



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  
(Updated upto September 2024, as per  
22<sup>nd</sup> Academic Council)*

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



**REGULATIONS 2021**

**CURRICULUM AND SYLLABI**

**(Updated upto September 2024, as per 22<sup>nd</sup> Academic Council)**

**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:

<b>Programme</b>	<b>Min. No. of Semesters</b>	<b>Max. No. of Semesters</b>
MBA (Full Time)	4	8

- 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 107 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 6 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 (Those who are campus-placed in organisations can do / submit: work report / work report cum project report / project report alone). The project can also be done unattached to any organization, under the supervision of a faculty member alone. This is for those who wish to do a freelance project or do a project related to a proposed start-up / related to the students' family business. For details, the project work guidelines are to be referred to.

**3.12.2** Project work shall be pursued for a minimum of 16 weeks or 640 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 10 days before the last working day (unless any other communication is given).

- 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 45 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.
- 10.1.1** If a student secures attendance between 65% and less than 75% in any course in a semester, due to medical reasons (hospitalization / accident / specific illness) or due to participation in the institution approved events, the student shall be given exemption from the prescribed attendance requirement and the student shall be permitted to appear for the semester end examination of that course. In all such cases, the students shall submit the required documents immediately after joining the classes to the class advisor, which shall be approved by the Head of the Department / Dean of the School. The Vice Chancellor, based on the recommendation of the Dean (Academic Affairs) may approve the condonation of attendance.
- 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%

**ii) Skills Development/ Career oriented Practicals**

Laboratory work assessment	75%
Semester-end examination	25%

**iii) Project work**

Periodic reviews	50%
Evaluation of Project Report by External Examiner	20%
Viva-Voce Examination	30%

**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  $i^{\text{th}}$  course and  $GP_i$  is the Grade Point in the  $i^{\text{th}}$  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.

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

**CURRICULUM & SYLLABI, REGULATIONS 2021**

**SEMESTER I**

<b>Sl. No.</b>	<b>Course Group</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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
<b>Skills Development Lab</b>							
8.	CC	MSE 6108	Computer applications in Business Laboratory	0	0	2	1
9.	CC	MSE 6109	Business Communication Laboratory	0	0	2	1
<b>Credits</b>							<b>30</b>

**SEMESTER II**

<b>Sl. No.</b>	<b>Course Group</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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. 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
<b>Career Oriented Practicals</b>							
12.	SOC		Strategy Optional Course VI	0	0	2	1

**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.

<b>SEMESTER IV</b>							
<b>Sl. No.</b>	<b>Course Group</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1.	PROJ	MSE	Project work	0	0	16	8
2.		MSE 7202 /	MOOC (General Management Course) *				3
		MSE 7203	Business Ethics and Corporate Social Responsibility	3	0	0	3
3.	FEC		Functional Elective V (for strategy option only)				4
4.	FEC		Functional Elective VI (for strategy option only)				4
<b>Credits</b>						<b>Min: 11</b>	

\* 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. The MBA ODL/ OL Students are exempted from taking MOOC, instead they are required to take a course on "MSE 7203 Business Ethics and Corporate Social Responsibility".

**Total Credits – 106**

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

<b>Sl. No.</b>	<b>Course Group</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**

<b>Sl. No.</b>	<b>Course Group</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**

<b>Sl. No.</b>	<b>Course Group</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**

<b>Sl. No.</b>	<b>Course Group</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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.

<b>MSE 6101</b>	<b>MANAGEMENT CONCEPTS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 4</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

11<sup>th</sup> BoS of MBA held on  
17.06.2021

**Academic Council:**

17<sup>th</sup> 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)

<b>MSE 6102</b>	<b>MANAGERIAL ECONOMICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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, 3<sup>rd</sup> edition, New Delhi, 2017.
2. Dominick Salvatore, Ravikesh Srivastava, "Managerial Economics - Principles and Worldwide Applications", Oxford University Press, 8<sup>rd</sup> edition, New Delhi, 2016.
3. D.N. Diwivedi, "Macroeconomics - Theory and Policy", Tata McGraw-Hill Education, 4<sup>rd</sup> edition, New Delhi, 2017.

#### **REFERENCES:**

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



New Delhi, 2017. (ISBN: 9789352535187)

4. Soumyen Sikdar, "Principles of Macroeconomics", Oxford University Press, 2<sup>nd</sup> 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) :**

11<sup>th</sup> BoS of MBA held on 17.06.2021

### **Academic Council:**

17<sup>th</sup> 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.

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

**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.

#### **Board of Studies (BoS) :**

11<sup>th</sup> BoS of MBA held on 17.06.2021

#### **Academic Council:**

17<sup>th</sup> 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.

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

**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, 4<sup>th</sup> 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’, 12<sup>th</sup> 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) :

11<sup>th</sup> BoS of MBA held on 17.06.2021

#### Academic Council:

17<sup>th</sup> 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.

<b>MSE 6105</b>	<b>ORGANISATIONAL BEHAVIOUR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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, 4<sup>th</sup> 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) :**

11<sup>th</sup> BoS of MBA held on  
17.06.2021

**Academic Council:**

17<sup>th</sup> AC held on 15.07.2021

	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.

<b>MSE 6106</b>	<b>LEGAL ASPECTS OF</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 16</b>	<b>BUSINESS</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

**COB1:** To create awareness about the various aspects relating to Indian Contract Act

**COB2:** To impart knowledge about the important provisions in Sale of Goods Act

**COB3:** To inculcate knowledge of legal aspects of Company Law

**COB4:** To analyse legal provisions relating to Industrial law

**COB5:** To gain knowledge on ADR, IPR and Consumer Protection Act

**MODULE I                      INDIAN CONTRACT ACT 1872                      11+2**

Contract - Meaning and Essentials – Offer and Acceptance- Consideration- Classification of contracts - Essential elements of contract – Capacity to Contract- Performance of contracts – Quasi contracts – Void Agreements - Remedies for Breach of a Contract

**MODULE II                      THE SALE OF GOODS ACT 1930                      4+2**

Sales contract - Transfer of title and risk of loss - conditions and Warranties - Performance of sales contracts - Rights of an unpaid seller – Overview of Partnership Act 1932

**MODULE III                      COMPANY LAW                      6+2**

Major principles - Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

**MODULE IV                      INDUSTRIAL LAW                      5+2**

Overview of Payment of Wages Act – Industrial Disputes act – Workmen compensation act.- Prevention of sexual harassment act –maternity act.

**MODULE V                      OTHER LAWS                      4+2**

Overview- Consumer Protection Act 2019 – Introduction to IPR – Alternative Dispute Resolution – Business Ethics

**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 Indian Contract Act

**CO2:** Interpret the provisions of Sale of Goods Act

**CO3:** Analyze the legal aspects applicable to Company Law

**CO4:** Apprehend the legal provisions relating to Industrial Law

**CO5:** Comprehend ADR, IPR and Consumer Protection Act and apply in appropriate situations.

**Board of Studies (BoS) :**

13<sup>th</sup> BoS of MS held on 23.09.2022

**Academic Council:**

19<sup>th</sup> Academic Council held on  
29.09.2022

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

**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.

<b>MSE 6107</b>	<b>ENTREPRENEURSHIP DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

11<sup>th</sup> BoS of MBA held on 17.06.2021

**Academic Council:**

17<sup>th</sup> 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.

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

**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, 1<sup>st</sup> Edition, New Jersey, 2015.

**REFERENCES:**

1. Michael Alexander, Richard Kusleika, John Walkenbach, "Excel 2019 Bible", Wiley, 1<sup>st</sup> 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:**11<sup>th</sup> BoS of MBA held on 17.06.202117<sup>th</sup> 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.

<b>MSE 6109</b>	<b>BUSINESS COMMUNICATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>	<b>LABORATORY</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

**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) :**

11<sup>th</sup> BoS of MBA held on 17.06.2021

**Academic Council:**

17<sup>th</sup> 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.

<b>MSE 6201</b>	<b>STRATEGIC MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 4</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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, 13<sup>th</sup> Edition, 2013.
2. Azhar Kazmi, “Business Policy & Strategic Management”, Tata McGraw Hill, 3<sup>rd</sup> 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) :**11<sup>th</sup> BoS of MBA held on 17.06.2021**Academic Council:**17<sup>th</sup> 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.

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

**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, 16<sup>th</sup> 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) :**

11<sup>th</sup> BoS of MBA held on 17.06.2021

**Academic Council:**

17<sup>th</sup> 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.

<b>MSE 6203</b>	<b>CORPORATE FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG:9</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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' 3<sup>rd</sup> edition 2019, Pearson.
2. Siddhartha Sankar Saha, Indian Financial System: Financial Markets, Institutions and Services, 2<sup>nd</sup> 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., 3<sup>rd</sup> 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) :**

11<sup>th</sup> BoS of MBA held on 17.06.2021

**Academic Council:**

17<sup>th</sup> 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.

<b>MSE 6204</b>	<b>OPERATIONS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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, 2<sup>nd</sup> Edition, New Delhi, 2011. (ISBN 13: 9789350971888)
2. William J Stevenson, “Operations Management”, Tata McGraw Hill, 12<sup>th</sup> Edition, New Delhi, 2009. (ISBN: 9788131756218)
3. Chary S. N., “Production and Operations Management”, Tata McGraw Hill, 3<sup>rd</sup> Edition, New Delhi, 2008. (ISBN: 9781259051234)
4. Pannerselvam R., “Production and Operations Management”, Prentice Hall India, 3<sup>rd</sup> 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) :**

11<sup>th</sup> BoS of MBA held on 17.06.2021

**Academic Council:**

17<sup>th</sup> 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.

<b>MSE 6205</b>	<b>MARKETING MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 4</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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

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17<sup>th</sup> 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.

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

**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) :**

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17<sup>th</sup> 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.

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

**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) :

11<sup>th</sup> BoS of MBA held on 17.06.2021

#### Academic Council:

17<sup>th</sup> 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.

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

**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

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

<b>MODULE II</b>	<b>DISRUPTIVE CHANGES</b>	<b>7+2</b>
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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.

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

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

<b>MODULE V</b>	<b>NAVIGATING DISRUPTIONS</b>	<b>6+2</b>
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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) :

11<sup>th</sup> BoS of MBA held on 17.06.2021

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	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.



<b>MSE 7102</b>	<b>SUMMER INTERNSHIP</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>6</b>	<b>3</b>

### **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 the real time corporate situations and vice versa.

**COB3:** To create an awareness regarding the current and contemporary technology; practices, procedures and policies adopted by the organization

### **GENERAL GUIDELINES**

- The students are expected to relate the concepts and theory learnt during the first two semesters with the real time situation they would experience during their internship program.
- The internship is not specialization specific; it is rather a general understanding of the organizations' business, their competitors, the market share and the challenges faced. It is also important to have an understanding of the organization structure, functions, roles and responsibilities of different departments. Students also learn the current and contemporary technology; practices, procedures and policies of the organisation during their internship program.
- If the organisation is expecting a mini project to be carried out, the students can do it additionally.
- Internship should be carried out under the joint supervision of external supervisor (company supervisor) and the internal supervisor (faculty supervisor).
- Summer internship should be carried out only in **one** company for the complete 6 weeks.
- **The "Internship-Daily Activity Report"** is an integral component of internship program. The daily activities carried out will be recorded in IDAR by the student and endorsed by the company supervisor. The daily activity report will be

monitored by the faculty supervisor from time to time. Additionally, it should be presented to the panel members during the viva-voce examination.

- It should also be noted that the internship report of every student should be unique which means should not be “copied”. Plagiarized reports will not be considered for evaluation.
- The progress will be examined and assessed by the faculty supervisor periodically. The faculty supervisor may contact the external supervisor of the company where the student is carrying out his/her summer internship to know about student’s progress and regularity. Feedback from the company supervisor (external supervisor) will also be used for student evaluation.
- The metrics for the assessment of summer internship progress is as follows. The continuous assessment marks (50%) will be assigned by the faculty supervisor based on the performance of the students during the course of their internship. The viva voce examination marks (50%) will be assigned by the internal panel members constituted to evaluate student’s internship work. The viva voce evaluation will be based on the quality of the presentation made by the student. The compliance with the requirements of the internship report and the daily activity report will also form an integral part of the evaluation system. The internship viva-voce examination will be conducted after the completion of the internship program.

**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:** The students will be more aligned with the contemporary aspects and requirements of business, management and technology.

<b>MSE 7201</b>	<b>PROJECT WORK</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG : 4</b>		<b>0</b>	<b>0</b>	<b>16</b>	<b>8</b>

**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 or as a work-report if campus-placed, by applying the theoretical concepts and techniques learnt during the MBA programme.

**GENERAL GUIDELINES****Introduction**

Project work / Research work is an important component of the MBA program. Some guidelines regarding project work are given below. The students are requested to follow these guidelines and ensure that the project work done by the students is original and is of good quality.

**Internship is not permitted for this course.**

**Guidelines****1.0 Category of Project work****Category 1: Company-based project work**

This company-based project work is to be done in any of the business organizations, under joint supervision of a company-supervisor and an institute-supervisor. The students are required to do project work in that company as per the company's requirement and also periodically interact with the institute supervisor in CSB.

Variants to Category 1 and detailed guidelines are provided in Annexure 1. In the case of certain variants, some guidelines regarding company acceptance letters are provided in Annexure 2.

**Category 2: Project work unattached to company**

Those who wish to do general research work alone are permitted to do the project work unattached to any company, in consultation with the institute supervisor, (under his / her

supervision). The students are required to regularly interact with the institute supervisor.

## **2.0 Additional points for Category 1**

- (a) The students should provide the following details to their respective supervisors during zeroth review:
  - (i) Name of the Company
  - (ii) Address of the Company
  - (iii) Name of the company supervisor allotted by the company
  - (iv) Contact no. and email of the company supervisor
- (b) The institute supervisors may choose to visit the organization to discuss the progress in the project work undertaken by the respective students.
- (c) Assessment by the company supervisor will also be confidentially taken by the institute supervisor through the format given by CSB (in the Appendix to the additional guidelines to project supervisors given separately).

This is to be incorporated suitably during the reviews / final examination, in consultation with the committee/panel).

## **3.0 Common guidelines for all the students**

- (a) Project work shall be pursued for the period of 16 weeks
  - (i) For Category 1: Company permission letter and certificate are to be obtained for 12 weeks. i.e, the students should work in the company for 12 weeks and for the remaining period, the students are to interact with the institute supervisor on consolidating, report writing, submission, etc.
  - (ii) For Category 2: In all the 16 weeks, the students should interact regularly with the institute supervisor) till the submission of report
- (b) Each student is advised to undertake the project in one of the chosen specializations
- (c) Introduction letter [if needed by any student for sending to the companies will be given by the CSB 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 any review for any valid reason, with permission, need to appear during the alternate schedule that will be informed. Other absentees will not get any marks for that review and may not be permitted to proceed with the project work.
- (g) The project report duly signed by the Supervisor/s and the Dean-CSB is to be submitted to the school before the last date.
- (h) *Each student is expected to submit two hard copies of the full project report, one hard copy of synopsis 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.*

#### 4.0 Break-up of weightage of scores

Periodic reviews

50%

Evaluation of Project Report by External Examiner

20%

Viva-Voce Examination (by panel of Internal & External examiners)

30%

#### 5.0 Important Schedules:

Review / report submission	Tentative schedule	To be shown / presented / submitted
Zeroth review (5 marks) (2 marks for interactions + 3 marks for review)	* Within 15 days from the date of commencement of the semester	Category of the project, Name, address & other details of the organization (wherever applicable), Title, Plan of work, Permission letter, etc.

First Review (20 marks) (10 marks for interactions + 10 marks for review)	* Within approx 1 month	Progress as per the communication that will be given
Second Review (25 marks) (10 marks for interactions + 15 marks for review)	* Within approx 2 months	Progress as per the communication that will be given
<b>Final draft submission</b> (after completing plagiarism check, as per the norms)	* <b>3 weeks before the last instructional day</b> of the semester	Final draft report (after completing plagiarism check, as per the norms)
<b>Final report submission</b>	* <b>10 days before last instructional day of the semester</b> (unless any other communication is given)	Final report

\* specific date/s will be announced

### 6.0 Evaluation Rubrics

Reviews / End-sem examination	Rubrics & Break-up of scores	
<b>Zeroth review (5 marks)</b> (2 marks for interactions + 3 marks for review)	<b>Interactions (2):</b>  Regular – 2 marks Intermittent - 1 mark Occasional/Nil – 0 mark	<b>Review (3):</b>  Category chosen, Company finalised & acceptance letter submitted (wherever applicable) and Topic & plan of work finalised – 3 marks  Category chosen, Company, Topic & Plan of work finalised - Letter yet to be submitted – 2 marks  Category chosen; Company, Letter, Topic & Plan of work – made some progress & commits to complete / submit within a week – 1 mark  Poor / No progress / No meaningful

		commitment –0 mark
<b>First Review (20 marks)</b> (10 marks for interactions + 10 marks for review)	<b>Interactions (10):</b> Regular – 8 to 10 marks Intermittent - 4 to 7 marks Occasional/Nil – 0 to 3 marks	<b>Review (10):</b> Progress, PPT content, Presentation & Q/A: Excellent – 9 to 10 marks Good – 7 to 8 marks Average – 4 to 6 marks Poor – 2 to 3 marks V. Poor – 0 to 1 mark
<b>Second Review (25 marks)</b> (10 marks for interactions + 15 marks for review)	<b>Interactions (10):</b> Regular – 8 to 10 marks Intermittent - 4 to 7 marks Occasional/Nil – 0 to 3 marks	<b>Review (15):</b> Progress, PPT content, Presentation & Q/A: Excellent – 13 to 15 marks Good – 10 to 12 marks Average – 7 to 9 marks Poor – 3 to 6 marks V.Poor – 0 to 2 marks
<b>Evaluation of Project Report by External Examiner – 20 marks</b>  <b>Viva-Voce Examination (by panel of Internal &amp; External) – 30 marks</b>	<b>Evaluation of Report (20 marks):</b> Originality(plagiarism report based), Quality of Content, Presentation  Excellent – 19 to 20 V.Good – 16 to 18 Good – 13 to 15 Average – 8 to 12 Poor – 4 to 8 V.Poor– 0 to 3	<b>Viva-voce exam (30 marks):</b>  PPT Content, Presentation & Q/A:  Excellent – 28 to 30 V.Good – 22 to 27 Good – 17 to 21 Average – 9 to 16 Poor – 4 to 8 V.Poor– 0 to 3

**ANNEXURE - 1****(Variants to Categories announced in the guidelines)****Variants to Cat 1 – Procedure to be followed**

<b>Variant Type</b>	<b>Variant</b>	<b>Remarks</b>	<b>Place of project work</b>	<b>Interactions with institute supervisor</b>
1A	<b>Campus placed – Direct job</b> [Xerox copy countersigned by CSB Placement Coordinator (mentioning: 'campus-placed') to be submitted]	Freelance project not permitted, as the job will be strenuous and guidance from institute supervisor will be extremely difficult	Project work to be done in the same company during IV sem	Periodic, in-person – as decided jointly by institute & company supervisors
1B	<b>Campus placed – Internship; then job</b> [Xerox copy countersigned by CSB Placement Coordinator (mentioning: 'campus-placed') to be submitted]	Freelance project not permitted, as the job will be strenuous and guidance from institute supervisor will be extremely difficult	Project work to be done in the same company during IV sem	Periodic, in-person – as decided jointly by institute & company supervisors
1C	<b>Placed for job – through own effort</b>	Case by case – letter to be submitted to the Dean for advice	In any case, Project work can be done in that company during IV sem <i>(the company will be treated as project work company – till Dean takes a decision on the letter)</i>	Periodic, in-person – as decided jointly by institute & company supervisors
1D	<b>Placed for</b>	Case by case – letter	In any case, Project	Periodic, in-



	<b>internship; then job - through own effort</b>	to be submitted to the Dean for advice	work can be done in that company during IV sem <i>(the company will be treated as project work company – till Dean takes a decision on the letter)</i>	person – as decided jointly by institute & company supervisors
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**Variant – not belonging to any cat**

<b>Variant: Placed for internship alone - thro own effort</b>	<b>NOT PERMITTED IN IV SEM</b>
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**Note:**

- (1) Acceptance letter from the company (for project work) to be submitted ... for all the above
- (2) In any case the decision on variant must be finalised during zeroth review. No change is permitted after zeroth review, even if the students are placed through campus after zeroth review.

**ANNEXURE - 2**

**(Guidelines reg company acceptance letters - for Variants 1A, 1B)**

<i>Titles/ contents as given in Annexure 1</i>						<b>Guidelines reg. Company acceptance letter</b>
<b>Cat</b>	<b>Variant Type</b>	<b>Variant</b>	<b>Remarks</b>	<b>Place of project work</b>	<b>Interactions with institute supervisor</b>	
1	1A	<b>Campus placed – Direct job</b> [Xerox copy countersigned by CSB Placement Coordinator	Freelance project not permitted, as the job will be strenuous and guidance from institute	Project work to be done in the same company during IV sem	Periodic, in-person – as decided jointly by institute & company supervisors	(1) CSB Placement Coordinator is to arrange the letter for all the students (not the supervisors!)  (2) In the letter, it is

		(mentioning: 'campus-placed') to be submitted]	supervisor will be extremely difficult			ideal & apt to have the term 'project work'
1	1B	<b>Campus placed – Internship; then job</b> [Xerox copy countersigned by CSB Placement Coordinator (mentioning: 'campus-placed') to be submitted]	Freelance project not permitted, as the job will be strenuous and guidance from institute supervisor will be extremely difficult	Project work to be done in the same company during IV sem	Periodic, in-person – as decided jointly by institute & company supervisors	(3) In case, the letter... (i) contains words like 'project training/ project internship/ or any other terms' that are not clear / not in line with our requirement (ie, project work) or (ii) doesn't specify the required period etc., It is enough if CSB Placement Coord: (a) talks and gets oral confirmation that they will give project work and then (b) mails (quoting that) to the company, requesting for a 'project completion letter' to be issued at the end of the duration, stating also the specified period in the letter (in their letter-head). Note: Reply /

						<p>confirmation from the company is not mandatory</p> <p>(4) Copy of the company letter as stated in (2) and the mail as stated in (3) (b) are to be TOGETHER forwarded to the institute supervisor by CSB Placement Coordinator – to be in turn given to the project coordinator after zeroth review</p> <p>**</p> <p>(5) If the supervisor has any doubt, it may be put up to the Dean for advice / permission (case by case)</p>
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\*\* Project coordinator will just receive the copy letter & mail and file, unless any opinion is sought by the supervisor

Note: (i) The supervisor, along with review committee member, is to ensure that the research project is being done (during the reviews).

(ii) If the completion letter (with title of the research project work and the period) is not submitted, the student is not eligible to submit he report / appear for viva- voce exam. The institute supervisor is responsible to ensure this.

**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 concepts, techniques and other inputs 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

CO5: Prepare a report by following the guidelines given and characteristics of a good project report

**Board of Studies (BoS) :**

11<sup>th</sup> BoS of MBA held on 17.06.2021

**Academic Council:**

17<sup>th</sup> AC held on 15.07.2021

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

**Note: L- Low Correlation, M - Medium Correlation, H –HighCorrelation**

SDG 4 : Quality education

Achieve quality in the education by choosing an industry relevant problem, applying the concepts learnt in the programme, analysing the data and offering meaningful suggestions.

<b>MSE 7203</b>	<b>BUSINESS ETHICS AND CORPORATE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>SOCIAL RESPONSIBILITY</b>				
<b>SDG: 16</b>		<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

### **COURSE OBJECTIVES**

**COB1:** To be aware about the importance of Business ethics

**COB2:** To encourage moral practices and environmental issues in the Indian context

**COB3:** To learn the Provisions of the Indian constitution pertaining to Business

**COB4:** Update the Industrial policy and framework of government contract over Business

**COB5:** Create awareness concerning the importance of CSR and governance

### **MODULE I INTRODUCTION 4+2**

Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behaviour; Ethical abuses; Work ethics; Code of conduct.

### **MODULE II ETHICS THEORY AND BEYOND 4+2**

Management of Ethics - Ethics analysis [ Hosmer model]; Ethical dilemma; Ethics in practice-ethics for managers; Role and function of ethical managers - Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation. Business and ecological / environmental issues in the Indian context and case studies.

### **MODULE III LEGAL ASPECTS OF ETHICS 4+2**

Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business; Prominent features of MRTP & FERA. Social – cultural environment and their impact on business operations, Salient features of Indian culture and

values.

**MODULE IV ENVIRONMENTAL ETHICS 4+2**

Economic Environment; Philosophy of economic growth and its implications for business, Main features of Economic Planning with respect to business; Industrial policy and framework of government contract over Business; Role of chamber of commerce and confederation of Indian Industries.

**MODULE V CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE 4+2**

Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation; Evolution of corporate governance; Governance practices and regulation; Structure and development of boards; Role of capital market and government; Governance ratings; Future of governance- innovative practices; Case studies with lessons learnt.

**L – 20, T – 10; Total Hours – 30**

**TEXT BOOKS:**

1. Velasquez Manuel G, Business Ethics: Concepts and Cases, Pearson Education (2013)
2. Gopalswamy N.: Corporate governance a new paradigm, A H Wheeler Publishing Co Ltd (2006).
3. Jennings Marianne M: Cases in Business Ethics, Indian South-Western College Publishing (2017).
4. Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India(2007).

**REFERENCES:**

1. Davies Adrian: Strategic approach to corporate governance, Gower Publishing Ltd (1999).
2. Fernando A.C.: Business Ethics, Pearson Education (2010) .
3. Luthans Fred, Richard, M. Hodgetts and Kenneth, R. Thompson, Social issues in business, Macmillan, USA (1987).
4. Kevin Gibson, Ethics and Business: An Introduction (Cambridge Applied Ethics), Cambridge University Press (2007).

**COURSE OUTCOMES:**

**CO1:** Understand the importance of ethics in the day-to-day working of

organizations

**CO2:** Understand the Legal aspects of ethics in the Indian context

**CO3:** Learn the issues involved in maintaining ethics and how to deal with such situations

**CO4:** Learn Industrial policy and framework of government contract over Business

**CO5:** Understand the importance of corporate social responsibility and governance

Board of Studies (BOS):

Academic Council:

14th BOS of MBA held on **17/02/2023**

20<sup>th</sup> AC held on 13.04.2023

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

**Note: L- Low Correlation, M - Medium Correlation, H –HighCorrelation**

**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.

**LIST OF FUNCTIONAL ELECTIVE COURSES.**

<b>MSEY 001</b>	<b>RETAIL MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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", 4<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2012.

**REFERENCES:**

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

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

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

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

### **Academic Council:**

18<sup>th</sup> 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.

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

**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) :**12<sup>th</sup> BoS of MBA held on 28.01.2022**Academic Council:**18<sup>th</sup> 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



<b>MSEY 004</b>	<b>CONSUMER BEHAVIOUR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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.Josephsirgy, “Shopper, buyer & consumer Behaviour, Theory and Marketing application”, Biztantra Publication, New Delhi 2017.
3. Sheth Mittal, “Consumer BehaviourA 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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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

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

**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

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

<b>MODULE II</b>	<b>NEW PRODUCT DEVELOPMENT AND PRODUCT STRATEGY</b>	<b>6+2</b>
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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

<b>MODULE III</b>	<b>BRAND CONCEPTS</b>	<b>6+2</b>
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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

<b>MODULE IV</b>	<b>ESTABLISHING BRAND AND BRANDING STRATEGIES</b>	<b>6+2</b>
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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) :**

12<sup>th</sup> BoS of MBA held on  
28.01.2022

**Academic Council:**

18<sup>th</sup> 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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 007</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT AND MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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

<b>MSEY 008</b>	<b>SALES AND DISTRIBUTION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
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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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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

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

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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

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

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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

<b>MSEY 017</b>	<b>DERIVATIVES MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 04</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 018</b>	<b>FINANCIAL MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 9</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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, Performance

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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> AC held on 24.02.2022

	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.

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

**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

<b>MODULE I</b>	<b>MONEY MARKET</b>	<b>5+2</b>
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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)

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

<b>MODULE III</b>	<b>MERCHANT BANKING SERVICES</b>	<b>5+0</b>
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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

<b>MODULE IV</b>	<b>HIRE PURCHASE AND LEASING SERVICES</b>	<b>7+3</b>
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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) :**

12<sup>th</sup> BoS of MBA held on  
28.01.2022

**Academic Council:**

18<sup>th</sup> 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

<b>MSEY 020</b>	<b>FINANCIAL TECHNOLOGY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 9</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**12<sup>th</sup> BoS of MBA held on 28.01.2022**Academic Council:**18<sup>th</sup> 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.

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

**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:**12<sup>th</sup> BoS of MBA held on 28.01.2022 18<sup>th</sup> 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.

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

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

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

**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) :**12<sup>th</sup> BoS of MBA held on 28.01.2022**Academic Council:**18<sup>th</sup> 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
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Statement :To promote sustained economic growth through entrepreneurship, full and productive employment, and decent work, for all.
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<b>MSEY 024</b>	<b>WORKING CAPITAL MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 9</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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). 9<sup>th</sup> revised edition, 2015.
2. S.N.Maheshwari, “Financial Management - Principles and Practice,” Sultan Chand and Sons, 14<sup>th</sup> revised edition, 2013.

**REFERENCES:**

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

**COURSE OUTCOMES:**

**CO1:** Significance of working capital management

**CO2:**Analyse the firms liquidity and profitability

**CO3:**Calucate 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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

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

**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:**

12<sup>th</sup> BoS of MBA held on 28.01.2022

18<sup>th</sup> 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.

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

**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, 1<sup>st</sup> 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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.



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

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

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

**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) :**

12<sup>th</sup> BoS of MBA held on  
28.01.2022

**Academic Council:**

18<sup>th</sup> AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
<b>CO1</b>	H	H	L	H	M	L	H
<b>CO2</b>	H	H	H	H	H	H	H
<b>CO3</b>	H	L	L	H	H	H	H
<b>CO4</b>	H	L	M	M	H	M	H
<b>CO5</b>	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.

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

**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

<b>MODULE I</b>	<b>INTRODUCTION TO ORGANIZATIONS</b>	<b>6+2</b>
	<b>STRUCTURE AND DESIGN</b>	

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

<b>MODULE II</b>	<b>ORGANIZATIONAL GOALS</b>	<b>6+2</b>
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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.

<b>MODULE III</b>	<b>DESIGNING ORGANISATIONAL</b>	<b>6+2</b>
	<b>STRUCTURE</b>	

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

<b>MODULE IV</b>	<b>ORGANISATION</b>	<b>STRUCTURE:</b>	<b>6+2</b>
	<b>STRATEGY AND TECHNOLOGY</b>		

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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

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

**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.

<b>MODULE I</b>	<b>INTRODUCTION TO STRATEGIC HUMAN</b>	<b>7+2</b>
	<b>RESOURCE MANAGEMENT</b>	

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.

<b>MODULE II</b>	<b>THE EVOLVING STRATEGIC ROLE OF</b>	<b>7+2</b>
	<b>HUMAN RESOURCE MANAGEMENT</b>	

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.

<b>MODULE III</b>	<b>STRATEGIC</b>	<b>HUMAN</b>	<b>RESOURCE</b>	<b>7+2</b>
	<b>FUNCTIONS</b>			

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

**MODULE IV                  CURRENT TRENDS IN STRATEGIC                  5+2**  
**HUMAN RESOURCE MANAGEMENT**

Diversity Management, Cross Cultural Management, Employee Retention Strategies Dual Career Couples, Work Life Balance, Telecommuting, Flexi Hours, Work from Home Policy, Employee Empowerment, Job Enrichment, Employee Assistance Programs, Autonomous Work Teams- Quality Circles, Corporate Social Responsibility and Creating Shared Value.

**MODULE V                  TRANSFORMING HR THROUGH THROUGH HR                  4+2**

Human Resource Information System: Application of E-HR and HRIS for Business Efficiency: Options, Benefits and Cost, HR Data Access by Various Stakeholders, Data Mining for Staffing-Best Practices and Potential Pitfall in E Recruitment and Selection, Contemporary Approaches to E- Learning- HR Dash Board and Performance Analytics for Decision Making by HR-Upcoming Trends in HR Technology

**L – 30;T – 10; TOTAL HOURS – 40**

**TEXT BOOKS:**

1. Jeffrey A.Mello, Strategic Human Resource Management (Kindle Edition), India, Cengage Learning, 2021.

**REFERENCES:**

1. Michael J. Kavanagh, Mohan Thite. "Human Resource Information Systems: Basics, Applications, and Future Directions", New Delhi, Sage Publications, 2009
2. Anuradha Sharma, "Strategic Human Resource Management: An Indian Perspective", Sage Response, 2006.

**COURSE OUTCOMES:**

**CO1:** Explain the differences between traditional and strategic management practices.

**CO2:** Design and create HR strategies in alignment with business strategy.

**CO3:** Develop strategies suitable to plan and execute various HR functions.

**CO4:** Comment and provide feedback on latest trends in HRM.

**CO5:** Plan and devise Organization for Human Resource Information Systems

<b>Board of Studies (BoS) :</b> 12 <sup>th</sup> BoS of MBA held on 28.01.2022	<b>Academic Council:</b> 18 <sup>th</sup> 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.

<b>MSEY 037</b>	<b>INTERNATIONAL HUMAN RESOURCES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>	<b>MANAGEMENT</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 038</b>	<b>TALENT ACQUISITION AND</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>	<b>RETENTION</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 046</b>	<b>BUSINESS ANALYSIS AND</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 9</b>	<b>SYSTEMS DEVELOPMENT</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

**COB1:** Get a “hands on” exposure to the field of ongoing business analysis through the software modules

**COB2:** Gain a detailed understanding of Data flow diagrams, objects, class, Business models

**COB3:** Understand the overall link(relationship) between requirement specifications and technologies

**COB4:** Comprehend the issues, standards, socio-ethical implications, and best practices relating to system development

**COB5:** Analyze and design a project / case study topic based on business and technical perspectives of their own selection.

<b>MODULE I</b>	<b>OVERVIEW OF A BUSINESS ANALYST:</b>	<b>6+2</b>
	<b>ROLES AND RESPONSIBILITIES</b>	

Definition, Introduction and Overview of The BA's Activities Throughout the System Development Lifecycle. Roles and Responsibilities of A BA – Models and Methods of SDLC - Initiation Phase – Discovery Phase – Construction Phase – Final V & V Phase – Closeout Phase.

<b>MODULE II</b>	<b>FUNDAMENTALS OF BUSINESS</b>	<b>6+2</b>
	<b>ANALYSIS AND DEVELOPMENT</b>	

Fundamentals of Business Analysis – Objectives – All Links in Chain of Reasoning – Process Rules – Data Rules, Drivers Module – Objectives Module – Project Solution & Scope - Scope of The BA Role – Stakeholders – Context – Scope – User Definitions.

<b>MODULE III</b>	<b>THE BUSINESS ANALYST TOOLKIT</b>	<b>6+2</b>
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The BA Toolkit – Introduction to All Activity and Network Diagrams Block Diagram – Swimlane Diagram - Business Process Diagram – ER diagram - Use Cases – Activity Modeling – Conceptual Data Modeling – Key Modeling Elements – Generating Alternative Design Strategies – Selecting Best Alternative Strategy.

<b>MODULE IV</b>	<b>REQUIREMENTS ANALYSIS AND</b>	<b>6+2</b>
	<b>PROCESS MODELING</b>	

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,1<sup>st</sup> edition,New Delhi,2009

**REFERENCES:**

1. Jeffrey A Hoffer, Joey F George, Joseph S Valacich” Modern System Analysis and Design”,Pearson education India ,6<sup>th</sup> 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) :**12<sup>th</sup> BoS of MBA held on

28.01.2022

**Academic Council:**18<sup>th</sup> AC held on 24.02.2022

	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.

<b>MSEY 047</b>	<b>DATABASE MANAGEMENT SYSTEMS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 9</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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, 7<sup>th</sup> edition, New Delhi, 2017.
3. Silberschatz A., Korth H. F., and Sudarshan S., "Database System Concepts" McGraw Hill Education, 6<sup>th</sup> edition, New Delhi, 2013.

**REFERENCES:**

1. AtulKahate, "Introduction to Database Management Systems", Pearson Education, 1<sup>st</sup> 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) :**

12<sup>th</sup> BoS of MBA held on  
28.01.2022

**Academic Council:**

18<sup>th</sup> 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



<b>MSEY 048</b>	<b>E-COMMERCE TECHNOLOGY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 9</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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,13<sup>th</sup> 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, 7<sup>th</sup>edition,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

**Board of Studies (BoS) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> AC held on 24.02.2022

	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

<b>MSEY 049</b>	<b>STRATEGIC INFORMATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG:9</b>	<b>TECHNOLOGIES FOR MANAGEMENT</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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

<b>MSEY 050</b>	<b>ENTERPRISE RESOURCE PLANNING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 9</b>	<b>AND MANAGEMENT</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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.,1<sup>st</sup> edition, New Delhi,2010.
2. Leon A.,” ERP demystified.”, Tata McGraw-Hill,2<sup>nd</sup> 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) :**12<sup>th</sup> BoS of MBA held on  
28.01.2022**Academic Council:**18<sup>th</sup> 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



<b>MSEY 051</b>	<b>WEB TECHNOLOGIES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 9</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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

<b>MODULE I</b>	<b>INTRODUCTION COMMUNICATION TO DIGITAL</b>	<b>6+2</b>
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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.

<b>MODULE II</b>	<b>TECHNOLOGY ECO-SYSTEM AND CDP</b>	<b>6+2</b>
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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.

<b>MODULE III</b>	<b>CONNECTED ECO-SYSTEM: M2M &amp; OEM</b>	<b>6+2</b>
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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.

<b>MODULE IV</b>	<b>ECONOMIC TRENDS NETWORKS AND SECURE</b>	<b>6+2</b>
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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, 2<sup>nd</sup> 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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 061</b>	<b>SUPPLY CHAIN</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>	<b>MANAGEMENT</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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”, 6<sup>th</sup> 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, 2<sup>nd</sup> 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:**

12<sup>th</sup> BoS of MBA held on

18<sup>th</sup> 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.

<b>MSEY 062</b>	<b>PURCHASE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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

<b>MODULE I</b>	<b>SOURCING</b>	<b>AND</b>	<b>SUPPLIER</b>	<b>6+2</b>
	<b>MANAGEMENT</b>			

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.

<b>MODULE II</b>	<b>PURCHASING</b>	<b>STRUCTURE</b>	<b>AND</b>	<b>6+2</b>
	<b>DESIGN</b>			

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

<b>MODULE III</b>	<b>E – PROCUREMENT</b>	<b>6+2</b>
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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”, 9<sup>th</sup> Edition, Pearson Education, New Delhi, 2016.

**REFERENCES:**

1. Benton W.C., “Purchasing and Supply chain Management”, 2<sup>nd</sup> 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”, 5<sup>th</sup> 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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 063</b>	<b>LOGISTICS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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”, 3<sup>rd</sup> 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) :**12<sup>th</sup> BoS of MBA held on 28.01.2022**Academic Council:**18<sup>th</sup> 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.

<b>MSEY 064</b>	<b>MATERIALS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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

<b>MODULE I</b>	<b>INTRODUCTION</b>	<b>6+2</b>
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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.

<b>MODULE II</b>	<b>MATERIAL PLANNING</b>	<b>6+2</b>
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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

<b>MODULE III</b>	<b>PURCHASING AND STORES MANAGEMENT</b>	<b>6+2</b>
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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.

<b>MODULE IV</b>	<b>INVENTORY MANAGEMENT</b>	<b>6+2</b>
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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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 065</b>	<b>TOTAL QUALITY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>	<b>MANAGEMENT</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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", 3<sup>rd</sup> Edition, Pearson Education, New Delhi, 2011.

**REFERENCES:**

1. Bhat, S. K., "Total Quality Management - Text and Cases", 3<sup>rd</sup> 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:**

12<sup>th</sup> BoS of MBA held on 28.01.2022    18<sup>th</sup> 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.

<b>MSEY 066</b>	<b>SERVICE OPERATIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>	<b>MANAGEMENT</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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”, 7<sup>th</sup> Edition, TataMcGraw Hill, New Delhi, 2014.

**REFERENCES:**

1. Richard M. D., “Successful Service Operations Management”, 2<sup>nd</sup> Edition, Cengage Learning, New Delhi, 2012. (ISBN 13: 9788131517734)
2. Johnston, R. and Clark, G., “Service Operations Management: Improving Service Delivery”, 4<sup>th</sup> Edition, Pearson Education, New Delhi, 2012. (ISBN 13: 9780273740483)
3. Wright, J. N., Race, P., “The Management of Service Operations”, 2<sup>nd</sup> 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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 067</b>	<b>MANAGEMENT OF MANUFACTURING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>	<b>SYSTEM</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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”, 1<sup>st</sup> Edition, Macmillan India, New Delhi, 2000.

**REFERENCES:**

1. Jeffrey K. Liker, “The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer”, 1<sup>st</sup> 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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.



<b>MSEY 068</b>	<b>PROJECT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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”, 9<sup>th</sup> Edition, Course Technology Inc., London, 2018.

**REFERENCES:**

1. Hughes, B. and Cotterrel, M., “Software Project Management”, 1<sup>st</sup> 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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 069</b>	<b>APPLIED OPERATIONS RESEARCH</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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            6+2**  
**PROBLEM**

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", 5<sup>th</sup> Edition, Macmillan India, New Delhi, 2012.

**REFERENCES:**

1. Hamdy. A. Taha. "Operations Research: An Introduction", 9<sup>th</sup> Edition, Pearson Education, New Delhi, 2014 (ISBN 13: 9780132555937)
2. Natarajan, A. M., Balasubramani, P. and Tamilarasi, A., "Operations Research", 2<sup>nd</sup> 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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 076</b>	<b>INTRODUCTION TO ISLAMIC</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 1</b>	<b>ECONOMICS</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 077</b>	<b>FUNDAMENTALS OF ISLAMIC FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 078</b>	<b>ISLAMIC INSURANCE (TAKAFUL)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 3</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 079</b>	<b>ISLAMIC BONDS (SUKUK)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 080</b>	<b>ISLAMIC ASSET &amp; FUND</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>	<b>MANAGEMENT</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 081</b>	<b>ISLAMIC BANKING PRODUCTS &amp; SERVICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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

<b>MODULE I</b>	<b>DEPOSIT PRODUCTS IN ISLAMIC BANKS</b>	<b>6+2</b>
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Islamic Banks Deposits: Current Account, Saving Account, Investment Deposit Account General Investment Deposit Account, Special Investment Deposit Account; Deposit Management

<b>MODULE II</b>	<b>CARD PRODUCTS IN ISLAMIC BANKS</b>	<b>6+2</b>
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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

<b>MODULE III</b>	<b>ISLAMIC MODES OF FINANCING - I</b>	<b>6+2</b>
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Equity Based Products: Musharakah, Mudarabah; Deferred sale financing – Bai Muajjal & Murabahah; Advance Sale Financing Product – Salam & Parallel Salam

<b>MODULE IV</b>	<b>ISLAMIC MODES OF FINANCING - II</b>	<b>6+2</b>
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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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.



<b>MSEY 086</b>	<b>MANAGING FAMILY BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 4</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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

<b>MSEY 087</b>	<b>FINANCIAL INSTITUTIONS AND</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 4</b>	<b>FUNDING FOR ENTREPRENEURS</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 088</b>	<b>MARKETING FOR ENTREPRENEURS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 4</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 089</b>	<b>STARTUP MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 4</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

**COB1:** To examine how the entrepreneurial revolution in india is beginning to have a profound impact on the rest of world.

**COB2:** Capability to generate new business ideas to start a venture

**COB3:** Ability to differentiate between an idea and an opportunity.

**COB4:** Capacity to screen the new venture opportunity by screening exercise.

**COB5:** Apply innovation to generate new project identification and implementation.

<b>MODULE I</b>	<b>ENTREPRENEURIAL REVOLUTION IN INDIA</b>	<b>6+2</b>
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Entrepreneurship-new venture formation, entrepreneurial revolution and India's self made youngest millionaires and building an entrepreneurial society. Case study on sachinbansal of Flipkart, rahul Sharma of micromax and Riteshagarwal of Oyo rooms.

<b>MODULE II</b>	<b>NEW VENTURE OPPORTUNITY</b>	<b>6+2</b>
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New venture opportunity, Creating, Shaping, Recognizing, To Think Big Enough, Opportunity through zoom lens. Transforming caterpillars into butterflies, When is an Idea an opportunity.

<b>MODULE III</b>	<b>NEW VENTURE OPPORTUNITIES AND SCREENING</b>	<b>6+2</b>
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New venture, Quick Screen, VOSE- Venture Opportunities Screening Exercises with twelve Exercises' and Case Newland Medical technologies

<b>MODULE IV</b>	<b>PROJECT IDENTIFICATION &amp; APPRAISAL</b>	<b>6+2</b>
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Project Identification, Project Selection, Project Formulation of Project Report, Content of project report and Project appraisal- concepts and methods and Project Implementation.

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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

<b>MSEY 090</b>	<b>SOCIAL ENTERPRISE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 4</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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 frame work 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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 096</b>	<b>EXIM PROCEDURES AND</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>	<b>DOCUMENTATION</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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

<b>MSEY 097</b>	<b>INTERNATIONAL TRADE AND</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>	<b>ECONOMIC ENVIRONMENT</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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

**MODULE III MNCS AND INTERNATIONAL BUSINESS ENVIRONMENT 6+2**

Nature and Components of International Business Environment - MNES (Multinational Enterprises) and Internationalization - Environmental Scanning for International Business - Modes of Entry - The Globalization of Trade - Finance and Resistance - Linkages Between International Labor and Capital Mobility - International Borrowing and Lending - FDI & Multinational Corporations and Outsourcing - Investor Rights - Labor Standards

**MODULE IV INTERNATIONAL ECONOMIC ENVIRONMENT 6+2**

Components and Characteristics of International Economic Environment - Transnational Economy - Trading Environment of International Business : an overview - The World Trading System and WTO: Rules and Trade Rounds - Regional Trading Arrangements - Changing World Economy - Impact on International Business - WTO & Developing Countries - Import Substituting Industrialization - Export Oriented Industrialization

**MODULE V FOREIGN EXCHANGE AND BALANCE OF PAYMENT 6+2**

Meaning - Constituents and Mechanism in/of Balance of Payment - Foreign Exchange - Reserve - Exchange Rate - Impact of Balance of Payment - Foreign Exchange - Reserve - Exchange Rate on International Business Meaning and Constituents of Foreign Exchange (FOREX) Reserve (Foreign Currency - Gold & SDRs) - Exchange Rate - Exchange Rate Determination - Appreciation - Depreciation - Devaluation - Floating versus Fixed Exchange Rate - Advantages and Disadvantages - Exchange Rate in Practice - Adjustable Peg - Managed Flexibility (Dirty Floating) - Exchange Rate Mechanism

**L – 30 ; T – 10 ; TOTAL HOURS – 40**

**TEXT BOOKS:**

1. Francis Cheruilam, F. International Trade and Export Management, Himalaya Publishing House , 2018

**REFERENCES:**

1. Keegan, Global Marketing Management, Pearson Education, New Delhi, 2012
2. Onkrist& Shaw: International Marketing - Analysis Strategy, Prentice Hall of India

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 098</b>	<b>INTERNATIONAL LEGAL ISSUES AND</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>	<b>GOVERNANCE</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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:**

12<sup>th</sup> BoS of MBA held on 28.01.2022 18<sup>th</sup> 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



<b>MSEY 099</b>	<b>INTERNATIONAL MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>	<b>MANAGEMENT</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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

**MODULE V DISTRIBUTION FOR GLOBAL MARKETS & IMC 6+2**

Purpose of export marketing - Selection of overseas distribution channels - factors influencing selection of distribution channels for international marketing - Types of foreign intermediaries - Physical distribution : objectives, modes: merits and demerits - Integrated Marketing Communication and promotional mix for foreign markets.

**L – 30 ; T – 10 ; TOTAL HOURS – 40**

**TEXT BOOKS:**

1. Keegan, Global Marketing Management, Pearson Education, New Delhi, 2012

**REFERENCES:**

1. Onkrist& Shaw: International Marketing - Analysis Strategy, PrenticeHall of India
2. Francis Cherunilam, F. International Trade and Export Management, Himalaya Publishing House

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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 marketing and its strategies. Effectively impacting in the trade growth of the country.

<b>MSEY 037</b>	<b>INTERNATIONAL HUMAN</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>	<b>RESOURCES MANAGEMENT</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on  
28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 061</b>	<b>SUPPLY CHAIN MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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”, 6<sup>th</sup> 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, 2<sup>nd</sup> 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) :**12<sup>th</sup> BoS of MBA held on  
28.01.2022**Academic Council:**18<sup>th</sup> 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
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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.
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<b>MSEY 062</b>	<b>PURCHASE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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**

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**

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**

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", 9<sup>th</sup> Edition, Pearson Education, New Delhi, 2016.

**REFERENCES:**

1. Benton W.C., "Purchasing and Supply chain Management", 2<sup>nd</sup> 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", 5<sup>th</sup> 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) :**

12<sup>th</sup> BoS of MBA held on  
28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 063</b>	<b>LOGISTICS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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”, 3<sup>rd</sup> 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) :

12<sup>th</sup> BoS of MBA held on 28.01.2022

### Academic Council:

18<sup>th</sup> 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.

<b>MSEY 064</b>	<b>MATERIALS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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 ofInventory

**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) :**

12<sup>th</sup> BoS of MBA held on  
28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 111</b>	<b>DISTRIBUTION AND TRANSPORTATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>	<b>MANAGEMENT</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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", 1<sup>st</sup> Edition, PHI Learning, New Delhi, 2003.
2. Chopra, S., Meindl, P. and Kalra, D.V., "Supply Chain Management: Strategy, Planning, and Operation", 6<sup>th</sup> Edition, Pearson Education, New Delhi, 2016.

**REFERENCES:**

1. Rushton, A., Croucher, P. and Baker, P., "Hand book of logistics and distribution management", 6<sup>th</sup> 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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 112</b>	<b>INTERNATIONAL LOGISTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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”, 2<sup>nd</sup> Edition, American Management Association, New York, 2002.
2. Rai, U. K., “Export – Import and Logistics Management”, 2<sup>nd</sup> Edition, PHI Learning, New Delhi, 2010.
3. Sudalaimuthu, S. and Raj S. Anthony, “Logistics Management for International Business: Text and Cases”, 1<sup>st</sup> Edition, PHI Learning, New Delhi, 2009.

**REFERENCES:**

1. Vinod V. Sople., “Logistics Management”, 3<sup>rd</sup> 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) :**

12<sup>th</sup> BoS of MBA held on  
28.01.2022

**Academic Council:**

18<sup>th</sup> AC held on 24.02.2022

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
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.

<b>MSEY 113</b>	<b>WAREHOUSE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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”, 2<sup>nd</sup> Edition, Tompkins Associates, Nottingham, 1998.
2. Mulcahy, D., “Warehouse Distribution and Operations Handbook”, 1<sup>st</sup> Edition, McGraw-Hill, London, 1993.

#### **REFERENCES:**

1. Jeroen P. Van Den Berg, “Integral Warehouse Management”, 1<sup>st</sup> 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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

#### **Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 114</b>	<b>PACKING AND PACKAGING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 12</b>	<b>MANAGEMENT</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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", 1<sup>st</sup> Edition, Institute of Packaging Professionals, Herndon, 1995.
2. Boylston, S., "Designing Sustainable Packaging", 1<sup>st</sup> Edition, Lawrence King, London, 2009.

**REFERENCES:**

1. Calver, G., 'What Is Packaging Design', 1<sup>st</sup> 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) :**12<sup>th</sup> BoS of MBA held on 28.01.2022**Academic Council:**18<sup>th</sup> 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.

<b>MSEY 121</b>	<b>R PROGRAMMING FOR BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 9</b>	<b>RESEARCH AND ANALYTICS</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 122</b>	<b>PYTHON PROGRAMMING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 9</b>		<b>2</b>	<b>0</b>	<b>4</b>	<b>4</b>

**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 – RepetitionControl 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) :**12<sup>th</sup> BoS of MBA held on 28.01.2022**Academic Council:**18<sup>th</sup> 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.

<b>MSEY 123</b>	<b>DATA VISUALIZATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 9</b>		<b>2</b>	<b>0</b>	<b>4</b>	<b>4</b>

**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**

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**

Mapping - Time series - Connections and correlations - Scatterplotmaps - Trees, Hierarchies and Recursion - Networks and Graphs, Info graphics

**MODULE III VISUALIZING DATA PROCESS 4+8**

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**

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, 1<sup>st</sup> edition, ISBN- 13: 978-1593273842, 2011.
3. Praveen Kumar, “Data Visualization with TABLEAU”, Gurucool Publishing, 1<sup>st</sup>edition,ISBN-13: 978-8194746003997, 2020.

**REFERENCES:**

1. Matthew O. Ward, Georges Grinstein and Daniel Keim, ”Interactive Data Visualization: Foundations, Techniques, and Applications”, CRC Press, 2<sup>nd</sup> 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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 124</b>	<b>FINANCIAL MODELLING USING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 9</b>	<b>SPREADSHEET</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 131</b>	<b>FUNDAMENTALS OF BANKING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 2</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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 PROTECION AND 6+2  
INCLUSION**

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,3<sup>rd</sup> edition, Mumbai,2018.
2. Indian Institute of Banking Finance," Principle & Practices of Banking", Macmillan Education,5<sup>th</sup> edition, Noida,2021
3. Indian Institute of Banking Finance," Bankers' Handbook on Credit Management", Taxmann,2<sup>nd</sup> 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,1<sup>st</sup> 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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 132</b>	<b>LEGAL ASPECTS OF BANKING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 7</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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, 1<sup>st</sup> 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](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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 133</b>	<b>RISK MANAGEMENT INBANKS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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, 2<sup>nd</sup> edition, Chennai, 2018.
2. Roy C.K and Roy P, "Risk Management", New Central Book Agency Pvt Ltd, 1<sup>st</sup> 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](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) :**12<sup>th</sup> BoS of MBA held on  
28.01.2022**Academic Council:**18<sup>th</sup> 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.



<b>MSEY 134</b>	<b>RETAIL BANKING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 5</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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, 1<sup>st</sup> edition, Mumbai, 2018.
2. Indian Institute of Banking and Finance, "Retail Banking", Mcmillan Education, 2<sup>nd</sup> edition, New Delhi, 2018.
3. Samudrala S, "Retail Banking Technology", Jaico Publishing House, 1<sup>st</sup> edition, Mumbai, 2015.

#### **REFERENCES:**

1. Indian Institute of Banking and Finance, "Retail Liability Product and other related Services", Macmillan Publishers India Private Limited, 1<sup>st</sup> 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, 1<sup>st</sup> edition, India, 2017. (ISBN 13: 9789386263643).
3. [https://rbi.org.in/scripts/BS\\_ViewMasterCircularDetails.aspx](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) :**

12<sup>th</sup> BoS of MBA held on  
28.01.2022

**Academic Council:**

18<sup>th</sup> 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

**MSEY 135 TREASURY AND DERIVATIVE L T P C  
MANAGEMENT**

**SDG: 8 3 1 0 4**

**COURSE OBJECTIVES:**

**COB1:** Develop basic knowledge on banks treasury operations

**COB2:** Examine RBI guide line on treasury operation and role of treasury in risk management

**COB3:** Explain the features of various treasury instrument.

**COB4:** Discuss various derivative instruments and its associated terminologies.

**COB5:** Helps to choose appropriate derivative strategies.

**MODULE I INTRODUCTION 5+2**

Introduction to Treasury-Objectives and scope of treasury management- Organizational Structure-Treasures Responsibilities- Integrated Treasury – Dealer’s code of conduct-Overview of different treasury Instruments.

**MODULE II TREASURY MANAGEMENT 7+2**

Account classification and valuation-Risk and exposure norms- Risk analysis and control – Exchange rate process-Guidelines for forex valuation – Global aspect of treasury operation -Reserve bank guidelines on Treasury operations

**MODULE III TREASURY INSTRUMENT 7+2**

Call and Term Money-Certificates of Deposits-Commercial papers-CBLO- Repos-T-bills-Bonds-Terminology -Type of Bonds- Bond Theorem-Yield Curves and Term Structure of Interest Rates – Duration- G Secs – Tenor and Yields – Primary Issuance Process, Participants – SGL accounts – Dealers – Secondary Market – Negotiated Dealing system.

**MODULE IV INTRODUCTION TO DERIVATIVES 6+2**

Introduction -functions and usage of derivatives-Derivative Products- Forward, Future, options, and Swaps - Terminologies- Difference between forward, future and options-Payoff in futures and options- open position and Margin calculation-settlement procedure-Black-Scholes model of option valuation.

**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, 3<sup>rd</sup> edition, Chennai, 2010.
2. Hull J.C and Basu S, "Options, Future and other Derivatives", Pearson Education, 10<sup>th</sup> edition, New Delhi, 2018
3. Indian Institute of Banking and Finance, "Treasury Management", MCMILLAN. 1<sup>st</sup> edition, Chennai, 2010.

**REFERENCES:**

1. Indian Institute of Banking and Finance, "Theory and Practice of Treasury and Risk Management", Taxmann Publications Private Limited. 1<sup>st</sup> 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](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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 136</b>	<b>INTERNATIONAL BANKING AND FOREX</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 17</b>	<b>MANAGEMENT</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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,2<sup>nd</sup> edition,Chennai,2018.
2. Ross S. A., Westerfield R., and Jordan, B. D. " Fundamental of Corporate Finance", McGraw Hill Education, 11<sup>th</sup> edition, Ghaziabad,2018

**REFERENCES:**

1. Indian Institute of Banking and Finance, "Corporate Banking", MacMillanPublishers,2<sup>nd</sup>edition,India,2018.(ISBN 13: 9789387914179)
2. Paresh Shah,"Forex Management",Dream Tech Press,1<sup>st</sup> 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,11<sup>th</sup> edition,India,2017. (ISBN 13: 9789352607457)
4. [https://rbi.org.in/scripts/BS\\_ViewMasterCirculardetails.aspx](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) :**

12<sup>th</sup> BoS of MBA held on  
28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>GEEY 126</b>	<b>MANAGEMENT INFORMATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 9</b>	<b>SYSTEM</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on  
28.01.2022

**Academic Council:**

18<sup>th</sup> 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

<b>GEEY 127</b>	<b>FOOD AND AGRITECHBUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 9</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>GEEY 128</b>	<b>RESEARCH METHODOLOGY AND</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 10</b>	<b>DATA ANALYSIS</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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.



**MODULE V RESEARCH REPORTS AND PLAGIARISM CHECK 5+2**

Research Reports: Introduction to Report writing- Components and Format of Report writing Guidelines for Preparing a Good Research Report- Oral Presentation- The Presentation and Handling Questions. Plagiarism- What and Why.'

**L – 30; T-10; TOTAL HOURS –40**

**TEXT BOOKS:**

1. Chawla, D., & Sodhi, N., "Research methodology: Concepts andcases". Vikas Publishing House, 2011.
2. Gupta, S. P., & Gupta, M. P., "Business statistics". Sultan Chand & Sons, New Delhi.,2009.
3. Sekaran, U., & Bougie, R.," Research methods for business: A skill building approach", John Wiley & Sons, 2016.

**REFERENCES:**

1. Alan Bryman and Emma Bell, "Business Research Methods", Oxford University Press,3rd Edition, New Delhi, 2011.(ISBN 13: 9780198078036)
2. Donald R Cooper ,Pamela S Schindler and J K Sharma, "Business Research Methods", Tata McGraw Hill Publishing Education Private Limited, 11th edition , New Delhi, 2012. (ISBN 13: 97881259001857)
3. Joseph F. Hair Jr, William C. Black , Barry J. Babin , Rolph E.Anderson, "Multivariate Data Analysis", Pearson Education Limited,7e, U.K, 2014. (ISBN 13: 9781292021904)
4. T. N. Srivastava and Shailaja Rego," Business Research Methodology" McGraw Hill Education, New Delhi, 2011.(ISBN 13: 9789351340089)
5. William G. Zikmund, Barry J. Babin, Jon C.Carr, Atanu Adhikari and Mitch Griffin, "Business Research Methods", A South Asian Perspectivell", Cengage Learning 8th Edition , New Delhi, 2012 (ISBN 13: 9788131518519)

**COURSE OUTCOMES:**

**CO1:** Understand the basics of business research and apply them in real life scenario

**CO2:** Apply Scientific principles in Formulating and designing appropriate research.

**CO3:** Choose appropriate tools for data collection.

**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:**

12<sup>th</sup> BoS of MBA held on 28.01.2022    18<sup>th</sup> 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

<b>GEEY 129</b>	<b>BUSINESS ANALYTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 9</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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 SeemaAcharya, "Fundamentals ofBusiness Analytics", Wiley Publishers, 2ndedition, ISBN-13: 978-8126563791, 2016

**REFERENCES:**

1. Marc J.Schniederjans, DaraG.Schniederjans, and Christopher M.Starkey, "Business Analytics, Principles, Concepts, andApplications, What, Why and How?", PearsonEducation, 1st edition, ISBN-13 : 978-0133552188, 2014.
2. Ramesh Sharda, DursunDelen, 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) :**

12<sup>th</sup> BoS of MBA held on  
28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>GEEY 130</b>	<b>NGO MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

**COB1:** To acquire specific knowledge on NGO management

**COB2:** To understand the legal factors implied with NGOs

**COB3:** To understand the HR and CSR related issues in NGO's

**COB4:** To enhance skills and techniques of project evaluation / Resource Mobilization

**COB5:** To understand the basic concepts and principals involved in managing NGOs

**MODULE I      INTRODUCTION AND NGO'S      6+2**  
**UNDERSTANDING**

NGO: Meaning, Definition and Concepts, Types of NGO, Functions, Approaches and Models of NGO - Vision, Mission and Goals in NGOs – Role of NGOs in Community Development.

**MODULE II      LEGAL      FRAME      WORK      FOR      6+2**  
**ESTABLISHING NGO'S**

Legal - rational structure of Non-profits: Trusts and Societies with Special reference to Trust and Society Registration Acts- Foreign contributions and Regulation Act (FCRA) - Statutory Obligations- Income Tax Exemption (80-G, 12-A, & 35AC): Rules and Regulation - Resource Mobilization: Methods and Techniques of Fund Raising - International, National and Local Levels

**MODULE III      HRM IN NGO'S AND CSR ACTIVITIES      6+2**

Leadership in the NGO's Context — Practice of Human resources Management in NGO's - Human resources management and role of creating change agents — Staffing, recruiting, induction and training- CSR Activities: Definition, concepts and need - Concentration areas of CSR - Role of social workers in CSR- National and International CSR activities: TVS, Infosys and Tata.

**MODULE IV      PROJECT PLANNING      6+2**

Concept, Definition, Objectives, principles, Scopes, Importance and Methodology - Micro and Macro Level Planning - Project Dimensions: Identification — Need assessment - Problem Tree - Formulation Project Proposal - Project Appraisal: Technical, Economic and Financial Feasibility.

**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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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.



<b>GEEY 131</b>	<b>MANAGEMENT OF RURAL BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 8</b>		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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) :**

12<sup>th</sup> BoS of MBA held on  
28.01.2022

**Academic Council:**

18<sup>th</sup> 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.

<b>MSEY 141</b>	<b>DESIGN THINKING AND</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 09</b>	<b>INNOVATION</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**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
6. 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) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> 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

<b>MSEY 142</b>	<b>STRATEGIC LEADERSHIP AND</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 09</b>	<b>GOVERNANCE</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**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.

**Board of Studies (BoS) :**

12<sup>th</sup> BoS of MBA held on  
28.01.2022

**Academic Council:**

18<sup>th</sup> AC held on 24.02.2022

	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

<b>MSEY 143</b>	<b>SUSTAINABILITY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 09</b>		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**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.

**Board of Studies (BoS) :**

12<sup>th</sup> BoS of MBA held on 28.01.2022

**Academic Council:**

18<sup>th</sup> AC held on 24.02.2022

	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.

<b>MSEY 144</b>	<b>BALANCED SCORE CARD</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>SDG: 16</b>		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**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) :**

12<sup>th</sup> BoS of MBA held on

28.01.2022

**Academic Council:**

18<sup>th</sup> AC held on 24.02.2022

	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.