and design transportation network

CO4: Plan and execute transportation activities

CO5: Adopt technology in channel management and transportation

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	L	H	H	
CO2	M	L	M	L	H	H	
CO3	M	L	M	L	H	H	
CO4	M	L	M	L	H	H	
CO5	M	L	M	L	H	H	

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The understanding of the concepts of distribution and transportation management enables availability of materials to the customers at the right time and right place.

MSEY 112	INTERNATIONAL LOGISTICS	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

COB1: To identify of the need and challenges of international logistics

COB2: To gain insight into inter modal global transportation

COB3: To learn about containerization and chartering

COB4: To gain familiarity on the export – import environment of India

COB5: To be aware of the financing opportunities available for exports

MODULE I INTERNATIONAL LOGISTICS 6+2

Logistics in a global economy — Drivers - Barriers - Challenges to global logistics; Global Supply Chain — Performance - Cycle Length, Operations, Systems, Integration, Alliances, International Logistics Development, International Trade Logistics Chain, Managing International Logistics

MODULE II MARITIME AND AIR TRANSPORTATION 6+2

Structure of the industry, Common shipping terms, Surcharges, Documentation, Vessel classification, Common ship types and their cargoes, Sea Ports and Airports, Sea cargo handling and Air cargo handling, Air and Sea Carrier, Air hubs and spokes, **Role of IATA**, Airfreight pricing and Sea Freight pricing, Air and Sea Cargo security.

MODULE III CONTAINERIZATION AND CHARTERING 6+2

Containerization: Genesis, Concept, Classification, Benefits and Constraints; Packing of Cargo in Containers, Container Leasing - Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration.

MODULE IV EXPORT – IMPORT POLICY 6+2

Export – Import policy of India – Objectives – Highlights – Advance License – Special Import License – Export Obligation – Transferability of Advance License – Acceptance and Redemption of Bond – Export Promotion Capital Goods Scheme – International Commercial Terms (Incoterms) – Export and Import Documentation – Shipping Intermediaries – Customs Brokers – Freight Forwarders and Consolidators – Shipping Agents – Customs House Agents – Stevedors

MODULE V FINANCING FOR EXPORTS**6+2**

International Terms of Payments – Letter of Credit – Trade Documents - PreShipment Trade Finance - Post Shipment Finance - Bank Guarantees - Transport Risk - Contract Credit Risk - Country Political Risk - Currency Risk - Export Credit and Guarantee Corporation (ECGC) – Foreign Exchange Management Act (FEMA).

L – 30; T – 10; TOTAL HOURS – 40**TEXT BOOKS:**

1. Wood, D. F., Barone, A., Murphy, P. and Wardlow, D. L., “International Logistics”, 2nd Edition, American Management Association, New York, 2002.
2. Rai, U. K., “Export – Import and Logistics Management”, 2nd Edition, PHI Learning, New Delhi, 2010.
3. Sudalaimuthu, S. and Raj S. Anthony, “Logistics Management for International Business: Text and Cases”, 1st Edition, PHI Learning, New Delhi, 2009.

REFERENCES:

1. Vinod V. Sople., “Logistics Management”, 3rd Edition, Pearson Education, New Delhi, 2012. (ISBN 13: 9788131768624)
2. Bowersox, D. and Closs, D., “Logistical Management: The Integrated Supply Chain Process”, Tata McGraw-Hill, Indian Edition, New Delhi, 2017. (ISBN 13: 9780070435544)

COURSE OUTCOMES:**CO1:**Manage the challenges in international logistics**CO2:** Select and implement the best mode of transportation**CO3:**Choose between containerization and chartering**CO4:**Adhere to the export import policy of India**CO5:** Choose between various financing options for exports**Board of Studies (BoS) :**

12th BoS of MBA held on
28.01.2022

Academic Council:

18th AC held on 24.02.2022

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CO1	M	M	M	H	M	H	
CO2	M	M	M	H	M	H	
CO3	M	M	M	H	M	H	
CO4	M	M	M	H	M	H	
CO5	M	M	M	H	M	H	

Note: L - Low Correlation M - Medium Correlation H -High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The holistic understanding of the concepts of international logistics leads to carry out optimal movement of materials to satisfy the consumption needs of people across the globe.

MSEY 113	WAREHOUSE MANAGEMENT	L	T	P	C
SDG: 12		3	1	0	4

COURSE OBJECTIVES:

COB1: To learn about the various functions of warehouse

COB2: To gain knowledge on different types of warehouses

COB3: To gain insight into movement of materials inside a warehouse

COB4: To learn to use metrics to measure warehouse performance

COB5: To recognize the importance of IT in warehouse management

MODULE I WAREHOUSE FUNCTIONS 6+2

Warehousing — Meaning - Importance — Functions: Receiving: Logistics support for Inward Transportation, Unloading, Inspection, Acceptance and Recording; Storing: Space allocation, Facilitation to stocking, Guarding & Recording; Risk bearing- Processing - Grading and branding — Disinfecting services - Issuing: Order preparation, Picking, Dispatching/ Delivery & Recording- Handling, Transportation & Storage — Problems and issues in receiving processes.

MODULE II TYPES OF WAREHOUSES 6+2

Warehouse Layout - Principles -.Company owned Warehouses- Hired Warehouses- Private Warehouses- Public Warehouses- Government Warehouses- Bonded Warehouses - Co-operative Warehouses- Distribution Warehouses Fulfillment / Consolidation Warehouses- Warehouses providing Value Added Services - Cross Docking and Trans-loading Warehouses- Break Bulk Warehouses- Storage Warehouses- Refrigerated Warehouses

MODULE III MATERIAL MANAGEMENT IN WAREHOUSE 6+2

Identification and classification of Materials and products in the warehouse - Stock Keeping Unit (SKU) - Managing the material turns in warehouse (FIFO/LIFO) – Warehousing Equipment: Storage and Material Handling Systems (Palletized and Non-Palletized), Industrial Safety Equipment; Inventory Control - Significance of Inventory Costs - Selective inventory controls – Types of wastes - Waste Management and Disposal.

MODULE IV WAREHOUSE PERFORMANCE MANAGEMENT 6+2

Warehouse performance indicators and metrics — Inventory - Inventory Turnover - Inventory Accuracy - Inventory to Sales Ratio; Product Availability - Stock-out percentage; Order fill rate - Average percentage of items on

backorder; Order Entry - Number of returns to total orders - Value of returns to total sales - Rate of Return (reason for return); Order Fill and Errors - Percentage of order documents with errors - Percentage of order items delivered on time - Min, max, average time to process orders; Transportation Percentage of deliveries on time - Percentage of orders delivered by customer request date - Damage and loss claims.

MODULE V ROLE OF IT IN WAREHOUSE MANAGEMENT 6+2

Role of IT in Warehousing — Benefits - Warehouse documentation - Information flows in the warehouse - Warehouse Management System (WMS) - Scanning Technologies - Bar code – RFID Technology - Warehouse Automation - The Paperless Warehouse.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Tompkins, J. A., “Warehouse Management Handbook”, 2nd Edition, Tompkins Associates, Nottingham, 1998.
2. Mulcahy, D., “Warehouse Distribution and Operations Handbook”, 1st Edition, McGraw-Hill, London, 1993.

REFERENCES:

1. Jeroen P. Van Den Berg, “Integral Warehouse Management”, 1st Edition, Management Outlook NewDelhi, 2007 (ISBN 13: 9781419668760)

COURSE OUTCOMES:

- CO1:** Identify and perform the activities in a warehouse
- CO2:** Decide on the appropriate type of warehouse
- CO3:** Manage the flow of materials within a warehouse
- CO4:** Apply metrics for warehouse performance measurement
- CO5:** Deploy IT in warehouse management

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	M	M	L	M	M	
CO2	M	M	M	L	M	M	
CO3	M	M	M	L	M	M	
CO4	M	H	M	L	M	M	
CO5	M	M	M	L	M	M	

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The understanding of the concepts of warehouse management leads the proper storage and handling of materials, reduction in the cost of inventory and fulfillment of customer orders on time.

MSEY 114	PACKING AND PACKAGING	L	T	P	C
SDG: 12	MANAGEMENT	3	1	0	4

COURSE OBJECTIVES:

COB1: To learn the difference between packing and packaging

COB2: To gain insight into different types of packing and packaging

COB3: To learn about packaging requirements

COB4: To gain knowledge on the materials used for packing and packaging

COB5: To learn to use packing and packaging economically

MODULE I INTRODUCTION 6+2

Packing and Packaging: Meaning, Functions and Essentials - Difference between Packing and Packaging - Packing for Storage - Packing for Overseas Shipment- Packing for Inland-Transportation - Packaging for product content protection - Test of packaging: Mechanical, Climatic & Lab test - International Care labeling code - Packaging cost.

MODULE II PACKAGING TYPES 6+2

Packaging related factors at manufacturing, distribution centre, retail outlet and carrier- Consumer Packaging — Industrial Packaging - Shrink packaging – Bar Codes - Universal Product Code- GS1 Standards- Package Labels - Symbols used - Heavy, Medium and Small Packaging- Active packaging - Child-resistant packaging - Pilfer/Tamper/Evident/Proof Packaging - Food Packaging- Pharma Packaging- Electronic goods Packaging- FMCG packaging- Heavy Engineering Goods/Equipment Packaging.

MODULE III PACKAGING REQUIREMENTS 6+2

Packing for Logistics Transport/Storage Requirements - Physical, Chemical Environmental, Biological Nature of the Products - Packing as Protection Against Hazards; Package design considerations: Structural design, marketing, shelf life, quality assurance, logistics, legal, regulatory, graphic design, end-use, environmental factors- Packaging for Marketing and Visual Appeal - Biodegradation -Recycling: Glass, Plastic & Paper-Reuse-Sustainable packaging - Waste management.

MODULE IV PACKAGING MATERIALS**6+2**

Various Materials/Metals Flexible, Folding, Insulated, Corrugated Packing Materials- Packing materials: Paper, Wood, Adhesive, Aluminum foil, Cushioning-stuff, Packaging gas, Pallet, Paperboard, Plastic wrap, Shrink wrap, Screw cap, Slip sheet- Security printing- Stretch wrap –Time temperature indicator- Tinplate.

MODULE V ECONOMICS OF PACKAGING**6+2**

Packaging Economics: Packaging Cost Vs Product cost- Cost Reduction in Packaging- Packing for Inventory Control, Value Analysis - Packing and Value Engineering — **ABC (costing) in packaging** - Packaging Laws - Consumer Protection in Food Packaging, Marking and Labeling, Eco-friendly Packaging for Exports - Scientific Packaging - Standardization in Packaging.

L – 30; T – 10; TOTAL HOURS – 40**TEXT BOOKS:**

1. Soroka, W., "Fundamentals of Packaging Technology", 1st Edition, Institute of Packaging Professionals, Herndon, 1995.
2. Boylston, S., "Designing Sustainable Packaging", 1st Edition, Lawrence King, London, 2009.

REFERENCES:

1. Calver, G., 'What Is Packaging Design', 1st Edition, Rotovision, 2007 (ISBN 13: 9782940361885)

COURSE OUTCOMES:

- CO1:** Appreciate the differences between packing and packaging
- CO2:** Design the appropriate packing and packaging
- CO3:** Implement the requirements for packing and packaging
- CO4:** Choose the right material for packing and packaging
- CO5:** Minimize the cost incurred for packing and packaging

Board of Studies (BoS) :12th BoS of MBA held on 28.01.2022**Academic Council:**18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	L	M	M	
CO2	M	L	M	L	M	M	
CO3	M	L	M	L	M	M	
CO4	M	L	M	L	M	M	
CO5	M	M	M	L	M	M	

Note: L - Low Correlation M - Medium Correlation H -High Correlation

SDG 12 : Ensure sustainable consumption and production patterns

The understanding of the concepts of distribution and transportation management enables availability of materials to the customers at the right time and right place.

MSEY 121	R PROGRAMMING FOR BUSINESS	L	T	P	C
SDG: 9	RESEARCH AND ANALYTICS	2	0	4	4

COURSE OBJECTIVES:

COB1:To introduce the installation procedure and basic code edits commands.

COB2:To gain knowledge on using function calls, arithmetic expression and string operations

COB3: To familiarize the basic statistics and visualization methods in R.

COB4:To discuss about packages installation and basic modelling techniques

COB5:To highlight the procedure for designing and implementing a model for a use case.

MODULE I INTRODUCTION 4+8

Introduction to Scientific Programming - R Basics, Code Editors for R - Finding Help - Control Structures - Conditional Executions - Loops.

MODULE II FUNCTIONS 4+8

Functions in R - Useful Utilities - Debugging Utility - Regular Expressions - Interpreting - Character String As Expression, Time-Date-Sleep -Calling External Software with System -Commands - Running R Commands-- Define Class and Objects in R -Assign Generics and Methods

MODULE III BASIC STATISTICS AND VISUALIZATION IN R. 4+8

Basic Statistics - Descriptive Statistics — Table in R — Correlation and Covariance —Simulation and Distribution – Reproducing same data - Basic Visualization — Charts — Histogram — Plots — Advanced Visualization —Scatter plot – Heat Map- Tree Map.

MODULE IV DATA SCIENCE PACKAGES 4+8

Packages in R - installation process of various packages in R - data science packages in R - Building R packages– Introduction to Modeling Techniques - Descriptive Analytics – Predictive Analytics – Machine Learning.

MODULE V BUSINESS ANALYTICS PROCESS IN R 4+8

Understanding Business Problem – Collecting and Integrating Data – Preprocessing Data – Exploring and Visualizing Data – Using Modeling techniques – Presenting a Management Report and Review.

L – 20; T – 40; TOTAL HOURS – 60

TEXT BOOKS:

1. Dr. Bharti Motwani, Data Analytics with R, Wiley, 2019, ISBN: 9788126576463
2. Umesh R Hodeghatta, Umesha Nayak, Business Analytics Using R -A Practical Approach, Apress, 2016, ISBN: 9781484225141.

REFERENCES:

1. Mark Gardener, Beginning R: The Statistical Programming Language 2013
2. Roger Peng R Programming for Data Science, Lulu.com, 2016. ISBN 9781365056826
3. Garrett Wickham, Garrett Golemud, R for Data Science, O'Reilly, 2017. ISBN-13 9781491910399

COURSE OUTCOMES: Students who complete this course will be able to

CO1: Install R package and customize for the data science project implementation.

CO2: Apply function calls for effective data analysis.

CO3: Apply fundamental statistical and visualization methods for analysis

CO4: Design a data science model using the packages.

CO5: Create a business review report by performing an effective analysis of the data using R.

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		M					
CO2				M			M
CO3							L
CO4		H					
CO5	L					H	

Note: L- Low Correlation M - Medium Correlation H - High Correlation

SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

Statement :

The comprehension of observing patterns is the aim of data science. By understanding the patterns, many insights can be drawn from the data which will aid in construction of resilient software.

MSEY 122	PYTHON PROGRAMMING	L	T	P	C
SDG: 9		2	0	4	4

COURSE OBJECTIVES:

COB1:To introduce the basic concepts of python programming with values and variables.

COB2:To highlight the basic arithmetic operators used in Python Programming.

COB3:To comprehend the importance of conditional and loopin statements in Python.

COB4:To learn to use the important functions in python programming

COB5:To gain knowledge about the modules and its usage in python programming with case studies.

MODULE I INTRODUCTION 4+8

Introduction to Python Programming -Development Tools - Values And Variables - Integer — Values - Variables And Assignment — Identifiers - Floating Point Types - Control Codes With Strings - User Input - Eval function - Print Function.

MODULE II ARITHMETIC EXPRESSION 4+8

Expression and arithmetic - Operator Precedence - Comments and Errors, Syntax Errors, Run Time Errors, Logic Errors, Arithmetic Operators – Strings – Console Input and Output

MODULE III CONDITIONAL STATEMENTS 4+8

Conditions – Logical Operators – Conditional Expressions – Repetition Control Instruction - for Loop — while Loop — break and continue – Lists – Tuples – Sets – Dictionaries.

MODULE IV FUNCTIONS 4+8

Functions - Standard Mathematics Functions - Time Function - Random Function - Importing Function - Writing Own Functions - parameter passing - Custom Function Vs Standard Functions - Global Variables – Default Variables – Lambda Functions - Recursion - Reusable Functions.

MODULE V MODULES AND PACKAGES**4+8**

Main Module – Multiple Modules – Importing a Module – Variations of import Packages – Third Party Packages – Case Studies– New Product Analytics Designing Delivery Specific Menu - Summarized Order Dataset – Understanding The Customers – Finding Fertile Ground For A New DeliveryService.

L – 20; T – 40; TOTAL HOURS – 60**TEXT BOOKS:**

1. KanetkarYashavant, Let Us Python, BPB Publications, 2019. ISBN 9389423376.
2. MattanGriffel, Daniel Guetta, Python for MBAs, Columbia University Press, 2021. ISBN 023155057X.

REFERENCES:

1. Andrew Warner, Python for Absolute Beginners: A Step by Step Guide to Learn Python Programming from Scratch, with Practical Coding Examples and Exercises, Amazon Digital Services LLC, 2020. ISBN 9798667937401.
2. David Beazleyand Brian K. Jones, Python Cookbook, 3rd Edition: Recipes for Mastering Python 3, O'Reilly Atlas, 2013. ISBN-13 9781449340377.

COURSE OUTCOMES:Students who complete this course will be able to

CO1: Design a basic program with python applications.

CO2: Write python programs with lists, tuples, and dictionaries.

CO3: Implement python programs with condition and loopingstatements.

CO4: Deploy the structure and components of a python program by utilizing functions

CO5: Apply the modules in python and implement various case studies to be aware its benefit.

Board of Studies (BoS) :12th BoS of MBA held on 28.01.2022**Academic Council:**18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M			L			
CO2						M	
CO3						M	
CO4		M					
CO5	H	H		H			L

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

Statement :

The python programming is intended for creating problem solving and programming capability. This will aid in providing robust instructions to automate a task which leads to innovations for building resilient software.

MSEY 123	DATA VISUALIZATION	L	T	P	C
SDG: 9		2	0	4	4

COURSE OBJECTIVES:

COB1:To understand the various types of data, apply and evaluate the principles of data visualization.

COB2: To acquire skills to apply visualization techniques to a problem and its associated dataset.

COB3: To apply structured approach to create effective visualizations.

COB4:To learn how to bring valuable insight from the massive dataset using visualization.

COB5:To create interactive visualization for better insight using R and Tableau tools.

MODULE I	INTRODUCTION TO DATA VISUALIZATION	4+8
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Context of data visualization – Definition, Methodology, Visualization design objectives. Key Factors – Purpose, visualization function and tone, visualization design options – Data representation, Data Presentation, Seven stages of data visualization, widgets, data visualization tools.

MODULE II	VISUALIZING DATA METHODS	4+8
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Mapping - Time series - Connections and correlations - Scatterplotmaps - Trees, Hierarchies and Recursion - Networks and Graphs, Info graphics

MODULE III	VISUALIZING DATA PROCESS	4+8
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Acquiring data, - Where to Find Data, Tools for Acquiring Data from the Internet, Locating Files for Use with Processing, Loading Text Data, Dealing with Files and Folders, Listing Files in a Folder, Asynchronous Image Downloads.

MODULE IV	INTERACTIVE DATA VISUALIZATION USING R	4+8
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Overview of R Programming – Data Inputting in R – Data Visualization in R – Creating bar chart – dot plot – histogram – box plot – plotting with base graphics – Plotting and coloring in R

MODULE V INTERACTIVE DATA VISUALIZATION 4+8
USING TABLEAU

Overview of Tableau - Create visualization using Tableau features —
Examine and navigate Tableau public workspace - configuration of Tableau,
various libraries of Tableau.

L–20; P–40; Total Hours–60

TEXT BOOKS:

1. Scott Murray, “Interactive data visualization for the web”, O’Reilly Media, Inc., ISBN: 9781449339739, 2013.
2. Norman Matloff , “The Art of R Programming: A Tour of Statistical Software Design”, No Starch Press, 1st edition, ISBN- 13: 978-1593273842, 2011.
3. Praveen Kumar, “Data Visualization with TABLEAU”, Gurucool Publishing, 1stedition,ISBN-13: 978-8194746003997, 2020.

REFERENCES:

1. Matthew O. Ward, Georges Grinstein and Daniel Keim, ”Interactive Data Visualization: Foundations, Techniques, and Applications”, CRC Press, 2nd edition, ISBN: 9781482257373, 2015.
2. Dr.Chun-hauh Chen, W.K.Hardle, A. Unwin, “Handbook of Data Visualization”, Springer publication, ISBN: 978-3-540-33037-0, 2008.
3. Ben Fry, “Visualizing Data”, O’Reilly Media, 1st edition, ISBN- 13:978-0596514556, 2008.

COURSE OUTCOMES:

CO1:Identify the data types and its associated visualization mechanisms.

CO2:Apply the various scalar and vector visualization techniques to create suitable visualization for real life applications.

CO3: Design and use various methodologies present in data visualization.

CO4:Acquire skills to apply the visualization guidelines for effective information visualization using R tool.

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			L				
CO2	M	M					
CO3	M		L		H		
CO4	M		L		H		
CO5	L	M					

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 9 :Build resilient infrastructure, promote sustainable industrialization and foster innovation.

Statement :The purpose of data visualization is to understand the data better to measure its impact on the businessand use the information for the organization's benefitsand communicates the insight visually to internal and external audiences.

MSEY 124	FINANCIAL MODELLING USING	L	T	P	C
SDG: 9	SPREADSHEET	2	0	4	4

COURSE OBJECTIVES:

COB1:To review the basic functions of excel

COB2:To prepare and forecast financial statements using excel

COB3:To compute time value of money, evaluate capital investment proposals using excel

COB4:To forecast sales, purchases and, prepare cash budget in excel

COB5:To prepare cost sheet, breakeven point, required sales and profit

MODULE I REVIEW OF BASIC FUNCTIONS OF EXCEL 4+8

Functions, formulas, exercise in lookup and reference cell, mastery in pivot table and chart preparation

MODULE II PREPARE AND FORECAST FINANCIAL STATEMENTS IN EXCEL 4+8

Prepare and Income statement, Statement of financial position, cash flow statement, statement of shareholders' equity in spreadsheet.

MODULE III TIME VALUE OF MONEY AND EVALUATION OF CAPITAL INVESTMENT PROPOSAL USING EXCEL 4+8

Compute time value of money, calculate Payback Period, Net Present Value, and Internal Rate of Return using spreadsheet

MODULE IV SPREADSHEET MODELLING TO PREPARE CASH BUDGET 4+8

Forecasting sales, purchases, expenses, and cash budget using excel

MODULE V PREPARE COST STATEMENT, BREAKEVEN POINT AND REQUIRED SALES USING EXCEL 4+8

Spreadsheet modelling to prepare cost statement, breakeven point in sales,

L 20; P - 40 TOTAL HOURS – 60

TEXT BOOKS:

1. Financial Modelling, Simon Benninga, The MIT Press, 2014

REFERENCES:

1. Financial Analysis and Modelling using Excel and VBA, Chandan Sengupta, Wiley Finance, 2009.

COURSE OUTCOMES:

CO1: Practice basic functions of spreadsheet

CO2: Use spreadsheet to prepare and forecast financial statements

CO3: Calculate time value of money, and evaluate investment proposals using excel

CO4: Prepare cash budget, forecast sales, purchases and expenses

CO5: Apply excel functions to prepare cost statements and to determine breakeven point, requires sales and profit.

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1					L		
CO2			H				
CO3		H					
CO4	M						
CO5							

Note: L - Low Correlation M - Medium Correlation H -High Correlation

SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

This course will greatly help the learner to suggest suitable measures to the firm to reduce cost or to increase revenue and to forecast cash requirement.

MSEY 131	FUNDAMENTALS OF BANKING	L	T	P	C
SDG: 2		3	1	0	4

COURSE OBJECTIVES:

COB1: Develop basic knowledge of banking systems

COB2: Create awareness on general banking related operation

COB3: Analyse various credit appraisal techniques

COB4: Explain various financial obligation associated with banks

COB5: Discuss various measures related to consumer protection in banking operations

MODULE I INTRODUCTION 5+2

Definition and meaning of Banking, Banking Systems- Branch banking, unit banking and correspondence banking. Central Bank - RBI and its role and function- Money control tools- Banking services -Retail, commercial and international banking.

MODULE II BANKING RELATED OPERATIONS 7+2

Banker-Customer-Ordinary and Special relationship- Knowing Your customer- Asset Product-Definition and Types- Basic Operations and related procedure- Account opening, Cash handling, Remittance, Term deposits and lockers-Handling of cheques -Role and duties of paying and collecting banks- Cheque operation and its associated procedure. E -Services-Net banking and Mobile banking.

MODULE III LENDING MANAGEMENT 6+2

Credit types- Fund based and Non fund based-Cardinal Principles-Credit Appraisal Techniques- Credit Monitoring-Principles and Managements.

MODULE IV BANKS FINANCIAL OBLIGATIONS 6+2

Priority sector Advances-Definition and Targets- Agricultural Financing-Type of agricultural finance and risk mitigation procedures in agricultural finance-Micro small and Medium Enterprises-definition and package for MSME's- Government sponsored schemes.

MODULE V CUSTOMER'S PROTECTION AND INCLUSION 6+2

Consumer's Protection – Codes of BCSBI. Banking ombudsman scheme, Fair Practices code for Debt collection. Introduction to Financial inclusion – Role of BC and ICT in financial Inclusion.

L –30, T-10; TOTAL HOURS –40

TEXT BOOKS:

1. Bhattacharya K.M and Agarwal O.P," Basics of Banking and Finance",Himalaya Publishing House,3rd edition, Mumbai,2018.
2. Indian Institute of Banking Finance," Principle & Practices of Banking", Macmillan Education,5th edition, Noida,2021
3. Indian Institute of Banking Finance," Bankers' Handbook on Credit Management", Taxmann,2nd edition, New Delhi,2018

REFERENCES:

1. Bharathi V Pathak," Indian Financial System", Pearson Education,5th Edition, India,2018. (ISBN 13: 9789352864867)
2. Colin Watson," Banking Operations", Global Professional publishing,6th Edition,U.K,2014. (ISBN 13: 9781909170117)
3. Neelam C Gulati,"Banking and Insurance:Principle and Practices",ExcelBooks,1st Edition ,India, 2011.(ISBN 13: 9788174469038)
4. <https://www.rbi.org.in/>

COURSE OUTCOMES:

CO1: Improve the basic understanding of Indian banking systems

CO2: Make use of derived knowledge to perform basic banking operations

CO3: Choose appropriate appraisal technique for lending

CO4: Decide various options to meet financial obligation

CO5: Choose best practice in serving customers.

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1				L	M	M	
CO2		M			M		
CO3		H	L	L	H	H	
CO4		H			H	H	
CO5		H	H	L	H	M	

Note: L - Low Correlation M - Medium Correlation H -High Correlation

SDG 2: Zero Hunger

By understanding priority sector and lending to them can helps to reach the goal of zero hunger.

MSEY 132	LEGAL ASPECTS OF BANKING	L	T	P	C
SDG: 7		3	1	0	4

COURSE OBJECTIVES:

COB1: Create knowledge about banking regulator and requirements of banking business.

COB2: Develop understanding of statutory requirements and regulatory aspect of banking.

COB3: Gain insights on legal aspect of Banking

COB4: Explain the type, need and Importance of charging securities

COB5: Impart knowledge on various banking related acts

MODULE I INTRODUCTION TO LEGAL FRAMEWORK 6+2

Introduction to RBI Act 1934 and Banking Regulation Act 1949-Regulators of the bank-Role of RBI-Government and other authorities- Banking Business-Constitution of Banks-Control over banking. Requirement of Banking and branch licensing, Paid up capital and Reserves, Shareholders.Bank Management-Board of directors, Chairman and Additional directors, Restriction of employment, Director and Corporate governance..

MODULE II BANKING REGULATION 5+2

Power of RBI to issue guidelines-Regulation on deposits acceptance, nomination and lending of loan and Advances-Interest rate regulation-banking guidelines-Regulation of payment systems and money market instrument. Reserve funds-Statutory requirement like CRR and SLR-Preservation of Records and return of paid instruments.

MODULE III LEGAL ASPECT OF BANKING 6+2

Types of Borrowers-Types of credit facilities- Difference between secured and unsecured loan- Indemnities- Contract of indemnity, It's Scope, application and obligation on Banker's. Bank Guarantees-definition and type, Duties of banker in honoring guarantee- Precaution measures on issuing and payment of bank guarantees. Deferred payment Guarantee- DPGs purpose and method of payments

MODULE IV CHARGING OF SECURITIES 7+2

Types of securities. Charging- Definition, Modes of charging- Mortgage-Type and Enforcement-Lien- Pledge- Hypothecation-Laws and procedure related to registration of charges-Effect of non-registration of charges.

MODULE V BANKING RELATED ACTS**6+2**

Securitization and Reconstruction of Financial Assets and Enforcement of Securities Interest Act (SARFAESI) 2002-The Prevention of Money Laundering Act, 2002-Payment & Settlements Systems Act, 2007.

L –30, T-10; TOTAL HOURS –40**TEXT BOOKS:**

1. India Institute of Banking and Finance, "Legal and Regulatory Aspects of Banking", Macmillan Education, 4th edition, Noida, 2021
2. Sukhvinder M, "Banking Law and Practice" S Chand & Company, 1st edition, New Delhi, 2014.

REFERENCES:

1. E.Gordan and K.Natarajan, "Banking Theory Law and Practice", Himalaya Publishing House, 1st Edition, India, 2019. (ISBN 13: 978-9352995325).
2. M Y Khan, "Indian Financial system", McGraw Hill, 11th Edition, India, 2019. (ISBN 13: 9789353167301).
3. https://www.rbi.org.in/scripts/BS_ViewMasterCirculars.aspx

COURSE OUTCOMES:

CO1: Know about banking requirements

CO2: Comply with regulation prescribed for banking activities

CO3: Adapt best practice on credit management with in legal requirements.

CO4: Choose method of charging based on type of security

CO5: Make use of required procedure while enforcing action based of banking regulation act.

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		M		L	H	H	
CO2			H	M	H	M	
CO3		H	M	M	H	H	
CO4		M			H	H	
CO5			L	L	M	L	

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 7: Affordable and Clean Energy

The goal of affordable and clean energy can be supported by developing special schemes and extending guarantees for those involved in such business.

MSEY 133	RISK MANAGEMENT INBANKS	L	T	P	C
SDG: 8		3	1	0	4

COURSE OBJECTIVES:

COB1: Examine different types of risk and impart knowledge on ALM concepts and its associated techniques.

COB2: Impart knowledge on managing credit risk.

COB3: Develop skill to identify and manage operational risk.

COB4: Facilitates understanding of market risk and ways to manage market risks.

COB5: Appraise and apply and risk mitigation strategies.

MODULE I INTRODUCTION 4+2

Definition of risk-Types of Risks-Credit risk, operational risks, Market Risks, liquidity risk, Interest rate risk. ALM -Concepts, organization, and Techniques.

MODULE II CREDIT RISK 7+2

Need for risk management in Banks – Capital adequacy norms under Basel I & II – Credit Process – Operational Practices and Credit Environment – RBI guidelines on Risk management- Managing Credit risk -Standardized and Advanced approaches. Design of Credit rating system-Credit Bureaus-Stress test and sensitivity analysis- Internal Capital Adequacy Assessment process

MODULE III OPERATIONAL RISK 7+2

Operational Risk: Introduction-Type and cause of operational risk- RBI guidelines, managing operational risk –Concept of SPOR – Organizational structure and Key responsibilities under SPOR-identifying-Measuring and controlling operational risks. Capital requirement–Methods of calculating capital requirements and criteria for banks to adopt various methods.

MODULE IV MARKET RISKS 5+2

Introduction to market risks -Types of market risks-Managing market risks - Basel norm requirement and Treatments.

MODULE V RISK MANAGEMENT 7+2

Measuring risk-Calculation and Risk exposure analysis-Risk Management- Adequacy Norms, Mid office concept and Importance of derivatives like forward, futures, and options in mitigating risk. Regulatory direction to mitigate risk

L –30, T-10; TOTAL HOURS –40**TEXT BOOKS:**

1. Indian Institute of Banking and Finance," Risk Management", Macmillan India Ltd,2nd edition,Chennai,2018.
2. Roy C.K and Roy P,"Risk Management", New Central Book Agency Pvt Ltd,1st edition,Kolkatta,2011

REFERENCES:

1. Jimmy Skoglund and Wei Chen,"Financial Risk Management:Applications in Market,Credit,Asset and Liability Management and Firmwide Risk", Wiley,1st edition,USA. (ISBN 13: 9781119135517)
2. Joël Bessis ,"Risk Management in Banking",Wiley, 4th edition,USA,2019. (ISBN 13: 9780471893363)
3. https://rbi.org.in/scripts/BS_ViewMasterCirculardetails.aspx.

COURSE OUTCOMES:**CO1:** Choose best ALM technique to reduce asset liability mismatch.**CO2:** Analyze the cause of credit risk and adapt measures to overcome it.**CO3:** Decide the best measure to mitigate operational risk.**CO4:** Minimize the impact of market risk by Following Basel Norm requirements.**CO5:** Choose appropriate tools to mitigate risks.**Board of Studies (BoS) :**12th BoS of MBA held on
28.01.2022**Academic Council:**18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	M	L	L	H	M	
CO2	L	H		M	H	H	
CO3	M	H	L	L	H	H	
CO4		L		L	M	H	
CO5		H	M	L	H	H	

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8: Promote Sustained, Inclusive and Sustainable Economic Growth,
Full and Productive Employment and Decent Work For All

Understanding various risk and risk mitigation measures, Risk(failure of
financed projects) associated with banks loan portfolio can be reduced
leading to sustainable economic growth.

MSEY 134	RETAIL BANKING	L	T	P	C
SDG: 5		3	1	0	4

COURSE OBJECTIVES:

COB1: Explain the role and importance of retail assets in banking operations

COB2: Develop understanding on different aspects of retail banking

COB3: Impart knowledge on various retail asset product in product

COB4: Improve further knowledge on retails assets

COB5: Explain the importance of demand deposits and other services

MODULE I INTRODUCTION TO RETAIL BANKING 4+2

Retail Assets and Liabilities- Definition and Its role in banks operation- Impact of customer requirement on retail products- Product development process- Loan approval process- Credit scoring and its impact on loan process. Marketing of Retail Products-Retailing strategies and delivery channels. Difference between retail and commercial banking.

MODULE II RETAIL BANKING AND ITS RELATED ASPECTS 6+2

Understanding Different types of customers — Minor, Lunatics, special types of customers, HUF, Trust, Associations, Sole Proprietorship, Partnership, Public & Private limited companies, LLP and One Person Company- Account opening process -Know your Customers Guideline- Documents required under KYC for different types of Individuals and Non-Individual-Procedure for identifying Non-Individuals- Verification of KYC documents and Monitoring of Transaction.

MODULE III RETAIL ASSETS - I 7+2

Jewel Loan - Procedure and Practices - Loan against deposits/policies/supply bills. Vehicle loans - eligibility, purpose, pre and post disbursement procedure and practices, Handling defaults- recovery procedure. Personal loan-eligibility, purpose, prerequisites, post disbursement practices and recovery procedure. Educational loan- eligibility, purpose, pre and post disbursement procedure and practices.

MODULE IV RETAIL ASSETS – II 8+2

Housing finance basics-eligibility, purpose, margin requirement, Tenor and Interest-LTV-EMI and Loan schedule-Loan Appraisal procedures-pre and post sanction-disbursement procedures and Practices, Concept of Moratorium. Credit card-Types, operation and credit process. Reverse mortgage.

MODULE V DEPOSITS AND OTHER SERVICES 5+2

Current Account -Definition, Eligibility for opening Current Account, Types, Benefits and Facilities. Saving Account- Definition, Eligibility for opening Saving Account, types, benefits and facilities- Term Deposits-Definition, Type, operational guidelines- Lockers-operation procedure and guidelines. — Mode of operations -Settlement of deceased Account. Other services- Bancassurance, DEMAT and investment services.

L –30, T-10; TOTAL HOURS –40

TEXT BOOKS:

1. Agarwal O.P, "Fundamental of Retail Banking", Himalaya Publishing House, 1st edition, Mumbai, 2018.
2. Indian Institute of Banking and Finance, "Retail Banking", Mcmillan Education, 2nd edition, New Delhi, 2018.
3. Samudrala S, "Retail Banking Technology", Jaico Publishing House, 1st edition, Mumbai, 2015.

REFERENCES:

1. Indian Institute of Banking and Finance, "Retail Liability Product and other related Services", Macmillan Publishers India Private Limited, 1st edition, India, 2017. (ISBN 13: 9789386263650).
2. Indian Institute of Banking and Finance, "Retail Liability Product and other related Services", Macmillan Publishers India Private Limited, 1st edition, India, 2017. (ISBN 13: 9789386263643).
3. https://rbi.org.in/scripts/BS_ViewMasterCircularDetails.aspx

COURSE OUTCOMES:

CO1: Understand the basics of retail banking and apply strategies to meet customer needs in profitable way.

CO2: Know the requirements of retail banking and follow the required procedure when dealing with customer.

CO3: Evaluate and sanction credit based on eligibility and procedures.

CO4: Develop required skills to deal with retail assets.

CO5: Plan strategies to improve demand deposits.

Board of Studies (BoS) :

12th BoS of MBA held on
28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		M	M	M	H	H	
CO2		L		M	H	H	
CO3	M	M		M	H	M	
CO4	L	M	M		H	H	
CO5	L	M		L	H	M	

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 5: Gender Equality

Designing the special loan schemes targeting woman will help them achieve economic growth leading to a reduction in gender inequality

MODULE V DERIVATIVE STRATEGIES**5+2**

Strategies of Hedging from future- selling index future, selling stock future and buying in spot, Speculation — buying and selling future based on bullishness and bearishness, Arbitrage from futures - buying spot and selling future, buying future and selling spot. Options Hedging Strategies - Buying put on underlying - Speculation strategies - Bullish -Buying calls or selling

L –30, T-10; TOTAL HOURS –40**TEXT BOOKS:**

1. Avadhani V.A, "Treasury Management In india", Himalaya Publishing House, 3rd edition, Chennai, 2010.
2. Hull J.C and Basu S, "Options, Future and other Derivatives", Pearson Education, 10th edition, New Delhi, 2018
3. Indian Institute of Banking and Finance, "Treasury Management", MCMILLAN. 1st edition, Chennai, 2010.

REFERENCES:

1. Indian Institute of Banking and Finance, "Theory and Practice of Treasury and Risk Management", Taxmann Publications Private Limited. 1st edition, India, 2012. (ISBN 13: 9789350710180)
2. John F. Marshal, "Future and option Contracting: Theory and Practice", Thomson South-Western, U.S.A, 1988. (ISBN 13: 9780538062510)
3. https://www.rbi.org.in/Scripts/BS_CircularIndexDisplay.aspx

COURSE OUTCOMES:

CO1: Understand and perform the role and responsibility of treasury dealer in a best way.

CO2: Act in accordance with the guidelines for effective treasury operation.

CO3: Compare and choose best investment option for treasury management

CO4: Choose best derivative instrument according to the situation to manage risk and improve profitability.

CO5: Choose appropriate strategies to manage risk in the banks

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	M		M	H	L	
CO2	L				H	L	
CO3		H	L	L	H	M	
CO4	L	M			H	H	
CO5					M	M	

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

The holistic understanding of derivatives can facilitate such services to even smaller organization leading to their economic growth.

MSEY 136	INTERNATIONAL BANKING AND FOREX	L	T	P	C
SDG: 17	MANAGEMENT	3	1	0	4

COURSE OBJECTIVES:

COB1: Discuss the trends, development in international banking along with regulatory framework.

COB2: Expose students to international financial system and money market instruments.

COB3: Acquire knowledge on international financing options for banks

COB4: Explain foreign exchange market and role of banks in foreign exchange markets.

COB5: Impart knowledge on FEMA regulation and various facilities available for residents and non-resident entities.

MODULE I INTRODUCTION**5+2**

International Banking- Trends and development. International banking operation-Investment and Correspondence banking offshore unit-Role of offshore and SEZ units-International economic and financial institutions- WTO, IMF, ADB, WORLD BANK and IFC- International banking Regulatory frameworks.

MODULE II INTERNATIONAL FINANCIAL SYSTEMS AND MONEY MARKET INSTRUMENTS**5+2**

International financial Systems-International finance markets- Role and Importance of International Credit rating agencies - International Money Market Instruments – GDRs – ADRs – Euro Bonds – Repos Loan syndicates.

MODULE III INTERNATIONAL FINANCING AND RISK EXPOSURE**6+2**

Principle of Corporate Financial Lending – Project and Infrastructure Financing-Financing for Merger and Acquisition-Letter of credit- Factoring and Forfeiting services. Risk Exposure – Types – Measurement and Management of Exposure.

MODULE IV FOREIGN EXCHANGE MARKETS**7+2**

Foreign Exchange Markets – Fixed and Flexible Exchange Rates – Spot and Forward Markets – Exchange Rate Quotes – LERMS – Factors affecting Exchange Rates – Basic Theories – PPP – Interest Rate Parity – Fisher Effect – Currency derivatives – Futures and Options – Currency

Swap-Role of Banks in Forex Markets.

MODULE V FEMA**7+2**

Introduction to FEMA and FERA-Role of RBI under FEMA regulation - Facilities for Resident and Non-Resident Individuals-Different types of account and Remittance facilities - Facilities for Resident and Non-Resident Entities-Role of Banks in Importing and exporting of Goods-Establishments of LO/ BO/ PO in India by foreign entities.

L –30, T-10; TOTAL HOURS –40**TEXT BOOKS:**

1. Indian Institute of Banking and Finance, "International Banking operation", MacMillan Publishers India, 2nd edition, Chennai, 2018.
2. Ross S. A., Westerfield R., and Jordan, B. D. "Fundamental of Corporate Finance", McGraw Hill Education, 11th edition, Ghaziabad, 2018

REFERENCES:

1. Indian Institute of Banking and Finance, "Corporate Banking", MacMillan Publishers, 2nd edition, India, 2018. (ISBN 13: 9789387914179)
2. Paresh Shah, "Forex Management", Dream Tech Press, 1st Edition, India, 2015. (ISBN 13: 9789351194866)
3. Stephen A Ross, Randolph W Westerfield, Jeffrey Jaffe Bradford D. Jordan and Ram Kumar Kakani, "Corporate Finance", McGraw Hill Education, 11th edition, India, 2017. (ISBN 13: 9789352607457)
4. https://rbi.org.in/scripts/BS_ViewMasterCirculardetails.aspx.

COURSE OUTCOMES:

CO1: Identify the trends and development in international banking

CO2: Analyze various money market instruments for better investment options

CO3: Have exposure to different means of international financing.

CO4: Realize the importance of foreign exchange market and role of banks in forex market.

CO5: Develop strategies to improve facilities for Nonresident entities

Board of Studies (BoS) :

12th BoS of MBA held on
28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1				L	H	L	
CO2		M			H	H	
CO3					H	H	
CO4					L	H	
CO5		H			H	H	

SDG 17: Partnership for Goals

Understanding international banking can support and strengthen the means for investing in projects that promotes sustainable developments.

GEEY 126	MANAGEMENT INFORMATION	L	T	P	C
SDG: 9	SYSTEM	3	1	0	4

COURSE OBJECTIVES:

COB1: Learn the concept of IS and their functionality in a business enterprise

COB2: Know the need for an IS framework and its importance as a survival tool

COB3: Identify the changes taking place in the form and use of decision support system in business

COB4: Identify ethical issues regarding use of information technologies in business, security management strategies to ensure security of business applications

COB5: Familiarize with managing the workings of a digital firm

MODULE I INFORMATION SYSTEMS IN BUSINESS 6+2

Definition, Introduction to Information and Business Intelligence, Personal and Organizational Dimensions of Information – IT as A Key Resource in Business – Computer Hardware and Software - Categories of Computers by Size – Intellectual and Physical Interfaces – Porter’s Five Forces Model – The Value Chain – SCM, CRM and BI.

MODULE II INTERNET TECHNOLOGIES, DATABASE MANAGEMENT SYSTEM 6+2

Introduction to World Wide Web, Websites, Addresses and Pages – Using Web Browser Software – Search Engines – Internet Technologies – Communications Software – The Relational Database Model – Database Management System Tools – Data Warehouses – Data Mining – Ownership over Information – Clean Data Vs Dirty Data.

MODULE III ARTIFICIAL INTELLIGENCE AND DECISION SUPPORT SYSTEM 6+2

Decision Support System – Components of Decision Support System – Geographical Information Systems - Artificial Intelligence – Expert Systems – Neural Networks – Fuzzy Logic – Genetic Algorithms – Intelligent Agents – Multi-Agent Systems and Agent Based Modeling.

MODULE IV THREATS TO INTELLECTUAL PROPERTY AND COMPUTER CRIME 6+2

Introduction to Identity Theft – Guidelines for Ethical Computer System Usage – Intellectual Property Threats – Cyber Crime Laws and Security Guidelines – Precautions On Data Protection – Computer Crime – Computer Forensics – Methods of Hiding Data Recovery and Interpretation.

MODULE V EMERGING TRENDS IN TECHNOLOGY FOR MANAGEMENT 6+2

Introduction to SaaS - Cloud Computing - IT Personalization Management - VoIP - Automatic Speech Recognition - Virtual Reality - CAVE - Biometrics - Digital Cash - Wearable Technology — Multi — Sate CPU's — Holographic Storage Devices – RFID - Ethics and Privacy Concerns in IT

L – 30 ; T – 10 ; TOTAL HOURS – 40

TEXT BOOKS:

1. Stephen Haag, Maeve Cummings, Amy Philips, 'Management Information Systems for the Information Age' McGraw Hill Education, 6th Indian edition, 2007.
2. Kenneth C. Laudon and Jane P. Laudon, 'Management Information Systems Managing the digital firm', Pearson Education Asia, 2007.

REFERENCES:

1. James A O'Brien, George M Marakas and Ramesh Behl, 'Management Information Systems' McGraw Hill Education, 10th Indian edition, 2013.
2. James AN O' Brien, 'Management Information Systems', Tata McGraw Hill, New Delhi, 2008

COURSE OUTCOMES:

CO1: Comprehend the latest technologies in IS (Information Systems) and relate their impact in organization

CO2: Start using the various IS tools for efficient management

CO3: Use the desicion support systems and Gain advantage of utilizing them in business decision making

CO4: Improve on using cyber security measures to avoid data theft and detection

CO5: Utilize the recent developments in the field of system analysis, design and development such as agile development and use latest trends in digital enterprise management in business applications

Board of Studies (BoS) :

12th BoS of MBA held on
28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	L	M	L	H	H	M
CO2	M	M	M	L	H	H	M
CO3	M	M	H	L	H	H	M
CO4	M	M	H	L	H	H	M
CO5	M	M	H	L	H	H	M

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 9 : Decent work and Economic growth

Understanding about Information systems can lead to integrated benefits among the business verticals and helps in informed decision making which results in overall economic growth of stakeholders

GEEY 127	FOOD AND AGRITECHBUSINESS	L	T	P	C
SDG: 9		3	1	0	4

COURSE OBJECTIVES:

COB1: To Understand about the food processing industry & methods used in food preservation.

COB2: To Known the Food Regulation followed in India.

COB3: To use of technologies in agriculture.

COB4: To understand the food labelling used by food industry.

COB5: To Known about the Food Retail Marketing and value and its effectiveness.

MODULE I INTRODUCTION TO FOOD PROCESSING 6 + 2

Food Processing – Scope and Importance of Food Processing. National and International Perspectives. Principles and Methods of Food Preservation.

MODULE II FOOD REGULATIONS 6 + 2

Food Regulations — Laws and Standards — Concept, Policy — FSSAI, HACCP, CODEX. Food Export Policy.

MODULE III AGRICULTURE TECHNOLOGY 6 + 2

Varietal Development – Remote Sensing – Soil Map Preparation – Drainage Maps – Monitoring Crop Health – Monitoring Water Stress – Nutrient Stress – Yield Forecasting – Post-Harvest Technology – Plant Tissue Culture Technology – Applications of Geospatial Technique in Agriculture.

MODULE IV Food Labelling and Packaging 6 + 2

Introduction — Importance of Food Labelling, Law of Food Labelling for Domestic and International Marketing of Food Products. Types of Packaging Materials — Advantages and Disadvantages of different types of Food Packaging Material, Recent trends in Food Packaging. Packaging Materials used for and Criteria for selection of Packaging Materials: Fruit products, Vegetable products, fish and fish products, meat and meat products, beverage carbonated, Milk and Milk products, tea, coffee, alcoholic beverages, confectionery – fat and oil, frozen products, bakery products, food grains, storage and handling packaging materials.

MODULE V FOOD RETAILING**6 + 2**

Value Chain in Food Retailing – Principal trends in food wholesaling and retailing and Food Wholesaling – Food Retailing – the changing nature of food stores – various retailing formats – competition and pricing in food retailing – market implications of new retail developments – value chain and value additions across the chain in food retail, food service marketing.

L – 30; T – 10; TOTAL HOURS – 40**TEXT BOOKS:**

1. Diwase. S, “Indian Agriculture & Agri – Business Management” Scientific Publishers (India), 2014.

REFERENCES:

1. Bender. A. E., “Food Processing and Nutrition”, Academic Press, London.
2. Jelen. P, “Introduction to Food Processing”, Prentice Hall, Reston Virginia, USA.
3. Mathlouthi. M, “Food Packaging and Preservation, Blackie Academic & Professional.

COURSE OUTCOMES:

CO1: Food processing techniques.

CO2: Food Regulations.

CO3: Food labelling and packaging used by Food Industry.

CO4: Technology in agriculture to improve the yield of the crops.

CO5: Food industry use the retail channel to delivery the goods and service to the ultimate consumers.

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	M	L	L	L	H	L
CO2	L	L	L	H	L	M	H
CO3	L	M	L	L	L	H	H
CO4	L	H	M	L	L	L	L
CO5	L	L	H	L	L	H	H

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 9 : Build innovation techniques to promote the Yield.

Statement : Functioning of the food industry operation & Process in relation to the agriculture products.

GEEY 128	RESEARCH METHODOLOGY AND	L	T	P	C
SDG: 10	DATA ANALYSIS	3	1	0	4

COURSE OBJECTIVES:

COB1: To provide a better understanding of the principles and concepts of inquiry and analysis.

COB2: To develop students to formulate good research questions and design appropriate research.

COB3: To illustrate various source and method of data collections.

COB4: To explain the need of different statistical tools.

COB5: To develop student to prepare and present better research reports

MODULE I INTRODUCTION TO RESEARCH 6+2

Business research – Definition – Objectives of research-Types of Research – Role of Business Research in Managerial Decisions - Scientific Investigation, Deduction and Induction. - Ethics in Business Research – Code for Clients, Researcher and Respondents

MODULE II RESEARCH DESIGN 7+2

Problem Identification - Preliminary Data Gathering - Literature Survey – Theoretical Framework, Sampling, Hypothesis Development. Types of Research Designs. Measurement of Variables - Rating Scales- Ranking Scales, Reliability and Validity.

MODULE III DATA TYPES AND METHOD OF DATA COLLECTION 5+2

Sources of Data-Primary Sources of Data-Secondary Sources of Data - Data Collection Methods -Interviews: Structured Interviews and Unstructured Interviews, Face to face and Telephone Interviews. Observational Surveys. Questionnaire Construction: Organizing Questions-Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.

MODULE IV DATA ANALYSIS USING SPSS 7+2

Introduction to SPSS — Data Coding, Retrieving - Descriptive Statistics — Mean, Median, Mode and Bar Diagrams, Pie-Diagram, and Histograms, Reliability analysis. Data Analysis Techniques - Chi square test, T-test, ANOVA, Exploratory Factor Analysis, Correlation Regression Analysis.

CO4: Apply appropriate statistical tool to analyze and interpret results to make better decisions

CO5: Design and present suitable research reports.

Board of Studies (BoS) : **Academic Council:**

12th BoS of MBA held on 28.01.2022 18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	H			H	H	
CO2		H		M	H	H	
CO3		H		H	M	H	
CO4		H		M	H		M
CO5					H		

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 10: Reduce Inequality within and among countries

The understanding of principles of research will lead to proper analysis of cause of inequality helping to implement better solution in reducing such inequalities

GEEY 129	BUSINESS ANALYTICS	L	T	P	C
SDG: 9		3	1	0	4

COURSE OBJECTIVES:

COB1:To understand the concepts of Business Intelligence, Analytics and Data Science.

COB2: To prepare and integrate data to produce effective business intelligence.

COB3:To summarize and highlight patterns in current and historical data using descriptive analytics.

COB4:To employ predictive analytics in finding patterns to identify risks and opportunities.

MODULE I FOUNDATIONS OF BUSINESS ANALYTICS 6+2

Introduction to Business Analytics - Need of Analytics - Business Analytics vs Business Analysis -Business Intelligence vs Data Science - Data Analyst vs Business Analyst - Types of Analytics - Tools for Analytics- An overview —Analytics on Spreadsheets.

MODULE II DATA PREPARATION AND INTEGRATION 6+2

Data types - properties and sources – Unstructured Data - Semi-structuredData – StructuredData – Data Integration – Data Warehouse – Data Mart – Data Integration Technologies.

MODULE III DESCRIPTIVE ANALYTICS 6+2

Visualizing and Exploring Data - Descriptive Statistical Measures - Probability Distributions and Data Modeling - Sampling and Estimation - Statistical Inference.

MODULE IV PREDICTIVE ANALYTICS 6+2

Trendlines and Regression analysis - Forecasting techniques - Data mining - Spread sheet modeling and Analysis — Monte Carlo Simulation and RiskAnalysis.

MODULE V PRESCRIPTIVE ANALYTICS 6+2

Linear Optimization – Applications of Linear Optimization – Integer Optimization - Decision analysis.

L – 30; T – 10, TOTAL HOURS – 40

TEXT BOOKS:

1. James R. Evans, "Business Analytics", Pearson Education, 2nd edition, ISBN-13 : 978-1292095448, 2016.
2. R.N.Prasad and Seema Acharya, "Fundamentals of Business Analytics", Wiley Publishers, 2nd edition, ISBN-13: 978-8126563791, 2016

REFERENCES:

1. Marc J. Schniederjans, Dara G. Schniederjans, and Christopher M. Starkey, "Business Analytics, Principles, Concepts, and Applications, What, Why and How?", Pearson Education, 1st edition, ISBN-13 : 978-0133552188, 2014.
2. Ramesh Sharda, Dursun Delen, Efraim Turban and David King, "Business Intelligence, Analytics and Data Science: A Managerial Perspective", Pearson Education, 4th edition, ISBN-13: 978-9353067021, 2019.

COURSE OUTCOMES:

CO1: Apply basic business analytics in a spread sheet environment.

CO2: Enable analytic tools to produce actionable business intelligence.

CO3: Predict potential future outcomes and possible actions using descriptive analytics.

CO4: Deploy predictive model to make predictions about future for modelling business processes.

CO5: Optimize business operations to suit multiple predicted outcomes using prescriptive analytics.

Board of Studies (BoS) :

12th BoS of MBA held on
28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L					L	
CO2	M	M					
CO3	M				H	M	
CO4	M				H	M	
CO5	L	M				M	

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 9 :Build resilient infrastructure, promote sustainable industrialization and foster innovation.

Statement :The purpose of Business Analytics is to make data driven efficient decisions optimizing the business and automating their processes.

MODULE V PROJECT IMPLEMENTATION**6+2**

Concept, Meaning, Definition and Types of projects — Projects Implementation and Management: Project Planning Matrix - Project Cycle Management - Identification and Formulation of Details Projects Report (DPP) with reference to Action AID and Save the Children- Monitoring and Evaluation (PERT and CPM) - Rural Appraisal (PRA): Tools and Techniques, SWOC (Strengths, Weaknesses, Opportunities, Challenges) Analysis.

L – 30; T-10; TOTAL HOURS – 40**TEXT BOOKS:**

1. Abraham, A. (2015). Formation and Management of NGOs (4th ed.). New Delhi, Delhi, India: Universal Law Publication.
2. Nabhi Publications. (2019). Nabhi Handbook for NGOs. India.
3. NGO Management : Earthscan companion, Earthscan publications, Routledge, 2010.
4. The Virtuous Spiral : A guide to sustainability for NGOs in International Development, Amazon Kindle Edition, 2013.

REFERENCES:

1. Anheier, H.K. (2014) Nonprofit Organizations: Theory, Management, Policy. London: Routledge. Bebbington, A.,
2. Hickey, S. and Mitlin, D. (2008) Can NGOs Make a Difference? London: Zed Books. Brass, Jennifer N. (2016) Allies or Adversaries: NGOs and the State in Africa. Cambridge, UK: Cambridge University Press.
3. Chambers, R. (1997). Whose Reality Counts? Putting the First Last. London. Practical Action Publishing. Green, Duncan. (2016) How Change Happens. Oxford: Oxford University Press.
4. Hilhorst, D. (2003). The Real World of NGOs: Discourses, Diversity and Development. London: Zed Books.
5. Lewis, D. and Kanji, N. (2009) Non-Governmental Organizations and Development. London: Routledge.
6. Rubenstein, J. (2015) Between Samaritans and States: The Political Ethics of Humanitarian INGOs. Oxford: Oxford University Press Singer, P. 2009. The Life You can Save: New York: Random House Stroup, Sarah S., and Wendy H. Wong.

COURSE OUTCOMES:**CO1:** Acquire specific knowledge on NGO management**CO2:** Understand the legal factors implied with NGOs

CO3: Identify HR and CSR related issues in NGO's

CO4: Enhance the skills and techniques of project evaluation / Resource Mobilization

CO5: Learn the basic concepts and principals involved in managing NGOs

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	M				L	
CO2	M	H				M	
CO3		M				L	
CO4	H	H				L	L
CO5	H	H				M	L

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement : The holistic understanding of NGO and its functions to start a new NGO for societal betterment.

GEEY 131	MANAGEMENT OF RURAL BUSINESS	L	T	P	C
SDG: 8		3	1	0	4

COURSE OBJECTIVES:

COB1: Understand the role and importance of rural marketing in India

COB2: Gain insight into rural consumer buying behavior and underlying factors

COB3: Learn to match the expectations of rural customers with the right price and product mix

COB4: Gain knowledge to design the appropriate promotion strategies for rural markets

COB5: Learn to choose the suitable channel to distribute products in a rural market.

MODULE I INTRODUCTION 6+2

Overview and Dimensions of rural business- Role of Rural marketing in India; Rural Economy: Characteristics - Concept of Development, Distinction between Development and Growth- Indicators of Development; Prerequisites for Rural Development; Main Obstacles to Rural Development and Factors Governing Rural Development. - Development in the last few decades - Relevance and importance in the emerging scenario - future directions

MODULE II RURAL MARKETING 6+2

Definition - Nature-scope and attractiveness-Features - Rural Vs urban marketing - potential and changing pattern of rural marketing - Significance - limitations - Rural consumer Behavior - Influencing factors - changing trends. Nature, Scope and challenges of marketing, operations, human resources, finance in rural area. Entrepreneurial opportunities in Rural area. Agriculture Business Management – Scope and Challenges

MODULE III RURAL MARKET & PRODUCT SELECTION 6+2

Market Selection - Attractiveness of the market — Segmentation - concepts, Degree, guidelines, Targeting and positioning - Competitive marketing strategies, Product Selection - Selecting the right product-matching the expectations - Product mix - Pricing strategies-Objectives, concepts, significance and pricing policies

MODULE IV PROMOTION AND DISTRIBUTION STRATEGIES 6+2

Promotion mix for Rural markets - Differences in Rural and urban communication Marketing communication mix - Communication objectives, Target audience characteristics, Designing the mix strategy, selection of Media , Execution and Evaluation of effectiveness, Impact of Information technology on rural communication - Channels of Distribution-distribution patterns of old and new channels-innovative means and approaches for rural market coverage

MODULE V SUSTAINABLE DEVELOPMENT 6+2

Biodiversity and its conservation in rural areas ; Social issues and Environment, Climate Change, Global warming, Ozone layer depletion ; Environmental pollution: Air, Water and Soil pollution; watershed management and its significance in rural business

L – 30; T-10; TOTAL HOURS – 40

TEXT BOOKS:

1. PradeepKashyap, "Rural Marketing", Pearson India, New Delhi,2012

REFERENCES:

1. Krishnamacharyalu C.S.G and Lalitha Ramakrishna, "RuralMarketing - Text and Cases", Pearson Education, 2002
2. Dogra Balram, KarminderGhuman, "Rural Marketing",TataMcGraw Hill, New Delhi, 2007
3. Ram Kishen, "New Perspectives in rural and agriculturalMarketing", Jaico Publishing House, Mumbai, 2005
4. Gopalsamy T. P., "Rural Marketing", Wheeler Publishing,2004.
5. Ramanaacharyalu, "Rural Marketing", Pearson education, New Delhi, 2005.

COURSE OUTCOMES:

On successfully completing this program the student will be able to:

CO1:Analyze rural customer markets

CO2:Identify the rural consumer buying behaviour and the influencing factors

CO3:Formulate product and pricing strategies to meet the expectations of rural customers

CO4:Design the appropriate promotion strategies for rural markets

CO5:Choose the suitable channel to distribute products in a rural market

Board of Studies (BoS) :

12th BoS of MBA held on
28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H		M	H		H	H
CO2	M	H	M			H	H
CO3	H	H	H	L		H	H
CO4	H	M	M		H	H	H
CO5	H	M	H	L	M	H	H

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 8 :Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Statement :Understanding the management of rural business will promote the rural market and thereby help to improve employment which will in turn help to promote sustainable economic growth.

MSEY 141	DESIGN THINKING AND	L	T	P	C
SDG: 09	INNOVATION	2	0	0	2

COURSE OBJECTIVES:

COB1: Introduce and develop the mindset required to think and act like a Designer.

COB2: Introduce and develop the skill set (tools and techniques) required to think and act like a Designer.

COB3: Introduce and develop the knowledge required to think and act like a Designer.

COB4: Cultivate and strengthen the empathic, creative, collaborative, and problem-solving skills of the students which form part of the Design Thinker's Toolkit.

COB5: Cultivate and strengthen the problem-solving skills of the students which form part of the Design Thinker's Toolkit.

MODULE I LAYING FOUNDATION 4

Right and Left Brain Thinking – Foundational Skills- Observing – Questioning – Associating - Design Thinking - Design Principles – Design in Business – Five Phases in DT.

MODULE II EMPATHIZING 4

Beginner's Mindset – Empathic Habits – Empathic Design – Empathizing Methods -Immersion – Storytelling – Traits: Sincerity – Humility – Curiosity – Empathy Mapping.

MODULE III DEFINING 4

Stating the Problem – Analysis and Synthesis – Good Problem Statement – Human-Centricity– Scope: Broad and Narrow – Point of View (PoV) – How Might We (HMW) – Why-How Laddering.

MODULE IV IDEATING 4

Generating New Solutions – Going Wild – Creativity and Innovation – Challenging Assumptions – Ideation Methods: Brainstorming – SACMPER – Mindmap – Storyboard – Worst Possible Ideas, etc. – Best Practices – Guidelines.

MODULE V PROTOTYPING AND TESTING 4

Completing after prototyping - Rationale and Qualities of Prototyping – Different Types and Methods – Guidelines – Getting into Testing – Planning a Test – Testing Methods and Techniques – A Step-by-Step Guide.

L –20 ; TOTAL HOURS – 20

TEXT BOOKS:

1. Tim Brown, Harper Collins, Design by Change: How Design Thinking Transforms and Inspires Innovation, 2009

REFERENCES:

1. Daniel Pink, A Whole New Mind, Riverhead Books, 2006
2. Clayton M Christensen, et al, The Innovator's Dilemma: Mastering Five Disruptive Innovation, HBR Press, 2011
3. Nigel Cross, Design Thinking: Understanding How Designers Think and Work, Bloomsbury, 2011
4. Roger Martin, Design of Business: Why Design Thinking Is the Next Competitive Advantage, HBR Press, 2009
5. Jeanne Liedtka and Tim Ogilvie, Designing for Growth: A Design Thinking Toolkit for Managers, Columbia Business School Publishing, 2011

COURSE OUTCOMES:

CO1: Able to understand the importance of innovation and design thinking in terms of value creation and sustainability

CO2: Able to Cultivate and strengthen Empathizing in approaching a problem

CO3: Able to know to collaborative in Defining a problem

CO4: Able to know to ideate while approaching a problem

CO5: Able to know to use Prototyping and Testing while approaching a problem

Board of Studies (BoS) :

12th BoS of MBA held on 28.01.2022

Academic Council:

18th AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	M			M		
CO2	M	M			M		
CO3	M	M			M		
CO4	M	M			M		
CO5	M	M			M		

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 9 : Industry Innovation and Infrastructure

Statement : Promoting sustainable industries and foster innovation and entrepreneurship

MSEY 142	STRATEGIC LEADERSHIP AND	L	T	P	C
SDG: 09	GOVERNANCE	2	0	0	2

COURSE OBJECTIVES:

COB1: To provide an understanding on how strategic leaders function and achieve.

COB2: To become familiar with various theoretical frameworks and guidelines of leadership

COB3: To introduce the importance of governance mechanisms

COB4: To provide an insight into governance and exercising executive leadership for organizational success.

COB5: To develop understanding towards social issues.

MODULE I LEADERSHIP OVERVIEW 4

Leadership traits — Personality Traits and Empathy in Leadership Skills
- Diversity and Inclusion in Leadership - Executive leadership

MODULE II LEADERSHIP EFFECTIVENESS 4

Mission, Goal Setting, Culture and Setting Expectations - Perspective(s) on Successful CEO/Leader -Strategic leadership -Theoretical framework

MODULE III LEADERSHIP FUNCTIONS AND SKILLS 4

Leveraging the media - Administration - Political parties- executive search firms - legal community - Strategic thinking, leading organizational change

MODULE IV ORGANIZATION & SHARED VISION 4

Successful leadership - Corporate Governance - Ethics and governance

MODULE V SOCIAL LEADERSHIP 4

Influencing Attitudes - Influencing Social Factors - Influencing Perceived Ability - Converting Intentions into Action

L – 20; TOTAL HOURS - 20

TEXT BOOKS:

1. Stephanie S. Mead and Steven J. Stowell, Wiley, The Art of Strategic Leadership: How Leaders at All Levels Prepare Themselves, Their Teams, and Organizations for the Future, Wiley 2016

REFERENCES:

1. Bert Cannella, Sydney Finkelstein, Donald C. Hambrick, Strategic Leadership: Theory and Research on Executives, Top Management teams and boards, Oxford University Press, 2008
2. William A Cohen, The new art of the leaders, Viva Books Private Limited, 2008
3. William J O'Neil, Business leaders and success, Tata McGraw Hill, 2003
4. Jason Haber, The Business of Good: Social Entrepreneurship and the
5. New Bottom Line, Entrepreneur Press, 2016
6. HBR series on the High Performance Organization
7. HBR series on Corporate Governance

COURSE OUTCOMES:

CO1: Develop a sound awareness and understanding of the literature on strategic leadership.

CO2: Be able to critically evaluate the literature on strategic leadership.

CO3: Develop effective communication skills, interpersonal skills, organizing skills and ability to work in a group.

CO4: Understand governance and ethics

CO5: Develop understanding towards social issues.

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28.01.2022

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		H			H	
CO2	M		H			H	
CO3	M	H	H			H	
CO4	M		H			H	
CO5	M		H			H	

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 9 & Industry Innovation and Infrastructure**Statement :**

Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being

MSEY 143	SUSTAINABILITY MANAGEMENT	L	T	P	C
SDG: 09		2	0	0	2

COURSE OBJECTIVES:

COB1: To provide an understanding of Sustainable Development and its relevance to business management

COB2: To provide stakeholder sensitivity in managerial decisions

COB3: To familiarize the students on the various tools and methods that will enable business leaders to integrate Sustainable development in business decisions

MODULE I INTRODUCTION 4

Definition of sustainability - Sustainability for biological system, global environment- ancient civilisation and their sustainability -trends affecting sustainability - Millennium Development Goals - Sustainability Vs Sustainable Development

MODULE II INDIAN START-UPS & SUSTAINABILITY 4

Sustainability - economists, sociologists, ecologists, Economic, Social and Environmental sustainability - Environmental movements in India, Incorporating sustainability to businesses - Indian start-ups and sustainability

MODULE III SUSTAINABILITY & ESG 4

ESG :Environmental, Social, and Governance - Evolution of ESG - ESG factors the science of climate change - greenhouse gas effect - climate change- Renewable energy - Water and waste management- materiality's Risks and opportunities - stakeholders and company reporting - ESG and competitive advantage - ESG and investing trends.

MODULE IV ENVIRONMENTAL REGULATIONS 4

Measuring Sustainability -Voluntary Rating Systems for sustainability - Sustainability Development Goals (SDGs) - Sustainability reporting

MODULE V CORPORATE SOCIAL RESPONSIBILITY 4

SUSTAINABILITY tool - Corporate Social Responsibility - Importance of CSR to businesses - marketing – survival - sustainability reports

L- 20; TOTAL HOURS:20

TEXT BOOKS:

1. Robert Brinkmann, Introduction to Sustainability, John Wiley & Sons, 2016.

REFERENCES:

1. Mark-Anthony Camilleri, Corporate Sustainability, Social Responsibility and Environmental Management: An Introduction to Theory and Practice with Case Studies, Springer 2017

COURSE OUTCOMES:

CO1:Sustainability perspective in all the business thoughts

CO2:Bring in the sustainability aspect in their business plans

CO3:Provide direction and develop business in the areas of sustainable development

CO4: Incorporating sustainability as a marketing tool

CO5: Incorporating sustainability in business operations.

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1			M				
CO2			M				
CO3				H			

Note: L - Low Correlation M - Medium Correlation H - High Correlation

SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

Statement :

Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being.

MSEY 144	BALANCED SCORE CARD	L	T	P	C
SDG: 16		2	0	0	2

COURSE OBJECTIVES:

COB1: To provide a meaningful picture of business with multiple perspectives with a long-term strategic approach

COB2: To provide an understanding of the BSC as a performance measurement tool

COB3: To familiarize the students in using a BSC

MODULE I INTRODUCTION 4

Strategy Formulation - Precursor to Balanced Score Card - SWOT Analysis.

MODULE II PERFORMANCE MATRICES 4

Measuring Strategic Outcomes- Developing Performance Matrices through Strategy Maps..

MODULE III ORGANIZATIONAL BALANCED SCORE CARD 4

Developing Organizational Balanced Score Card

MODULE IV IMPLEMENTING BALANCED SCORE CARD 4

Developing corporate Alignment Through BSC & Implementing Balanced Score Card

MODULE V APPLICATION OF BSC: CASE STUDIES 4

Development and Implementation of BSC in India and foreign countries

L – 20 ; TOTAL HOURS – 20

TEXT BOOKS:

1. Kaplan, Robert S., and David P. Norton. The Balanced Scorecard: Translating Strategy into Action. Boston: Harvard Business School Press, 1996

REFERENCES:

1. Mohan Nair, Essentials of Balanced Scorecard, Wiley, 2012

COURSE OUTCOMES:

CO1: To approach the strategic planning activity from BSC perspective

CO2:To ensure a more balanced approach in setting goals and budgets

CO3:To evaluate the performance of firms from BSC perspective

Board of Studies (BoS) :

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28.01.2022

Academic Council:

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	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L		M				M
CO2	L		M				M
CO3	L		M				M

Note: L- Low Correlation M - Medium Correlation H -High Correlation

SDG 16 & Peace, Justice and Strong Institutions

Statement :

Promote and enforce non-discriminatory laws and policies for sustainable development.