

MOHAN BABU UNIVERSITY

Sree Sainath Nagar, Tirupati – 517 102



SCHOOL OF COMMERCE AND MANAGEMENT

M.B.A – Master of Business Administration

CURRICULUM AND SYLLABUS
(For 2022-23 Admitted Students)

**FULLY FLEXIBLE CHOICE BASED CREDIT SYSTEM
(FFCBCS)**



MOHAN BABU UNIVERSITY

Vision

To be a globally respected institution with an innovative and entrepreneurial culture that offers transformative education to advance sustainability and societal good.

Mission

- ❖ Develop industry-focused professionals with a global perspective.
- ❖ Offer academic programs that provide transformative learning experience founded on the spirit of curiosity, innovation, and integrity.
- ❖ Create confluence of research, innovation, and ideation to bring about sustainable and socially relevant enterprises.
- ❖ Uphold high standards of professional ethics leading to harmonious relationship with environment and society.

SCHOOL OF COMMERCE AND MANAGEMENT

Vision

To be the preferred choice for commerce and management education recognised for excellence, innovation, entrepreneurship and societal consciousness

Mission

- ❖ Impart relevant knowledge of commerce and management, a broad set of skills, and an inquisitive attitude to provide appropriate and distinctive solutions to serve industry and community
- ❖ Offer an experience par excellence with our state-of-the-art research, innovation, and incubation ecosystem to realise our learners' fullest entrepreneurial potential
- ❖ Provide continued education and research support to working professionals in the field of commerce and management to augment their domain expertise in the cutting-edge technologies used for business developments
- ❖ Inculcate the true spirit of societal consciousness in managers of tomorrow in solving challenges in commerce and management.

DEPARTMENT OF MANAGEMENT

Vision

To become the centre of excellence for management education and research in the country, wherein learners are empowered with the advanced management knowledge to effectively utilise their potential in their career and as entrepreneurs for betterment of the society.

Mission

- ❖ To provide management knowledge to instil the spirit of curiosity, compassion, courage and commitment through effective teaching learning process.
- ❖ To uphold the leadership excellence among the learners through research and mentoring.
- ❖ To create an effective learning environment that empowers the learners with the right blend of skills with theory and practice to build a dynamic society.

M.B.A. – Master of Business Administration

PROGRAM EDUCATIONAL OBJECTIVES

After few years of graduation, the graduates of M.B.A. will:

- PEO1.** Pursue higher education in the field of management in functional areas - Marketing, Finance and Human Resources and, Business Analytics, Digital Transformation, International business, Logistics and supply chain management or any other areas of their interest.
- PEO2.** Solve key challenges of management in general and functional areas in particular through professional career in industry/teaching/research.
- PEO3.** Get inspiration to engage in entrepreneurial career.
- PEO4.** Manage teams through effective leadership skills.
- PEO5.** Exhibit societal consciousness and ethical behaviour in practicing management along with learnability.

PROGRAM OUTCOMES

On successful completion of the Program, the graduates of M.B.A. will be able to:

- PO1.** Gain the knowledge of management concepts relevant to corporate issues.
- PO2.** Analyse the real time problems of the contemporary management.
- PO3.** Develop solutions to the contemporary management challenges.
- PO4.** Interpret the emerging issues in management through proper investigations and analysis.
- PO5.** Utilize appropriate tools and techniques to solve managerial problems.
- PO6.** Provide solutions for managerial problems with social consciousness.
- PO7.** Offer sustainable and environmental friendly strategies in solving managerial issues.
- PO8.** Establish highly ethical and moral standards in the given environment in solving managerial challenges.
- PO9.** Lead the people and work with teams for acceptable outcomes.
- PO10.** Communicate effectively in all forms to the stakeholders.
- PO11.** Manage businesses effectively in a given environment.
- PO12.** Learn continuously on the contemporary issues and practice in the field of management.

PROGRAM SPECIFIC OUTCOMES

On successful completion of the Program, the graduates of M.B.A. will be able to:

- PSO1.** Use fundamental knowledge of management domains to solve complex business problems.
- PSO2.** Use simulated problems, case analysis, projects, and industrial training to gain multidisciplinary knowledge.
- PSO3.** Make competent management professionals through life-long learning who are ethically sound and have an understanding of societal and ecological issues relevant to their profession.

M.B.A. – Master of Business Administration

Basket Wise - Credit Distribution

S. No.	Basket	Credit Contribution (Min. –Max.)
1	SCHOOL CORE	30-42
2	PROGRAM CORE	24-30
3	PROGRAM ELECTIVE	30-36
4	UNIVERSITY ELECTIVE	6-9
TOTAL CREDITS		Min. 102

School Core (30 - 42 Credits)

Course Code	Title of the Course	Lecture	Tutorial	Practical	Project based Learning	Credits	Pre-requisite
		L	T	P	S	C	
22MG202001	Communication Skills	2	-	2	-	3	-
22MG201001	Business Statistics	3	-	-	-	3	-
22MG201002	Economics for Managers	3	-	-	-	3	-
22MG201003	Management and Organisational Behaviour	3	-	-	-	3	-
22MG201010	Data Analysis using Spread Sheets	3	-	-	-	3	-
22MG201004	Entrepreneurship and New Business Models	3	-	-	-	3	-
22MG201005	Business Law	3	-	-	-	3	-
22MG201006	Design Thinking	3	-	-	-	3	-
22MG211001	Capstone Project	-	-	-	-	8	-
22MG201007	Information Technology for Managerial Applications	3	-	-	-	3	-
22MG201008	International Business	3	-	-	-	3	-

Course Code	Title of the Course	Lecture	Tutorial	Practical	Project based Learning	Credits	Pre-requisite
		L	T	P	S	C	
English and Foreign Languages Basket (Min. 2 credits to be earned)							
22LG201402	Foundational English	2	-	-	-	2	-
	Basic Spanish	2	-	-	-	2	-
	Basic French	2	-	-	-	2	-
	Basic German	2	-	-	-	2	-
	Basic Mandarin	2	-	-	-	2	-
Soft Skills Basket (All courses in this basket are mandatory)							
22LG201401	Personality Development	2	-	-	-	2	-
22MG201009	Aptitude Training	2	-	-	-	2	-

Program Core (24 – 30 Credits)

Course Code	Title of the Course	Lecture	Tutorial	Practical	Project based Learning	Credits	Pre-requisite
		L	T	P	S	C	
22MG201011	Sustainable Business Management	3	-	-	-	3	-
22MG201012	Strategic Management	3	-	-	-	3	-
22MG201013	Financial Accounting for Managers	3	-	-	-	3	-

Course Code	Title of the Course	Lecture	Tutorial	Practical	Project based Learning	Credits	Pre-requisite
		L	T	P	S	C	
22MG201014	Financial Management	3	1	-	-	4	Financial Accounting for Managers
22MG201015	Human Resource Management	3	-	-	-	3	-
22MG201016	Marketing Management	3	-	-	-	3	-
22MG201017	Production and Operations Management	3	-	-	-	3	-
22MG201018	Business Research Methods	3	-	-	-	3	-
22MG201021	Organizational Behaviour	3	-	-	-	3	-
22MG201020	Operations Research	3	1	-	-	4	-

Program Elective (30- 36 Credits)

Course Code	Title of the Course	Lecture	Tutorial	Practical	Project based Learning	Credits	Pre-requisite
		L	T	P	S	C	
Finance Basket (15-18 Credits)							
22MG201022	Investment Management	3	-	-	-	3	-
22MG201023	Financial Markets and Services	3	-	-	-	3	
22MG201024	Cost Accounting	3	-	-	-	3	
22MG201025	Strategic Financial Management	3	-	-	-	3	
22MG201026	International Financial Management	3	-	-	-	3	
22MG201027	Corporate Restructuring	3	-	-	-	3	
22MG201028	Behavioral Finance	3	-	-	-	3	
22MG202002	Financial Analytics	2	-	2	-	3	
22MG201029	Financial Derivatives	3	-	-	-	3	-
22MG202003	Fintech	2	-	2	-	3	-
Human Resource Management Basket (15-18 Credits)							
22MG201030	Industrial Relations and Labor Laws	3	-	-	-	3	-
22MG201031	Talent Management	3	-	-	-	3	-
22MG201032	Knowledge Management	3	-	-	-	3	-
22MG201033	Leadership and Team Building	3	-	-	-	3	-
22MG201034	Strategic Human Resource Management	3	-	-	-	3	-

Course Code	Title of the Course	Lecture	Tutorial	Practical	Project based Learning	Credits	Pre-requisite
		L	T	P	S	C	
22MG201035	Performance Management	3	-	-	-	3	-
22MG201036	Compensation Management	3	-	-	-	3	-
22MG201037	Learning and Development	3	-	-	-	3	-
22MG201038	International Human Resource Management	3	-	-	-	3	-
22MG201039	Organizational Change and Development	3	-	-	-	3	-
22MG201040	Stress Management	3	-	-	-	3	-
Marketing Basket (15-18 Credits)							
22MG201041	Sales and Retail Management	3	-	-	-	3	-
22MG201042	Consumer Behaviour	3	-	-	-	3	-
22MG201043	Customer Relationship Marketing	3	-	-	-	3	-
22MG201044	Marketing of Services	3	-	-	-	3	-
22MG201045	Integrated Marketing Communication	3	-	-	-	3	-
22MG201046	Product and Brand Management	3	-	-	-	3	-
22MG201047	Rural Marketing	3	-	-	-	3	-
22MG201048	International Marketing	3	-	-	-	3	-
22MG201049	Green Marketing	3	-	-	-	3	-

University Elective (6-9 Credits)

Course Code	Title of the Course	Lecture	Tutorial	Practical	Project based Learning	Credits	Pre-requisite
		L	T	P	S	C	
22MG201701	Disaster Management	3	-	-	-	3	-
22MG201702	Corporate Social Responsibility and Ethics	3	-	-	-	3	-
22MG201703	Market Research	3	-	-	-	3	-
22MG201704	Ergonomics- Environment, Health and Safety	3	-	-	-	3	-
22MG201705	Modeling with Excel	3	-	-	-	3	-
22MG201706	Sustainability	3	-	-	-	3	-
22MG201707	Artificial Intelligence in Management	3	-	-	-	3	-

Note:

1. If any student has chosen a course or equivalent course from the above list in their regular curriculum then, he/she is not eligible to opt the same course/s under University Elective.

The student can choose courses from other disciplines offered across the schools of MBU satisfying the pre-requisite other than the above list.

SCHOOL CORE

Course Code	Course Title	L	T	P	S	C
22MG201001	BUSINESS STATISTICS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: Organizations are surrounded with numerical data and information. All of us in day-to-day routine use numbers in our calculations. Problems in business contain a great degree of quantitative element in the form of facts and figures. It is essential for managers to carry out data analysis and interpretation for effective decisions. This course provides a detailed discussion on statistics, data, Measures of central tendency and dispersion. The concept of probability is explained. The student acquires knowledge related to time series and sampling process and skills in statistics for solving business problems.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Understand the applications of statistics in business and analyze the data.
- CO2.** Analyze and solve causal relation business problems by applying statistical techniques
- CO3.** Apply the concept of probability distributions to solve business problems.
- CO4.** Predict business trends using time series techniques and formulation of policies using index numbers
- CO5.** Analyse the hypothesis by applying statistical testing methods

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1		1									1		
CO2	3	3		1										1	
CO3	3	3		2	1									1	
CO4	3	3		2	1	1							1		
CO5	3	3	1	2	2										
Course Correlation Mapping	3	3	1	2	1	1							1	1	

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Introduction to Statistics

(08 Periods)

Meaning, Application of Statistics in Business and Limitations of Statistics. Data – Data Sources, Data Classification and Data Presentation (Tables and Graphs). Measures of Central Tendency, Measures of Dispersion

Module 2: Correlation and Regression Analysis

(08 Periods)

Correlation Analysis

Introduction, types of correlation, Methods of Correlation analysis, Scatter diagram method, Karl Pearson's correlation coefficient, Coefficient of determination, Spearman's rank correlation coefficient.

Regression Analysis

Introduction, Types of regression models, Significance of Regression Analysis, Methods of finding Regression Equations, Least Squares and Using Regression Coefficient methods, Prediction using the Regression Equations.

Module 3: Probability

(09 Periods)

Probability

Basics of Probability, Probability Rules, Additive Rule, Multiplication Rule, Marginal Probability, Joint Probability, and Bayes' Theorem

Probability Distribution

Discrete Probability Distribution, Random Variable, Expected Values, Variance, Binomial Distribution, Poisson distribution, Continuous Probability Distribution, Normal Distribution

Module 4: Index Numbers and Time Series

(10 Periods)

Index numbers

Introduction, Characteristics and Uses of index numbers, Types of Index Numbers, Laspeyre, Paasche's, Fisher's, Marshall-Edgeworth, Drobish and Bowley, Limitations of index numbers.

Time series analysis

Introduction, Components of a time series – Secular trend, Short term, Random or Irregular variations, Measurement of trend – Free hand method, Method of linear Curve fitting by the principle of least squares, Method of Semi – Averages and Moving average.

Module 5: Sampling

(10 Periods)

Basics of sampling – Random and Non-Random sampling methods – sample size determination; Test of significance for small and large samples (t-test, Z-test, Chi-square test) – One-way and Two-way ANOVA.

Total Periods:45

EXPERIENTIAL LEARNING

LIST OF EXCERSIES:

1. Prepare a brief report of any company's secondary data analyzed and interpreted.
2. Use Excel and do the analysis of any type of data of your choice.
3. Refer to any specific tutorial on how to do add-in "data analysis" and submit a report with screenshots of it

Above all will be detailed in CHO.

RESOURCES

TEXT BOOKS:

1. S.P. Gupta & M.P. Gupta: **BUSINESS STATISTICS**, (Sultan Chand)
2. Beri, G.C: **BUSINESS STATISTICS**, (Tata McGraw Hill)

REFERENCE BOOKS:

1. Richard I. Levin & David S. Rubin: **STATISTICS FOR MANAGEMENT**,
2. (Pearson Education)
3. David Whigham: **BUSINESS DATA ANALYSIS Using Excel**, (OXFORD)

VIDEO LECTURES:

1. <https://archive.nptel.ac.in/courses/110/107/110107114/>
2. https://onlinecourses.nptel.ac.in/noc21_ma01/preview

Web Resources:

1. <https://sites.google.com/site/fundamentalstatistics>
2. <http://www.textbooksfree.org/Statistics%20Book%20pdf.pdf>
3. <https://online.stat.psu.edu/statprogram/reviews/statistical-concepts>

SCHOOL CORE

Course Code	Course Title	L	T	P	S	C
22MG201002	ECONOMICS FOR MANAGERS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: The course provides an introduction to a core area of economics known as microeconomics. It considers the operation of a market economy and the problem of how best to allocate society's scarce resources. The course considers the way in which various decision making units in the economy (individuals and firms) make their consumption and production decisions and how these decisions are coordinated.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Understand the principles of Managerial Economics
- CO2.** Estimate the demand and supply in business
- CO3.** Estimate the production and its cost
- CO4.** Analyse the Market Structure and Pricing practices to solve business problems
- CO5.** Understand the impact of macro economics on business

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1				1					1		1		
CO2	3	3		1	1									1	
CO3	3	3		1	1						1				
CO4	3	1			1										
CO5	3					1							1		1
Course Correlation Mapping	3	3		1	1	1					1		1	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Introduction to Managerial Economics (09 Periods)

Definition, Nature and Scope - Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist. Scarcity and choice, Central problems of an economy, Production possibility curve and economic efficiency, a Positive and normative economics.

Module 2: Demand Analysis (09 Periods)

Demand Function - Law of Demand - Elasticity of demand, types and significance of Elasticity of Demand - Demand Estimation - Demand Forecasting, significance - methods - Supply Analysis - Supply function, the Law of Supply, Elasticity of Supply.

Module 3: Production Analysis (09 Periods)

Production Function - Marginal Rate of Technical Substitution - Iso - quants and Iso- costs - Production function with one/two variables, Cobb-Douglas Production Function - Returns to Scale and Returns to Factors, Economies of scale-Cost theory and estimation: Cost concept and types, Determinants of cost, Cost-Output Function: short run and long run - Break Even Analysis.

Module 4: Market Structure and Pricing practices (10 Periods)

Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run - Pricing philosophy - Pricing methods in practice - Price discrimination - Product line pricing - Pricing strategies, skimming pricing, penetration pricing, Loss Leader pricing - Pricing of multiple products.

Module 5: Macro Economics (08 Periods)

National Income, concept and measurement methods - Inflation, definition, characteristics and types of inflation- Effects of inflation- Anti- Inflationary methods- Business Cycles - Definition, Characteristics and phases of business cycle- Steps to avoid business cycles - GDP, GNP.

Total Periods:45

EXPERIENTIAL LEARNING

LIST OF EXPERIMENTS:

1. Students in the form of a team should select any company and study the micro and macro-economic conditions.
2. Budget 2022 | Nirmala Sitharaman Presents Union Budget 2022 - YouTube. Refer the link in which you can get a budget presentation of the Finance ministry 2022 and prepare a key note on it.
3. Collect the required data that can be used for constructing the price and demand relationship and present it to the class.
4. List out the top 10 economies in the world along with federal banks' key rates.

RESOURCES

TEXT BOOKS:

1. Principle of Economics by Deviga Vengedasalam and Karunagaran Madhavan
2. Principles of Microeconomics: Dominic Salvatore

3. Microeconomics: Theory and Applications, D N Dwivedi Vikas Publishing.

REFERENCE BOOKS:

1. Microeconomics for Management Students, Ravindra H. Dholakia, A. N. Oza, Oxford University Press.
2. Managerial Economics, William F. Samuelson and Stephen G. Marks, Wiley Blackwell
- 3.

VIDEO LECTURES:

1. <https://nptel.ac.in/courses/110101005>
2. <https://nptel.ac.in/courses/110105067>

Web Resources:

1. MBA-ManagerialEconomics-1stYear.pdf (sxccal.edu)
2. [https://mrcet.com/downloads/MBA/Managerial Economics.pdf](https://mrcet.com/downloads/MBA/Managerial%20Economics.pdf)
3. Business Economics Online Course | HBS Online

SCHOOL CORE

Course Code	Course Title	L	T	P	S	C
22MG201003	MANAGEMENT AND ORGANISATION BEHAVIOUR	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: The course aims at providing fundamental knowledge and exposure to the concepts, theories, and practices in the field of management. It focuses on the basic roles, skills, and functions of management, with special attention to managerial responsibility for the effective and efficient achievement of goals. The course aims to provide an understanding of basic concepts, theories, and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Understand the Management concepts and functions.
- CO2.** Execute personality traits in different business situations.
- CO3.** Analyze and evaluate teams, group dynamics, and conflicts.
- CO4.** Understand and Analyze organisation culture, managing change, right structure, and effective communication.
- CO5.** Evaluate interventions, interpersonal styles, and stress levels.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3					1					1	1	1		
CO2	3					1	1					1		1	
CO3	3	1							1			1	1		
CO4	3	1				1						1	1		
CO5	3	1				1		1							1
Course Correlation Mapping	3	1				1	1	1	1		1	1	1	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO MANAGEMENT

(09 Periods)

Introduction to Management – Principles of Management – Functions of management – Decision-making process - Social responsibility of Management – Fundamentals of Planning, Organising, Staffing, Leading, and Controlling.

Module 2: INTRODUCTION TO ORGANISATION BEHAVIOUR

(09 Periods)

Learning – Personality Theories– Perception – Learning Process, and Theories – Values & Attitudes.

Module 3: MOTIVATION THEORIES

(09 Periods)

Motivation Theories – Managing Motivation in Small and large organizations – Effective Groups & Teams – Leadership Theories, Styles – Group Dynamics – Power, Politics, and Conflict – Resolving Conflicts.

Module 4: ORGANIZATION CULTURE & CLIMATE

(09 Periods)

– Organizational Ethos – Functionality of Culture – Process and implementation of Change – Managing Resistance to Change - Organization Structure and Communication

Module 5: ORGANIZATIONAL DEVELOPMENT

(09 Periods)

Organizational Development – Phases and Interventions of OD – Johari Window – Transactional Analysis- Managerial Interpersonal Styles - Managing Stress & Burnout.

Total Periods:45

EXPERIENTIAL LEARNING

LIST OF EXPERIMENTS:

1. Collect the case relating to the planning of Human Resources in MSMEs
2. Present an animated Video about why principles of management are crucial as in the form of a PPT.

RESOURCES

TEXT BOOKS:

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th edition, 2012
2. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of management, 9th edition, Prentice Hall of India, 2016.

REFERENCE BOOKS:

1. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012
2. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
3. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012

VIDEO LECTURES:

1. Principles of Management - Course (nptel.ac.in)
2. Principles of Management - Course (nptel.ac.in)

Web Resources:

1. The Management Century (hbr.org)
2. What 21st Century Management Looks Like (forbes.com)
3. Four core principles for mastering lean data management | Bloomberg Professional Services

School Core

Course Code	Course Title	L	T	P	S	C
22MG201010	DATA ANALYSIS USING SPREADSHEETS	3	-	-	-	3
Pre-Requisite						
Anti-Requisite						
Co-Requisite						
COURSE DESCRIPTION: The objective of the course is to provide students the knowledge of analysis techniques for datasets in Excel. Become adept at using Excel functions and techniques for analysis.						
COURSE OUTCOMES: After successful completion of the course, students will be able to:						
CO1.	Apply the basics of the spreadsheet software using Google Sheets.					
CO2.	Apply cell functions, features, and row options in spreadsheets					
CO3.	Develop and present various charts in spreadsheets-					
CO4.	Apply various spreadsheet tools and options					
CO5.	Analyse and develop spreadsheet pivot tables and charts					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	2	1	-	-	-	-	-	-	-	-	1	-	-
CO2	1	1	2	2	-	-	2	-	1	-	-	-	-	2	-
CO3	2	2	1	2	1	-	-	1	-	-	2	-	-	1	1
CO4	3	1	2	2	1	-	-	-	-	-	-	2	1	-	-
CO5	2	2	1	2	1	1	-	-	-	-	-	2	-	1	1
Course Correlation Mapping	2	2	2	2	1	1	2	1	1	-	2	2	1	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1:	INTRODUCTION TO SUSTAINABLE DEVELOPMENT	(09 Periods)
About Excel & Microsoft, Uses of Excel, Excel software, Spreadsheet window pane, Title Bar, Menu Bar, Standard Toolbar, Formatting Toolbar, the Ribbon, File Tab and Backstage View, Formula Bar, Workbook Window, Status Bar, Task Pane, Workbook & sheets88		
Module 2:	CELLS AND SHEETS	(09 Periods)
Selecting Columns & Rows, Changing Column Width & Row Height, Autofitting Columns & Rows, Hiding/Unhiding Columns & Rows, Inserting & Deleting Columns & Rows, Cell, Address of a cell, Components of a cell – Format, value, formula, Use of paste and paste specia		

Module 3:	SPREADSHEET CHARTS	(09 Periods)
Creating Charts, Different types of chart, Formatting Chart Objects, Changing the Chart Type, Showing and Hiding the Legend, Showing and Hiding the Data Table		
Module 4:	SPREADSHEET TOOLS	(09 Periods)
Moving between Spreadsheets, Selecting Multiple Spreadsheets, Inserting and Deleting Spreadsheets Renaming Spreadsheets, Splitting the Screen, Freezing Panes, Copying and Pasting Data between Spreadsheets, Hiding , Protecting worksheets		
Module 5:	SPREADSHEET PIVOT TABLES	(09 Periods)
Creating PivotTables, Manipulating a PivotTable, Using the PivotTable Toolbar, Changing Data Field, Properties, Displaying a PivotChart, Setting PivotTable Options, . Adding Subtotals to PivotTables		
Total Periods:45		

EXPERIENTIAL LEARNING

- 1 Create a Pivot table of sales data with regard to area and present the report.
- 2 Prepare a dashboard using charts and diagrams from the spreadsheet and discuss.
- 3 Briefly submit a video tutorial on spreadsheet recent features in the class and explain in detail the key points
- 4 Submit an assignment on how spreadsheets are used for business needs.

RESOURCES

TEXT BOOKS:

- 1 Smith, J. (2021). Mastering Spreadsheets: A Comprehensive Guide to Excel. ExcelPress
- 2 K immel, P. D., Weygandt, J. J., & Kieso, D. E. (2020). Financial Accounting: Tools for Business Decision Making, Wiley

REFERENCE BOOKS:

- 1 Jones, M., & Brown, S. (2019). Advanced Spreadsheet Modeling for Business Analysts. Wiley.
- 2 Smith, J. (2020). Excel 101: Mastering Spreadsheet Basics (2nd ed.). Acme Publishing.

VIDEO LECTURES:

- 1 https://onlinecourses.nptel.ac.in/noc22_mg35/preview
2. <https://archive.nptel.ac.in/courses/110/107/110107157/>

Web Resources:

- 1 <https://ncert.nic.in/textbook/pdf/lca102.pdf>
- 2 <https://www.epa.gov/sites/default/files/2015-06/documents/UsingExcelREV.pdf>

SCHOOL CORE

Course Code	Course Title	L	T	P	S	C
22MG201004	Entrepreneurship and New Business Models	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course enable students to understand the concept of entrepreneurship and skill sets of an entrepreneur, historical and theoretical perspective of entrepreneurship, recognition and shaping of various opportunities for new business. And develops a credible business plan for real life situations.

COURSE OUTCOMES: On having completed this course student should be able to:

- C01.** Understand the concept of entrepreneurship
- C02.** know entrepreneurship systems in real-time problems
- C03.** Apply different techniques for product analysis.
- C04.** Interpret the production of entrepreneurship data for identifying target customers
- C05.** Design contemporary issues in entrepreneurship in the present scenario.

CO-PO-PSO Mapping Table:

Learning Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
C01	3	3	3	-	-	-	-	-	-	-	-	-	3	-	3
C02	3	3	3	-	-	-	-	-	-	-	-	2	3	-	3
C03	3	3	-	-	-	-	-	-	-	-	2	-	3	-	3
C04	2	3	3	-	-	-	-	-	-	-	-	-	3	-	-
C05	2	2	1	-	-	-	-	-	-	-	1	-	3	2	1
Course Correlation Mapping	3	3	3	-	-	-	-	-	-	-	2	2	3	-	3

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Introduction to Entrepreneurship (08 Periods)

Course Introduction, Profile of the Entrepreneur, Entrepreneurship in Established Firms Entrepreneurship in Established Firms, Venture Creation's Role in Society, Types of Enterprises, Technology Entrepreneurship, Impact Entrepreneurship

Module 2: Opportunity Analysis (09 Periods)

Opportunities and Uncertainty, Push and Pull and the Sources of Innovation, Customers as Sources of Opportunities, Importance of the Idea (VIDE Model), Assessing Opportunities, The Tournament Approach

Module 3 Markets, Need-Finding and Planning (10 Periods)

Defining the Focal Market, Understanding User Needs, Competitive Analysis, Generating Ideas with Individuals and Groups, Planning: Assumptions, Planning: Discovery Driven Planning, Planning: Discovery Driven Planning Worksheet

Module 4 Pitching, Testing, and Prototyping (09 Periods)

Pitch, Testing your Idea: Customer Interviews, Testing your Idea: Surveys, Creating a Prototype: Physical Goods, Creating a Prototype: Software, Creating a Prototype: Services, Summary and What's Ahead

Module 5 Business Models and Keeping Customers (09 Periods)

Introduction to Financing and Profitability, Business Models, Measuring and Managing CLV

Total Periods: 45

EXPERIENTIAL LEARNING

1. Submit a report on the top ten innovative business ideas and their brief success story.
2. Write a case summary of successful entrepreneurship and its orientation.
3. Give a seminar on criteria of writing a new business proposal report using PPT.

RESOURCES

TEXT BOOKS:

1. Dhruv Nath, Sushanto Mitra: Funding your Startup and other Nightmares
2. Fayolle A (2007) Entrepreneurship and new value creation. Cambridge, Cambridge University Press
3. Hougard S. (2005) The business idea. Berlin, Springer

REFERENCE BOOKS:

1. Hisrich Peters shepherd: Entrepreneurship (Tata McGraw Hill), 2020
2. Prasanna Chandra: Projects Planning Analysis, Reductions implementation &

- Reviewbydo
(Tata McGraw Hill), 2019 tr
3. Lowe R & S Mariott (2006) Enterprise: Entrepreneurship & Innovation. Burlington, ButterworthHeinemann

VIDEO LECTURES:

1. https://www.youtube.com/watch?v=_C2LlvX9s5w
2. <https://www.youtube.com/watch?v=tkGadEmSKZc>

Web Resources:

1. Business Idea Notes and Study Material (mbaexamnotes.com)
2. Business Ideas: Introduction, Definitions, Features, Need and Techniques (businessmanagementideas.com)

Course Code	COURSE TITLE	L	T	P	S	C
22MG201005	BUSINESS LAW	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: The course aims at providing fundamental legal knowledge and exposure to the statutory provisions and practices in the field of Business Laws. It focuses on the basic legal aspects of Business Laws, with special attention to Contract acts, Negotiable instruments act, Sale of Goods Act, Partnership Act, Formation of company the role of Board of Directors not only business apart from ESG, consumer protection act, RTI, ethical practices for the effective and efficient achievement of business goals. The course aims to provide an understanding of basic commercial laws and its implications which affect the business decisions in the changing global scenario.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Analyze the Indian Contract Act. Understanding Negotiable instruments to deal in business..
- CO2.** Evaluate Sale of Goods Act and to know the Conditions and Warranties on sale of goods.
- CO3.** Elaborate rights and duties of agent and principal, to learn the formation of company.
- CO4.** Understand Environment, Social, Governance and redressal systems.
- CO5.** Explain the rights and duties of Directors, dissolution of a company. Evaluate the global issues with respect to business ethics and morals.

SCHOOL CORE

CO-PO-PSO Mapping Table:

Learning Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3					1					1	1	1		
CO2	3					1	1					1		1	
CO3	3	1							1			1	1		
CO4	3	1				1						1	1		

CO5	3	1				1		1						1
Course Correlation Mapping	3	1				1	1	1	1		1	1	1	1

Correlation Levels: **3: High; 2: Medium; 1: Low**

COURSE CONTENT

Module 1: Introduction to contract Act and negotiable (09 Periods) instruments Act

Contract Act: Offer and Acceptance, Consideration and Capacity of the Parties, Free Consent, Indemnity and Guarantee, The Negotiable Instruments Act: Definition, Types of Negotiable Instruments, Negotiation, Endorsement and Crossing of Cheque, Dishonour of Cheques, Parties to Negotiable Instruments

Module 2: Introduction to sale of goods Act and partnership (09 Periods) Act

Sale of Goods Act: Sale, and Agreement to Sale, Conditions and Warranties, Performance of Contract of Sale, Unpaid Seller and his Rights, Caveat Emptor, Partnership Act, and Limited Liability Act.

Module 3: Introduction to Companies Act (09 Periods)

Concept of Company and its Characteristics. Formation of a company. Memorandum and Articles of Association. Board of Directors, Role, Functions. Arbitration

Module 4: Introduction to Consumer protection Act and RTI (09 Periods)

ESG (Environment, Social, Governance) Consumer Protection Act, Consumer Councils, Redressals. Right to Information Act

Module 5: Winding up and Dissolution of company (09 Periods)

Meeting of Directors and Shareholders. Winding up and Dissolution of a company. Ethics, and Morals, Ethical Practices

Total Periods:45

EXPERIENTIAL LEARNING

1. Collect various cases relating to contracts, Negotiable instruments, dishonor of cheques, sale of goods, disputes consumer protection acts, grievances redressal mechanism and learn insights from it.
2. Present Videos how board meeting are conducted, organize role plays for decision making in different contexts.
Giving assignments to students to write observations on recent winding up and dissolutions of companies.

3. Collect various cases relating to contracts, Negotiable instruments, dishonor of cheques, sale of goods, disputes consumer protection acts, grievances redressal mechanism and learn insights from it.

RESOURCES

TEXT BOOKS:

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th edition, 2012
2. Stephen P. Robbins, David A. DeCenzo and Mary Coulter, Fundamentals of management, 9th edition, Prentice Hall of India, 2016.

REFERENCE BOOKS:

1. Marson, Ferris. Business Law. OUP
2. Mercantile Law by N.D. Kapoor
3. Banerjee. Legal Aspects of Business, SAGE
4. Ravinder Kumar. Legal Aspects of Business. Cengage
5. Albuquerque. Legal Aspects of Business, OUP

VIDEO LECTURES:

1. Business Laws - Course (nptel.ac.in)
<https://www.youtube.com/watch?v=FmqYLM-c2s4>
2. Business Laws - Course (nptel.ac.in)
<https://www.youtube.com/watch?v=FmqYLM-c2s4>

Web Resources:

1. <https://www.bigcommerce.com/blog/online-business-laws/>
2. <https://restthecase.com/knowledge-bank/tips/go-to-legal-websites-for-research-in-india>
3. https://www.tutorialspoint.com/business_law/business_law_of_sale_of_goods.htm
4. https://www.tutorialspoint.com/business_law/business_law_of_contract_act.htm
5. <https://www.icsi.edu/media/webmodules/publications/FinalCLStudy.pdf>

SCHOOL CORE

Course Code	Course Title	L	T	P	S	C
22MG201006	DESIGN THINKING	3	-	-	-	3
Pre-Requisite						
Anti-Requisite						
Co-Requisite						
COURSE DESCRIPTION: The objective of the course is to inculcate the fundamental concepts of design thinking, imparting creativity and problem-solving ability, and conceptualize, design and demonstrate innovative ideas using prototypes						
COURSE OUTCOMES: After successful completion of the course, students will be able to:						
CO1.	Understand the importance of design thinking					
CO2.	Demonstrate the critical theories of design, systems thinking, and design methodologies					
CO3.	Produce great designs, and communicate with high emotional and intellectual impact					
CO4.	Understand the diverse methods employed in design thinking and establish a workable design thinking framework to use in their practices					
CO5.	Develop projects in interdisciplinary domain and address social concerns with innovative approaches					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	1			1			1				1		
CO2	1		2	1	1	1				1		1		1	1
CO3	1	2	1	1	1	1	1		1		1	1	1	1	1
CO4	2	1	1	1	1	2	1	1		1		1		1	
CO5	1	1	1	1	1	1	1	2	1			1	1	1	1
Course Correlation Mapping	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1:	INTRODUCTION	(09 Periods)
Traditional design, Design thinking, Existing sample design projects, Study on designs around us, Compositions/structure of a design,		
Module 2:	DESIGN PROCESS	(09 Periods)

Innovative design: Breaking of patterns, Reframe existing design problems, Principles of creativity Empathy: Customer Needs, Insight-learning from the lives of others/standing on the shoes of others, Observation		
Module 3:	DESIGN TEAM	(09 Periods)
Team formation, Conceptualization: Visual thinking, Drawing/sketching, New concept thinking, Patents and Intellectual Property, Concept Generation Methodologies, Concept Selection, Concept Testing		
Module 4:	PROTOTYPING	(09 Periods)
Opportunity identification Prototyping: Principles of prototyping, Prototyping technologies, Prototype using simple things, Wooden model, Clay model, 3D printing; Experimenting/testing.		
Module 5:	PRODUCT DESIGN	(09 Periods)
sustainable product design, Ergonomics, Semantics, Entrepreneurship/business ideas, Product Data Specification, Establishing target specifications, Setting the final specifications. Design projects for teams		
Total Periods:45		

EXPERIENTIAL LEARNING

- 1 Discuss any new product with regard to the design thinking process that has been recently introduced
- 2 Collect a case study on design thinking's importance and present it in the class.
- 3 Present a video presentation where design thinking is animated and explain the key points in the video.
- 4 Propose a new prototype of an old product whichever you feel needs an improvement in the product.

RESOURCES

TEXT BOOKS:

- 1 Tim Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, HarperCollins Publishers Ltd
- 2 Idris Mootee, Design Thinking for Strategic Innovation, 2013, John Wiley & Sons Inc

REFERENCE BOOKS:

- 1 Terwiesch, C. & Ulrich, K.T., 2009. Innovation Tournaments: creating and identifying Exceptional Opportunities, Harvard business press.
- 2 Stuart Pugh, Total Design: Integrated Methods for Successful Product Engineering, BjarkiHallgrimsson, Prototyping and model making for product design, 2012, Laurence King Publishing Ltd.

VIDEO LECTURES:

- 1 https://onlinecourses.nptel.ac.in/noc22_mg32/preview
2. <https://nptel.ac.in/courses/110106124>

Web Resources:

- 1 <https://web.stanford.edu/~mshanks/MichaelShanks/files/509554.pdf>
- 2 <https://readings.design/PDF/Tim%20Brown,%20Design%20Thinking.pdf>

SCHOOL CORE

Course Code	Course Title	L	T	P	S	C
22MG201007	INFORMATION TECHNOLOGY FOR MANAGERIAL APPLICATIONS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course provides knowledge of computer fundamentals and trains in the use of office automation tools, packages to facilitate modern office day-to-day management.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- C01.** understand basic Computer terminology and different devices.
- C02.** understand Computer memory system and various memory devices.
- C03.** apply different office automation tools for Text and document Manipulation.
- C04.** Interpret the data using visualization tools and functions in excel.
- C05.** Design templets, and presentations using presentation and multimedia tools in MS power Point.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PS01	PS02	PS03
C01	3				1					2		2		1	
C02	3				1					2		2	1		
C03	3	-	2		2					2		2	1		
C04	3	1	2		2					2		2		1	
C05	3	-	2		2					2	1	2			1
Course Correlation Mapping	3	1	2		2					2	1	2	1	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Introduction (07 Periods)

Basics of Computer and its Evolution, Data, Instruction and Information, Characteristics of Computers, Input output Devices, Function of Different Units of Computer, Classification of Computers. Computer Software: Types of Software, Compiler and Interpreter, Generations of languages. Types of computer networks

Module 2: Computer Hardware (08 Periods)

Computer Memory: Primary Memory (ROM and its type – PROM, EPROM, EEPROM, RAM) Secondary memory- SASD, DASD Concept, Magnetic Disks – Floppy Disks, Hard Disks, Magnetic Tape, Optical Disks – CD ROM and its type (CD ROM, CD ROM-R, DVD ROM, Flash Memory, Introduction to Operating System (OS); Function of OS, Types of Operating Systems

Module 3: MS Word (10 Periods)

Introduction to Microsoft Office – Common office tools and techniques, MS Word environment, working with word documents, working with text, working with tables, Language selection, Spelling and grammar check, adding graphics, Mail merge, Advanced features of MS Word, Applying bullets and numbering, Insertion of objects.

Module 4: Excel Introduction (10 Periods)

Introduction to MS Excel - Working with Excel workbook– working with worksheet – Calculating features – Formatting – Formulae & Functions – Using charts – Working with graphics – Creating pivot table – Goal seek – Solver- Macros

Module 5: Power Point (10 Periods)

Presenting with PowerPoint–Working with slides, Modifying & Customizing presentation, Inserting pictures, Tables, charts, viewing presentation – Menu & toolbars – Customizing menus and Tool bars.

Total Periods:45

EXPERIENTIAL LEARNING

LIST OF EXERCISES:

1. Demonstrate the advanced features of Excel by DIY.
2. Prepare a template of word document that can be used for report writing.
3. Prepare a Financial Statement and apply Finance functions by using excel
4. Prepare a template of word document that can be used for using charts
5. Prepare a template of MS Power point that can used for presentations
6. Demonstrate the advanced features of excel that can be used for creating Pivot Table

RESOURCES

TEXT BOOKS:

1. Vinod Babu Bandari: Fundamentals of Information Technology (Pearson Education.)
2. Ramesh Behl: Information Technology for Management (Tata McGraw-Hill Companies.
3. Pradeep K Sinha: Computer Fundamentals (BPB Publications Sixth Edition)
4. Goel :Computer Fundamentals- (Pearson Education India, First edition)

REFERENCE BOOKS:

1. Sanjay Saxena: MS Office 2007(Vikas Publishing House)
2. Dhiraj Sharma : Foundations of IT (Excel)
3. Information Technology for Management, Ramesh Behi, Mc Graw Hill.
4. Foundations of IT, Dhiraj Sharma, Excel books

VIDEO LECTURES:

1. NPTEL
2. Information Technology (IT) Management - YouTube
3. https://www.youtube.com/watch?v=eEo_aacpwCw
4. <https://www.udemy.com/course/computer-fundamentals-k/>

Web Resources:

1. Information Technology & Its Uses in Business Management | Small Business - Chron.com
2. Information Technology and E-Business- <https://backup.pondiuni.edu.in/>
3. COMPUTER FUNDAMENTALS: <https://nios.ac.in/media>
4. Computerfundamentals:<https://drive.google.com/file/d/1PxhuswtGn0h1v1Chuk-aXGC-hMfQLCL3/view?showad=true>

SCHOOL CORE

Course Code	COURSE TITLE	L	T	P	S	C
22MG201008	INTERNATIONAL BUSINESS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- C01.** Manage ever changing businesses in a competitive globalized business environment and gain business acumen and entrepreneurial skills
- C02.** Evaluate the effects of International Political, Legal, and economic4 Environments and economic integration on developed/developing/under developing countries
- C03.** Deliberate international financial framework to engage business at international level.
- C04.** Analyze the significance of marketing in global business arena
- C05.** Analyze various HR differences and behavioral factors between countries for better strategies.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
C01	3	3	-	-	-	1	2	-	-	-	-	-	1	-	-
C02	2	1	1	-	1	-	-	-	-	1	-	-	-	2	-
C03	-	2	1	1	2	-	-	-	-	-	2	-	1	-	-
C04	3	2	1	1	-	-	-	-	-	-	1	-	1	-	2
C05	2	1	1	2	-	-	-	-	1	-	1	-	-	2	1
Course Correlation Mapping	3	3	1	1	-	1	2	-	-	1	1	1	1	2	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO INTERNATIONAL BUSINESS (09 Periods)

Introduction to International Business Context-Brief History of International Trade-Reasons for Trade -Trade Theories-Motives for International Business-Methods of International Business. Global Trade-The Reasons for Trade-International Trade Theory-Reasons to Go International-Forms of International Business

Module 2: INTERNATIONAL POLITICAL, LEGAL, AND ECONOMIC ENVIRONMENTS (09 Periods)

Political Systems- Political and Legal Factors that Impact International Trade -Legal Systems-Rule of Law-International Economic Systems-Comparing Economic Performance-International Business Ethics-International Corporate Social Responsibility.

Module 3: INTERNATIONAL FINANCIAL FRAMEWORK (09 Periods)

Brief Overview of Bretton woods Agreement, Balance of Trade and Balance of Payment (BOP)-Foreign Exchange market mechanism- Exchange Rates, Risk Management. Methods of payment in International Trade. Export Financing – International Liquidity, Role of IMF and IBRD in International Business.

Module 4: GLOBAL MARKETING (09 Periods)

International Marketing Overview-International Marketing-International Marketing Segmentation-International Marketing Strategies-International 4Ps Introduction-International 4P – Product-International 4P – Promotion-International Marketing Mix-International 4P – Price -International 4P - Place

Module 5: INTERNATIONAL HUMAN RESOURCE MANAGEMENT (09 Periods)

Strategies and issues in International Human Resource Management and Development, Staffing Policy, Managing the expatriates. Creation of Global Structure-Developing Global Competitiveness, International Marketing Strategies in different stages of Product Life Cycle

Total Periods: 45

EXPERIENTIAL LEARNING

LIST OF EXPERIMENTS:

1. Collect the case studies related to International Present them as a seminar.
2. Give a seminar on Strategies and issues in International Human Resource Management and Development.
3. Refer to any video lecture on Political, Social, and Economic – Cultural and Ethical practices in International Business and prepare a report.

RESOURCES

TEXT BOOKS:

1. Charles, E. Hill (2015): International Business: Competing in the Global Marketplace, 10th ed., McGrawHill/Irwin.
2. International Management: Concept and Cases, Tata Mc Graw Hill Publication: Manab Thakur, Gene Burton and B. N. Srivastava
3. International Business, Prentice Hall India Publication: Francis Cherunilam.

REFERENCE BOOKS:

1. John J. Capela, Import/Export for Dummies. Wiley Publishing, 2008
2. Jennifer Dorsey, Start Your Own Import/Export Business, 2nd ed. Entrepreneur Press. 2007
3. Carl A. Nelson, Import/Export: How to Take Your Business Across Borders, 4th ed McGraw Hill, 2009

VIDEO LECTURES:

1. Lecture 01: Introduction to International Business - YouTube
2. Introduction to International Business - YouTube

Web Resources:

1. International Business Class 11 Notes CBSE Business Studies Chapter 11 [PDF] (vedantu.com)
2. International Business (sscasc.in)

SCHOOL CORE

Course Code	Course Title	L	T	P	S	C
22LG201402	FOUNDATIONAL ENGLISH	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This subject aims to further develop the English language and communication skills required by students to communicate effectively in their future professional careers.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Understand the basic objective of the course by being acquainted with specific dimensions of communication skills i.e. Reading, Writing, Listening, Thinking, and Speaking.
- CO2.** Create a substantial base by the formation of strong professional vocabulary for its application on different platforms and through numerous modes such as Comprehension, reading, writing and speaking, etc.
- CO3.** Evaluate the correct & error-free writing by being well-versed in rules of English grammar & cultivate relevant technical style of communication & presentation at their workplace & also for academic uses.
- CO4.** Apply communication skills for practical and oral presentation purposes by being honed up in presentation skills and voice dynamics.
- CO5.** Apply techniques for developing interpersonal communication skills and a positive attitude leading to their professional competence.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	-	-	-	-	2	-	2
CO2	2	3	-	-	-	-	-	-	-	2	-	2
CO3	2	2	-	-	-	-	-	-	-	3	-	2
CO4	2	1	-	-	-	-	-	-	-	3	-	2
CO5	2	1	-	-	3	-	-	-	-	2	-	2
Course Correlation Mapping	2	2	-	-	3	-	-	-	-	2	-	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Foundations of Professional English (06 Periods)

Professional English: Definition; Extent & Coverage; Dimensions; Reading; Skimming; Scanning; Churning & Assimilation; Writing: Methods: Inductive; Deductive; Exposition; Linear; Interrupted; Spatial & Chronological; Technical Communication; Approaches: Brevity; Objectivity; Simplicity; Utility & Clarity. Listening: Active; Passive; Speaking: Essentials Nuances & Modes of Speech Delivery

Module 2: Components of Professional Writing (06 Periods)

Vocabulary Building: Select words; Concept of word formation; Word formation; Root words from foreign languages & their use in English; Prefixes & Suffixes: Derivatives; Synonyms; Antonyms; Abbreviations. Homophones. One-word substitutes; Requisites of Sentences, - Exercises.

Module 3 Foundations of Professional Writing Skills (06 Periods)

Forms: Business writing: Principle; Purchase & Sales Letters; Drafts; Official Writing: Official Letter; D.O. Letter; Notices; Agenda; Minutes of Meeting; Sentence Structure; Phrases & Clauses in sentences; Coherence; Unity; Emphasis in Writing; Devices; Use of Writing methods in Documents; Techniques of writing, - Exercises.

Module 4 Common Grammatical Errors & Professional Style (06 Periods)

Subject-verb agreement; Correct usage: Noun; Pronoun; Agreement; Modifiers; Articles; Prepositions; Cliches; Redundancies; Technical Style: Features; Choice of words; Sentences: Descriptive; Narrative; Expository; Defining & Classifying; Length of paragraph; Writing of Introduction & Conclusion, - Exercises.

Module 5 Presentation Strategies & Oral Communications (06 Periods)

Analysis of locale; Audience; Modulating Style & Content; Speaking with confidence; Kinesics; Paralinguistic features of Voice-Dynamics: Pitch; Intonation; Stress & Rhythm; Conversation & dialogues; Communication at the workplace, - Exercises.

Total Periods: 30

EXPERIENTIAL LEARNING

1. Case study on successful business personnel with reference to communication competence.
2. Prepare a presentation on an orator of your choice and analyse the voice dynamics.
3. Prepare a video on persuasive talk.
4. Write an article on the famous clichés of our time.

RESOURCES

TEXTBOOK:

Ashraf Rizvi M. (2018). Effective Technical Communication, Second Edition, McGraw Hill Education (India) Private Limited

REFERENCE BOOKS:

1. Kline, J. A. (2004). Speaking effectively: Achieving excellence in presentations. Upper Saddle River, NJ: Pearson/Prentice Hall.
2. Kuiper, S. (2007). Contemporary business report writing (3rd ed.). Cincinnati, OH: Thomson/South-Western.
3. Locker, K. O. & Kaczmarek, S. K. (2007). Business communication: Building critical skills (3rd ed.). New York: McGraw-Hill/Irwin.
4. Mascull, B. (2004). Business vocabulary in use: Advanced. Cambridge: Cambridge University Press.
5. Matthews, C. B. & Matthews, M. (2007). Quicksteps to winning business presentations: Make the most of your PowerPoint presentations. New York: McGraw-Hill.
6. Marsh, C. (2005). Strategic writing: Multimedia writing for public relations, advertising, sales and marketing, and business communication. Boston: Pearson/Ally and Bacon.
7. Munter, M. & Russell, L. (2008). Guide to presentations. (2nd ed.). Upper Saddle River, NJ: Pearson/Prentice Hall.
8. Murphy, H. A., Hilderbrandt, H. W. & Thomas, J. P. (1997). Effective business communications (7th ed.). New York: McGraw-Hill, Inc.
9. O'Driscoll, N. & Pilbeam, A. (1992). Meetings and discussions. Harlow, Essex: Longman.
10. Reardon, K. K. (2004). The skilled negotiator: Mastering the language of engagement. San Francisco: Jossey-Bass.
11. Stiff, J. B. (2003). Persuasive communication (2nd ed.). New York: Guilford Press.
12. Stiff, J. B. (2003). Persuasive communication (2nd ed.). New York: Guilford Press.

VIDEO LECTURES:

1. <https://learnenglish.britishcouncil.org/general-english/video-zone/the-day-elizabeth-became-queen>
2. <https://www.youtube.com/watch?v=CscHc8qSn1A>

Web Resources:

1. <https://galgotiacollege.edu/assets/pdfs/study-material/Notes-english.pdf>
2. <https://lecturenotes.in/subject/183>
3. <https://www.fluentu.com/blog/english/professional-english/>
4. <https://learnenglish.britishcouncil.org/business-english>

SCHOOL CORE

Course Code	Course Title	L	T	P	S	C
22LG201401	PERSONALITY DEVELOPMENT	2	-	-	-	2
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course covers ten topics that have an effect on everyone's personal development. These topics are personality, character and values, behaviour, responsibility, goals, self-esteem, self-compassion, peer pressure, motivation, choices, and determination.

COURSE OUTCOMES: On having completed this course student should be able to

- CO1.** Develop and exhibit an accurate sense of self.
- CO2.** Develop and nurture a deep understanding of personal motivation.
- CO3.** Demonstrate knowledge of personal beliefs and values and a commitment to continuing personal reflection and reassessment.
- CO4.** Learn to balance confidence with humility and overcome problems associated with personality.

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	1										
CO2	2	1	1									
CO3	1	2	1							1		
CO4	2	1										
Course Correlation Mapping	2	1	1							1		

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Introduction To Personality Development

(07 Periods)

Concept of Personality, Dimensions of Theories of Freud & Erickson Personality, Significant of Personality Development, Concept of Success and Failure, Hurdles in Achieving Success, Overcoming Hurdles, Factors Responsible for Success, What is Failure, Causes of Failure, SWOT Analysis.

Module 2: Attitude & Motivation

(08 Periods)

Concept of Attitude, Significance, Factors Affecting Attitude, Positive Attitude, Advantages, Negative Attitude, Disadvantages, Ways to Develop Positive Attitude, Difference Between Personalities Having Positive and Negative Attitude, Concept of Motivation, Significance, Internal and External Motives, Importance of Self-Motivation, Factors Leading to De-Motivation

Module 3: Self-Management

(07 Periods)

Understanding of Life Story, Focusing on Internal Narratives, Managing Change, Confusion and Uncertainty, Sharpening the Intellect, Schooling the Mind, Socializing the Individual, Enhancing One's Self Image, Self-Esteem and Self- Confidence

Module 4: Other Aspects Of Personality Development

(08 Periods)

Body Language, Problem-Solving, Conflict and Stress Management, Decision-Making Skills, Leadership and Qualities of a Successful Leader, Character-Building, Team-Work, Time Management, Work Ethics, Good Manners and Etiquette.

Total Periods: 30

EXPERIENTIAL LEARNING

CASE STUDIES WILL BE GIVEN TO STUDENTS TO EXPLORE THEMSELVES

1. Conducting Activities like Role Play and Case Analysis
2. Activities like Inspiring videos of Famous Personality Roles and provide same as Assignments.

All the above will be detailed in CHO.

RESOURCES

TEXT BOOKS:

1. Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill
2. Stephen P. Robbins and Timothy A. Judge(2014), Organizational Behavior 16th Edition: Prentice Hall.

REFERENCE BOOKS:

1. Andrews, Sudhir. How to Succeed at Interviews. 21st (rep.) New Delhi.Tata McGraw-Hill 1988
2. Heller, Robert. Effective leadership. Essential Manager series. Dk Publishing, 2002

VIDEO LECTURES:

1. Developing Soft Skills and Personality - Course (nptel.ac.in)
2. [https://www.google.com/search?q=personality development y](https://www.google.com/search?q=personality+development+y)

Web Resources:

1. 13 Personality development tips | The Art of Living India
2. The Psychology of Personality Formation (verywellmind.com)

SCHOOL CORE

Course Code	Course Title	L	T	P	S	C
22MG201009	APTITUDE TRAINING	2	-	-	-	2
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION:

This course is designed to make students acquainted with frequently asked questions in quantitative aptitude and logical reasoning during various examinations and campus interviews.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Understand the basic concepts of quantitative ability and solve questions based on Averages, Ages and Percentages.
- CO2.** Solve problems related to probability and applied mathematics.
- CO3.** Apply the concept of data interpretation to solve competitive examination questions.
- CO4.** Analyze and solve logical reasoning while preparing for an interview and competitive exams.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1		1								1
CO2	3	1		1								1
CO3	3	1		2	1					1		
CO4	3	1		2							-	1
Course Correlation Mapping	3	1		2	1					1		1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Quantitative Ability (Basic Mathematics) (07 Periods)

Number Systems, LCM and HCF, Simplification, Average, Problems on Ages, Percentages.

Module 2: Quantitative Ability (Applied Mathematics) (07 Periods)

Permutation and Combinations, Probability, Profit and Loss, Simple and Compound Interest, Time, Speed and Distance.

Module 3: Data Interpretation (08 Periods)

Data Interpretation, Tables, Column Graphs, Bar Graphs, Line Charts, Pie Chart, Venn -Diagrams.

Module 4: Logical Reasoning (08 Periods)

Analogy, Blood Relation, Directional Sense, Number and Letter Series, Coding – Decoding, Clocks, Seating Arrangement.

Total Periods: 30

EXPERIENTIAL LEARNING

LIST OF EXERCISES:

1. Identify members from five groups (ex. family). Find the number of males and females. Calculate the average age (income) of male and female members in each group and overall average age. Do a comparative study.
2. Identify any five small businesses (ex. shop). Find out the cost price and selling price of any five products. What is the percent of profit(loss) on each product and all the products.
3. Identify any five states in India. Gather information about literacy rate, employment, GDP etc. important socio-economic variables. Use Tables, graphs and diagram, prepare a report.

RESOURCES

TEXT BOOKS:

1. Dr. R. S. Aggarwal: Quantitative Aptitude for Competitive examination, S.Chand Publishing
2. BS Sijwali, Analytical and Logical reasoning for CAT and other management entrance test
Arihant Publications

REFERENCE BOOKS:

1. Dr. R S Aggarwal, A Modern Approach To Verbal & Non Verbal Reasoning, S Chand
2. Abhijit Guha, Quantitative Aptitude for Competitive Examinations McGraw Hill
3. NISHIT K. SINHA, Quantitative Aptitude for the CAT, Pearson,

VIDEO LECTURES:

1. <https://prepinsta.com/>

2. <https://www.indiabix.com/>
3. <https://www.youtube.com/watch?v=JGNkZ6QLSU8>
4. <https://www.youtube.com/watch?v=ZuMJFleXmiw>

Web Resources:

1. <https://www.javatpoint.com/>
2. ICAI - The Institute of Chartered Accountants of India
(https://www.icaai.org/post.html?post_id=13828)

Program Core

Course Code	Course Title	L	T	P	S	C
22MG201011	SUSTAINABLE BUSINESS MANAGEMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course is an introduction to all of the Sustainable Business Management: Global sustainable models, trade, industry, consumption, trends, strategies, key sectors, policy and more.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO6.** Understand the introduction to broad areas of sustainable business
- CO7.** Identify the sustainable business concepts.
- CO8.** Analyse concepts and techniques of planning, policy and sustainable governance.
- CO9.** Understand the international policies and regulations on sustainability.
- CO10.** Analyse the Sustainable Development Goals in detail.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	2	1	-	-	-	-	-	-	-	-	-	-	-
CO2	1	1	2	2	-		2		1			-	-	-	-
CO3	2	2	1	2	1	-	-	1	-	-	2		-	-	-
CO4	3	1	2	2	1	-	-	-	-	-	-	2	-	-	-
CO5	2	2	1	2	1	1	-	-	-	-	-	1	-	-	-
Course Correlation Mapping	2	2	2	2	1	1	2	1	1	-	2	-			

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Sustainable Business Management (09 Periods)

Definition, Concepts, Business, Environmental and Human Development o Rationale and Benefits of Sustainable Business o Global Business Models,

Module 2: Sustainable Business Concepts (09 Periods)

Natural Capital and Publics Goods o Environmental Externalities o Sustainable Business Trends, Trade, Industry, Jobs, Consumption.

Module 3: Planning, Policy and Sustainable Governance (10 Periods)

Sustainable Business Strategies o Key Sectors o Policy Assessment o Stakeholders Engagement
o Policy and Regulatory Tools.

Module 4: International Policies (09 Periods)

International Policy Developments, Global Development Framework, Paris Agreement, The Kyoto Protocol, The new urban agenda

Module 5: Sustainable Development Goals (08 Periods)

No Poverty, Zero Hunger, Good Health and Well-being, Quality Education, Gender Equality, Clean Water and Sanitation, Affordable and Clean Energy, Decent Work and Economic Growth, Industry, Innovation, and Infrastructure, Reduced Inequality, Sustainable Cities and Communities, Responsible Consumption and Production, Climate Action, Life Below Water, Life on Land, Peace, Justice, and Strong Institutions, Partnerships for the Goals

Total Periods:45

EXPERIENTIAL LEARNING

4. Group discussions are conducted on Sustainable Development Goals and performance can be evaluated.
5. Business Project proposal has to be presented on the Sustainability Concept.
6. Collect any case study on sustainable business management and present its summary with key learnings.

TEXT BOOKS:

4. Ashford, N. A. & Hall, R. P. Technology, globalization, and sustainable development transforming the industrial state. (Routledge, 2019).
5. Jeanrenaud, S., Jeanrenaud, J.-P. & Gosling, J. Sustainable business: a one planet approach. (Wiley & Sons in 2017)

REFERENCE BOOKS:

4. Molthan-Hill, P. The business students guide to sustainable management: Principles and Practice. (Greenleaf, 2014).
5. Elkington, J., & Hailes, J. (2020). The Green Business Guide: A Sustainable Business Manual for the 21st Century. Routledge.

VIDEO LECTURES:

1. <http://acl.digimat.in/nptel/courses/video/110101153/L04.html>
2. <http://nitttrc.edu.in/nptel/courses/video/110101153/L07.html>

Web Resources:

3. https://efmdglobal.org/wp-content/uploads/Sustainable_Business_EN_Book-2018.pdf
4. https://www.iisd.org/system/files/publications/business_strategy.pdf

Program Core

Course Code	Course Title	L	T	P	S	C
22MG201012	STRATEGIC MANAGEMENT	3	-	-	-	3
Pre-Requisite						
Anti-Requisite						
Co-Requisite						
COURSE DESCRIPTION: Strategic management is a comprehensive and dynamic field that focuses on the formulation, implementation, and evaluation of strategies to help organizations achieve their long-term objectives and gain a sustainable competitive advantage.						
COURSE OUTCOMES: After successful completion of the course, students will be able to:						
CO1	To understand the Strategic Management Process					
CO2	To apply analytical tools for Strategic decision-making					
CO3	To formulate effective Business strategies					
CO4	To implement and align strategies within the organizations					
CO5	To evaluate and adapt Strategies in dynamic environments					

CO-PO-PSO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	3		1	2		3	2	1	3		2		
CO2		3			3	2		2					3		
CO3		3	3	2	2	2			3				1	3	
CO4						2	2	2	3	2	3	3		2	3
CO5	1	1		1	2		2	1	2	3	3	3		1	3
Course Correlation Mapping	2	2	3		2	2	2	2	2	2	3	3	2	2	3

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1:	INTRODUCTION TO STRATEGIC MANAGEMENT	(09 Periods)
Introduction- Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's		

strategy – Environmental Scanning -Concepts of Core Competence, Crafting a strategy for competitive advantage		
Module 2:	Strategic Analysis and Choice	(09 Periods)
Strategic Analysis and Choice: Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model, SWOT Analysis and TOWS Matrix, Market Life Cycle Model - and Organisational Learning, and the Experience Curve		
Module 3	Strategy Formulation	(09 Periods)
Strategy Formulation: Formulation of strategy at corporate, business and functional levels. Strategy Alternatives:- Stability Strategy, Growth Strategy, Retrenchment Strategy, and Combination Strategy.		
Module 4	Strategy Implementation	(09 Periods)
Types of Strategies : Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations, Strategy and Leadership, Resource Allocation as a vital part of strategy – Planning systems for implementation		
Module 5	Strategy Evaluation and control	(09 Periods)
Establishing strategic controls - Role of the strategist - benchmarking to evaluate performance - strategic information systems – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context		
Total Periods: 45		

EXPERIENTIAL LEARNING

1.	Prepare a brief report of any company's secondary data analyzed and interpreted.
2.	Prepare a case study analysis for class room presentation.

RESOURCES

TEXT BOOKS:	
1	P. SubbaRao, Strategic Management, Himalaya,2010
2	Azar Kazmi, Strategic Management and Business Policy, Tata McGraw Hill Education, 2009.
REFERENCE BOOKS	
1	V.S.P. Rao, Strategic Management – Text and Cases, Excel books,2009
2	Fred R. David, Strategic Management A competitive approach Concepts and Cases , Pearson, 16th edition,2019

VIDEO LECTURES:	
1	https://youtu.be/ZmRK9wc3hjI?si=uxWxBM2TAyzNfGuJ .

2	https://youtu.be/d2GoZDOXzzw?si=-Ax6n42txJ7cFwwi .
3	https://youtu.be/8HZQvykaoW8?si=qNBzna6Oy88NO0mY
WEB RESOURCES:	
1	https://study.sagepub.com/lynch9e
2	https://str.aom.org/teaching/all-levels
3	https://www.investopedia.com/terms/s/strategic-management.asp

PROGRAM CORE

Course Code	Course Title	L	T	P	S	C
22MG201013	FINANCIAL ACCOUNTING FOR MANAGERS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: The course focuses on detailed understanding of introduction of accounting, Generally Accepted Accounting Principles, Journal, Ledger, Trial Balance and financial statements and its analysis.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Understand the accounting principles and the process of accounting such as recording, classification, summarization, and interpreting the transactions.
- CO2.** Analyze the Revenues and Expenses and prepare the financial statements.
- CO3.** Apply tools and techniques of financial analysis and judge the performance of the business.
- CO4.** Analyze the financial statements with the help of Funds Flow and Cash Flow Statements and interpretation of the financial results.
- CO5.** Understand the basics of computerized accounting system and be able to integrate the accounting with IT applications.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3			1				1			1			1	
CO2	3			1				1			1			1	
CO3	3	1		1	1	1		1		1	1	1	1		
CO4	3	1		1	1	1		1		1	1	1			1
CO5	3		1		1				1	1			2		
Course Correlation Mapping	3	1	1	1	1	1		1	1	1	1	1	1	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION (10 Periods)

Accounting - Objectives of Accounting - Functions of Accounting - GAAP - Standards of Accounting - IFRS - Accounting Cycle - Double Entry System of Accounting - Accounting Equation - Preparation of Journal - Ledger - Trial Balance. (Theory and Cases)

Module 2: PREPARATION OF FINANCIAL STATEMENTS (10 Periods)

Financial Statements - Capital Receipts - Revenue Receipts - Capital Expenditure - Revenue Expenses - Final Accounts - Preparation of Final Accounts - Trading and Profit and Loss Account - Balance Sheet. Preparation of Final Accounts with Adjustments (Theory and Cases)

Module 3: RATIO ANALYSIS (10 Periods)

Classification of Ratios - Liquidity - Asset Management Ratios - Debt Management Ratio - Profitability Ratios - Market Value Ratios - Dupont Chart - Managerial uses and Limitations of Ratio Analysis (Theory and Cases).

Module 4: FUNDS FLOW & CASH FLOW ANALYSIS (10 Periods)

Objectives of Funds Flow Statement - Importance and Significance of Funds Flow Statement - Statement of Changes in Working Capital Position - Funds from Operations - Sources and Application of Funds. (Theory and Cases).

Cash Flow Statement - Objectives - Cash from Operating Activities - Cash from Investing Activities - Cash from Financing Activities - Distinction between Funds flow and Cash flow. (Theory and Cases)

Module 5: COMPUTERIZED ACCOUNTING SYSTEM (05 Periods)

Introduction - Comparison between Manual and Computerized Accounting - Advantages and Limitations of Computerized Accounting System - Accounting Software Packages - TALLY - ERP-9 - Workshop (Theory)

Total Periods:45

EXPERIENTIAL LEARNING

LIST OF EXPERIMENTS:

1. Students will be given an assignment saying that enter the business transactions in Tally ERP 9
2. Collect the information from the sole trader and prepare the final accounts. Present the summary as a group presentation
3. A group discussion will be conducted for the students about their observations between the company act 1956 and 2013
4. Above all will be detailed in CHO.

RESOURCES

TEXT BOOKS:

1. S.N. Maheswari: "Financial Accounting" (Vikas)
2. Jawaharlal: Accounting for Managers (Himalaya)

3. Mukharjee and Hanif (2013), Financial Accounting, New Delhi: Tata Mc-Graw Hill
4. P JAIN, K L NARANG ; Advanced Accountancy Principles of Accounting Vol-I.

REFERENCE BOOKS:

1. Paul, S. K. 4th ed New Central Book Agency Pvt. Ltd. Financial Accounting For Managers.
2. Ghosh, T. P. 4th ed Taxman Allied Service Financial Accounting.
3. Mohammed Hanif, Amitabh Mukherjee, (Fully solved problems, theory questions and exercises).

VIDEO LECTURES:

1. <http://www.digimat.in/nptel/courses/video/110106147/L01.html>
2. <https://www.digimat.in/nptel/courses/video/110101131/L25.html>

Web Resources:

1. https://rajeshindukuristudyplace.webnode.com/_files/200000014-9621c971b8/ACCOUNTING%20FOR%20MANAGERS.pdf
2. https://ia800701.us.archive.org/28/items/Alan.J.Wein.Campbell.Walsh.Urology.11th.Ed.2016/9781485102786_Basic_Financial%20_Accounting.pdf

PROGRAM CORE

Course Code	Course Title	L	T	P	S	C
22MG201014	FINANCIAL MANAGEMENT	3	1	-	-	4
Pre-Requisite	22MG201013 - FINANCIAL ACCOUNTING FOR MANAGERS					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course provides a detailed discussion on various sources of finances for corporate and utilization of funds for taking effective decisions related to capital structure, financing and investment in order to achieve maximum business growth.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Understand the different basic concepts of Corporate Finance and practical application of time value of money.
- CO2.** Understand the cost of capital; evaluate the weighted average cost of capital and the concept of leverage.
- CO3.** Develop required skills to select optimal capital structure on the basis of cost of capital.
- CO4.** Provide right investment decisions based on cost – benefit analysis.
- CO5.** Know the components of Working Capital and offer different models for firm's optimum dividend payout.

CO-PO-PSO Mapping Table:

Learning Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	-	-	-	-	-	-	-	-	2	-	-	-	-	2
CO2	3	3	-	2	3	-	-	2	-	-	-	-	-	-	3
CO3	3	2	3	-	-	-	-	-	-	2	2	-	-	-	3
CO4	3	3	3	-	3	-	-	-	-	-	2	-	-	-	3
CO5	3	2	3	2	3	-	-	-	-	2	2	-	-	-	3
Course Correlation Mapping	3	3	3	2	3	-	-	2	-	2	2	-	-	-	3

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Introduction

(05 Periods)

Financial Management – Nature and Scope – Profit Maximisation – Wealth Maximisation – Risk – Return – Trade off – Time Value of Money – Compounding Technique – Discounting Technique

Module 2: Financial Decision

(10 Periods)

Cost of Capital – Types of Cost of Capital – Cost of Debt – Cost of Preference Capital – Cost of Equity Capital – Cost of Retained Earnings – Weighted Average Cost of Capital. Leverage – Types of Leverage – Operating Leverage – Financial Leverage – Composite Leverage – Risk Factor. EBIT and EPS Analysis – Capital Structure – Factors determining Capital Structure – Theories of Capital Structure – Net Income Approach – Net Operating Income Approach – Traditional Approach – Modigliani and Miller Approach. (Theory and Case Studies)

Module 3: INVESTMENT DECISION

(10 Periods)

Capital Budgeting – Nature and Importance – Techniques of Capital Budgeting – Traditional Methods – Payback Period – Accounting Rate of Return. Discounted Cash Flow Techniques – Net Present Value – Internal Rate of Return – Profitability Index (Theory and Case Studies)

Module 4: WORKING CAPITAL DECISION

(10 Periods)

Components of Working Capital – Classification of Working Capital – Factors determining Working Capital Requirements – Cash Management – Cash budget – Receivables Management – Inventory Management – Techniques of Inventory Management. (Theory and Case Studies).

Module 5: DIVIDEND DECISION

(10 Periods)

Factors Influencing Dividend Decision – Forms of Dividends – Dividend Decision and Valuation of Firm – Theories of Dividends – Walter – Gordon – MM Model – Linter's Model. (Theory and Case Studies)

Total Periods:45

EXPERIENTIAL LEARNING

1. Take Nifty 50 companies and understand their capital structure.
2. Analyze the financial statements of BSE SENSEX- 30 companies

RESOURCES

TEXT BOOKS:

1. I.M.Pandey, (2015), Financial Management, 11th edition, Vikas Publishing, India
2. James C. Van Horne, Sanjay Dhamija, (2011), Financial Management and Policy, 12th edition, Pearson Education.
3. Eugene F Brigham, Michael C. Ehrhardt, (2014), Financial Management Theory and Practice, 14th edition, Cengage Learning

REFERENCE BOOKS:

1. Khan M.Y, Jain P.K, (2014), Financial Management- Text, Problems and Cases, 7th edition, McGraw Hill.
2. Prasanna Chandra, (2011), Financial Management : Theory and Practice, 8th edition, McGraw Hill, India

VIDEO LECTURES:

1. <https://www.digimat.in/nptel/courses/video/110107144/L01.html>
2. https://www.youtube.com/watch?v=Sx-dy96_tCQ

Web Resources:

1. https://students.icaai.org/?page_id=5210
2. <https://mdu.ac.in/UpFiles/UpPdfFiles/2020/Jan/FinancialManagement.pdf>
3. <https://backup.pondiuni.edu.in/content/study-material-question-bank>

PROGRAM CORE

Course Code	COURSE TITLE	L	T	P	S	C
22MG201015	HUMAN RESOURCE MANAGEMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course highlights the contemporary and key human resource management skills that are required by management professionals.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- C01.** Understand HRM practices and apply them effectively in the real time business to increase productivity.
- C02.** Apply job analysis, scientific recruitment and selection processes for higher productivity
- C03.** Determine organizational growth by designing and implementing appropriate training and development programmes.
- C04.** Demonstrate relevant performance appraisal and compensation systems to meet individual and organizational strategic needs
- C05.** Analyze disciplinary and grievance mechanisms to ensure stability and smooth functioning of the organization

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
C01	3	3	3	-	-	-	-	-	-	-	-	-	3	-	3
C02	3	3	3	-	-	-	-	-	-	-	-	2	3	-	3
C03	3	3	-	-	-	-	-	-	-	-	2	-	3	-	3
C04	2	3	3	-	-	-	-	-	-	-	-	-	3	-	-
C05	1	2	2	1	-	-	-	-	-	-	2	1	2	-	1
Course Correlation Mapping	3	3	3	-	-	-	-	-	-	-	2	2	3	-	3

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Introduction To HRM

(09 Periods)

Introduction to HRM: Definition – Functions – Personnel policies and principles; Human Resource Planning: Definition – Objectives – Process – Assessing Current Human Resources – Importance of HRP – Current Trends in HRM/HRP

Module 2: Job Analysis and Design

(09 Periods)

Job Analysis and Design: Job Analysis – Process – Uses – Methods; Job Description – Job Specification; Job Design – Factors affecting job design – Different Approaches; Hack man & Oldham's Job Characteristics Model; Job Enlargement and Job Enrichment.

Recruitment and Selection: Recruitment – Process – Sources, advantages and disadvantages – e-Recruitment; Selection – Process – Barriers to effective selection.

Module 3: Managing Careers

(09 Periods)

Managing Careers: Career Planning – Its Elements; Promotions – Transfers – Separations; Career Development – Initiatives – Employee commitment;

Training and Development: Nature– Inputs – As a source of competitive advantage; Training process – Training Methods – Evaluation; Employee development – Methods.

Module 4: Performance Appraisal and Compensation

(09 Periods)

Performance Appraisal: Definition – Objectives – Process – Methods – Purposes; Job Evaluation – Methods; **Compensation Management:** Components of remuneration – Importance of an ideal compensation system – factors influencing employee remuneration; Concepts of Wages – Incentives – Types of incentive plans – Guidelines for Effective Incentive Plans; Employee Benefits – Need – Types.

Module 5: Employee Discipline

(09 Periods)

Employee Discipline: Definition – Causes of indiscipline – Kinds of punishments/penalties; Misconduct – Forms of misconduct – Procedure for Disciplinary Action– Principles of Maintaining Discipline; **Grievance Handling:** Causes of Grievance – Grievance procedure – Advantages; **Labour Laws:** Importance – sources – objectives; Ethical issues in HRM – HR Audit – Challenges of HRM

Total Periods:45

EXPERIENTIAL LEARNING

LIST OF EXPERIMENTS:

1. Collect the case studied related to recent trends in HRM and other Contemporary HR Practices and Present them as a seminar.
2. Different Case Studies Will be Given to students as per the topic that will be collected and evaluated.
3. The case studies will be collected as Assignments and the same will be evaluated.

RESOURCES**TEXT BOOKS:**

1. Edwin.B.Flippo: " Personnel Management", Mc Graw Hill, Newyork,2001..
2. Gary Dessler: "*Human Resources Management*", PHI, New Delhi, 2007.
3. P. Subba Rao: "*Personnel and Human Resource Management – Text and Cases*", Himalaya Publishing House, Mumbai, 2010.

REFERENCE BOOKS:

1. BiswajeetPattanayak: "Human Resource Management", PHI, New Delhi, 2001.
2. P G Aquinas: "*Human Resources Management*", Vikas Publishing House, New Delhi,2010.
3. Fundamentals of Human Resource Management by Dr T.Chandrasekhar Yadav 2021 by Asia Pacific Publications

VIDEO LECTURES:

1. <https://hbsp.harvard.edu/cases/>
2. <https://open.umn.edu/opentextbooks/textbooks/human-resource-management>

Web Resources:

1. <https://www.icmrindia.org/case%20volumes/Case%20Studies%20in%20Human%20Resource%20Management%20Vol%20I.htm>
2. <https://www.citehr.com/> 5 <https://www.hr-guide.com>
3. <https://www.icmrindia.org>

PROGRAM CORE

Course Code	Course Title	L	T	P	S	C
22MG201016	MARKETING MANAGEMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: course prepares the student to become skilled in marketing areas, And pricing, promotional strategies for the effective implementation of marketing plan

COURSE OUTCOMES: On having completed this course student should be able to:

- C01.** Appreciate the relevance of marketing management in the present scenario
- C02.** Analyse marketing information systems in real-time problems.
- C03.** Apply different Marketing techniques for product analysis.
- C04.** Interpret the Marketing data for identifying target customers
- C05.** Evaluate contemporary issues of marketing in the present scenario.

CO-PO-PSO Mapping Table:

Learning Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
C01	3	3	3	-	-	-	-	-	-	-	-	-	3	-	3
C02	3	3	3	-	-	-	-	-	-	-	-	2	3	-	3
C03	3	3	-	-	-	-	-	-	-	-	2	-	3	-	3
C04	2	3	3	-	-	-	-	-	-	-	-	-	3	-	-
C05	2	2	1	-	-	-	-	-	-	-	1	-	3	2	1
Course Correlation Mapping	3	3	3	-	-	-	-	-	-	-	2	2	3	-	3

Correlation Levels: **3: High; 2: Medium; 1: Low**

Course Content

Module 1: Introduction to Marketing (06 Periods)

Definition, importance and scope of Marketing - marketing orientation towards Marketing - Core Concepts of marketing – Marketing Management Tasks – Indian Marketing Environment: Demographic, Economic, Socio-Cultural, Politico-Legal and Technological Environment – Marketing and Customer Value - Corporate Strategic Planning – Marketing Research Process – Forecasting and Demand Measurement – Consumer Behavior – Market Segmentation – Market Targeting.

Module 2: Product and Brand Positioning (09 Periods)

Product strategy: - product concept – product characteristics and classification – differentiation – Product and brand relationships – packaging, labelling, warranties and guarantees.- product life cycle and marketing strategies- new product development process– branding- brand equity - trademark.- brand positioning- significance of marketing of services.

Module 3 Pricing and Distribution. (10 Periods)

Pricing strategy: - setting the price –adapting the price - initiating and responding to price changes. Distribution strategy: - designing and managing channels- managing retailing, wholesaling and logistics.

Module 4 Promotional and Marketing Communication (10 Periods)

Promotional strategy – designing and managing integrated marketing communications - managing mass communications and personal communications

Module 5 Marketing Audit and Newmarket Offerings. (10 Periods)

Introducing New Market Offerings – Managing a holistic marketing organization – marketing implementation, evaluation and control- marketing audit.

Total Periods: 45

EXPERIENTIAL LEARNING

1. Demonstrate the advanced features of Excel by DIY.
2. Prepare a template of a word document that can be used for report writing.
3. Give a seminar on new product marketing mix components of the e-commerce company of your choice.

RESOURCES

TEXT BOOKS:

1. Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
2. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.

REFERENCE BOOKS:

1. Sanjay Saxena: MS Office 2007(Vikas Publishing House)
2. Dhiraj Sharma : Foundations of IT (Excel)

VIDEO LECTURES:

1. <https://nptel.ac.in/courses/110105148>
2. Information Technology (IT) Management - YouTube

Web Resources:

1. Information Technology & Its Uses in Business Management | Small Business - Chron.com
2. Managerial Applications of Information Technology | Bartleby

PROGRAM CORE

Course Code	Course Title	L	T	P	S	C
22MG201017	PRODUCTION AND OPERATIONS MANAGEMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course is to integrate the various subjects studied by the students such as statistics, economics, finance, organizational behavior, and strategy into consolidated production and operations-related decisions and to understand techniques of location and facility planning; line balancing; job designing; and capacity planning *etc.*

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- C01.** Understand the concepts and functions of Production and Operations Management
- C02.** Evaluate concepts of facilities location and maintenance in the production department
- C03.** Analyse and evaluate Production Schedule for competitive Advantage
- C04.** Explain the key terms, Methods, and techniques of inventory control in the field of Production practices in the organization.
- C05.** Apply tools and techniques of Project Management

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
C01	2	1	2	1	-	-	-	-	-	-	-	-	1	-	-
C02	1	1	2	2	-		2		1			-	2	-	1
C03	2	2	1	2	1	-	-	1	-	-	2		2	-	1
C04	3	1	2	2	1	-	-	-	-	-	-	2	-	-	2
C05	2	2	1	2	1	1	-	-	-	-	-	1	-	2	-
Course Correlation Mapping	2	2	2	2	1	1	2	1	1	-	2	-	2	2	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Introduction to POM

(09 Periods)

Overview of Production and Operations Management (POM) Function, Role and Relevance of Production Management-Concept of Productivity-Production Systems-Work Study - Method Study and Work Measurement

Module 2: Facilities Location and Layout

(09 Periods)

Plant location-Plant Layout-Classification and merits. Plant Maintenance Methods-Breakdown, Preventive and Productive maintenance. Replacement Policies-Unit and Group Replacement policies

Module 3: Production Planning and Control

(10 Periods)

Process in PPC. Job Shop and Flow Shop Scheduling-Johnson's Rule-Line Balancing. Quality Control: Control Charts and Accepting Sampling

Module 4: Materials Management

(09 Periods)

Concepts-Classification of Inventory, Inventory Control Methods, Stores Management and Deterministic Inventory Models.

Module 5: Project Management

(08 Periods)

Concepts of project Management, CPM, PERT and Project Network Crashing and Cost Analysis, Applications of Network techniques.

Total Periods:45

EXPERIENTIAL LEARNING

LIST OF EXPERIMENTS:

1. Identify one company making a Product that is near to you and relate the topics of Unit 1 and Unit 2
2. Generate the idea of a new product and develop a prototype product
3. Collect any case study of operations related to any manufacturing company and present a summary report.

RESOURCES

TEXT BOOKS:

1. Aswathappa K, Production and Operation Management, Himalaya Publishing House
2. Production and Operations Management, R. Panneerselvam: PHI Learning Private Ltd

REFERENCE BOOKS:

1. Operations Management, Mahadevan, Pearson Education, New Delhi
2. Production and Operations Management, SN Chary, Tata McGraw Hill, New Delhi

VIDEO LECTURES:

1. <https://www.youtube.com/watch?v=DEuzzLled6k>
2. https://www.youtube.com/watch?v=CYoMGVJk_2s

Web Resources:

1. <https://mrcet.com/downloads/MBA/digitalnotes/Production%20and%20Operations%20Management.pdf>
2. <https://www.geektonight.com/production-and-operations-management-notes-pdf/>
3. <http://web.gjuonline.ac.in/distance/book/mba/MBA-204.pdf>

PROGRAM CORE

Course Code	Course Title	L	T	P	S	C
22MG201018	BUSINESS RESEARCH METHODS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course focuses on the principles of the research proposal, literature evaluation, and qualitative and quantitative methods in order to offer the theoretical and practical foundation for a research project. The purpose of this course is to give students the knowledge and abilities needed to plan and carry out a research dissertation

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1** understand the importance of research and the various methods that researcher used to investigate problems
- CO2.** Evaluate the different types of research designs to derive strategies
- CO3.** understand the concepts and challenges in collecting the data
- CO4.** Interpret the data to make meaningful decisions through analyzing the data
- CO5.** Know the report writing procedure

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	2	1	-	-	-	-	-	-	-	-	1	-	-
CO2	1	1	2	2	-		2		1			-	2	-	1
CO3	2	2	1	2	1	-	-	1	-	-	2		2	-	1
CO4	3	1	2	2	1	-	-	-	-	-	-	2	-	-	2
CO5	2	2	1	2	1	1	-	-	-	-	-	1	-	2	-
Course Correlation Mapping	2	2	2	2	1	1	2	1	1	-	2	-	2	2	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1:	INTRODUCTION TO BUSINESS RESEARCH	(09 Periods)
Definition-Types of Business Research, Scientific Investigation, Technology and Business Research: Information needs of Business - Role of Business Research in Managerial Decisions. Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey		
Module 2:	RESEARCH DESIGN	(09 Periods)
Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study - Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales-Rating Scales- Ranking Scales- Reliability and Validity - Sampling and Methods of sampling		
Module 3:	DATA SOURCES AND SURVEY	(10 Periods)
Primary and Secondary Sources of Data - Data Collection Methods Observational Surveys: Questionnaire Construction: Organizing Questions- Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.		
Module 4:	DATA ANALYSIS	(09 Periods)
Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis, Cross Tabulation, Uni-variate analysis, bivariate analysis: Correlation, Karl Pearson's coefficient of correlation, Spearman's coefficient of correlation, hypothesis testing, t-test, Z test, F-test, Chi- square test, Analysis of variance.		
Module 5:	RESEARCH REPORT	(08 Periods)
Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report -The Final Part of the Report-Acknowledgements – References-Appendix - Guidelines for Preparing a Good Research report - Oral Presentation		
Total Periods:45		

EXPERIENTIAL LEARNING

1. Prepare a questionnaire on descriptive type research and collect the data.
2. Conduct a focus group discussion about higher education in India and submit a report
3. Give a presentation on primary and secondary sources of data if you are asked to collect data about Amazon India sales in a certain period of time.

RESOURCES

TEXT BOOKS:

1. Research Methodology – methods & Techniques, C.R. Kothari, Vishwa prakashan.
2. Research Methods for Business–A Skill Building Approach, Uma Sekaran, John Wiley & Sons (Asia) Pte.Ltd, Singapore.
3. Research Methodology (Concepts and cases) Deepak Chawla Neena Sondhi-Vikas publishing
4. Business Research Methods 8e, Zikmund- Babin-Carr- Adhikari-Griffin-Cengage learning

REFERENCE BOOKS:

1. Business Research Methods, Donald R Cooper and Pamela S Schindler,9/e,Tata McGrawHill Publishing Company Limited.
2. Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House.

VIDEO LECTURES:

1. <https://www.youtube.com/watch?v=ZLjmuKwUfWk>
2. <https://www.youtube.com/watch?v=xfWxIkeH7Ic>

Web Resources:

1. <https://www.caluniv.ac.in/academic/Commerce/Study/S-IV-BRM.pdf>
2. <https://mu.ac.in/wp-content/uploads/2022/08/MMS-Business-Research-Methods.pdf>

PROGRAM CORE

Course Code	Course Title	L	T	P	S	C
22MG201020	OPERATIONS RESEARCH	3	1	-	-	4
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: To make the student capable of formulating various real-life decision-making problems as mathematical programming problems and also to learn fundamental techniques of operations research and to choose suitable OR techniques to solve problems on hand.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- C01.** Create mathematical models of real-life problems using graphical and simplex methods
- C02.** Apply special cases in LPP such as transportation techniques.
- C03.** Apply special cases in LPP such as assignment techniques
- C04.** Analyze the best strategy out of the available strategies using game theory techniques.
- C05.** Solve any project in the form of a network and PERT modules.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
C01	2	1	2	1	-	-	-	-	-	-	-	-	1	-	-
C02	1	1	2	2	-		2		1			-	2	-	1
C03	2	2	1	2	1	-	-	1	-	-	2		2	-	1
C04	3	1	2	2	1	-	-	-	-	-	-	2	-	-	2
C05	2	2	1	2	1	1	-	-	-	-	-	1	-	2	-
Course Correlation Mapping	2	2	2	2	1	1	2	1	1	-	2	-	2	2	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Linear Programming-I

(09 Periods)

Classification of Models, Types of operation research models; Linear Programming-Problem formulation, Graphical Method, Simplex Method, Big-M Method, degeneracy, problems and cases.

Module 2: Linear Programming-II

(09 Periods)

Transportation problem-Mathematical formulation, different methods of obtaining Initial basic Feasible Solution- North-West Corner Method, Least Cost Method, VAM, test for optimality (MODI), Unbalanced Transportation Problem, Problems and cases

Module 3: Linear Programming-III

(09 Periods)

Assignment Problems-Introduction, Formulation, Hungarian Assignment Method, Degeneracy, Unbalanced Assignment problems, Maximisation Problem, Travelling Salesmen Problem, Problems and cases

Module 4: Game Theory

(09 Periods)

Introduction, Minimax (Maximin) Criteria, Optimal Strategy, Saddle point, Pure strategy games, Games with mixed strategy, 2x2 games, rule of dominance, graphical method, problems and cases

Module 5: Project Management

(09 Periods)

Project Management, Network Construction, Critical Path Method, Probability of completing the project within the given time, Project Crashing, Problems and cases

Total Periods: 45

EXPERIENTIAL LEARNING

LIST OF EXPERIMENTS:

1. Use Excel to prepare the Gantt chart of any select project work of your choice and submit a report.
2. Prepare a case on how to apply game theory techniques and submit the case report.
3. Present a PPT on a brief introduction to freely available software for operation research problems.
4. Give a seminar on transportation and assignment problems in real-time scenario
5. Collect the case sheet of any business related to the operations research process and summarise the report.

RESOURCES

TEXT BOOKS:

1. Taha.H.A ,operation Research : An Introduction, McMilan publishing Co., 1982. 7th ed.
2. Ravindran A, Philips D.T & Solbery.J.J, Operations Research: Principles and practice, John Wiley & Sons, New York, 1987. •
3. Frank S. Budnick, Dennis Mcleavey and Richard Mojena, Principles of Operations Research for Management. All India Traveler Book seller, Delhi.

REFERENCE BOOKS:

1. R Gillet.B.E., Introduction to Operations Research - A Computer oriented algorithmic approach, McGraw Hill, 1987.
2. Joseph.G.Ecker & Michael Kupper Schimd, Introduction to operations Research, John Wiley & Sons, 1988.
3. Hillier.F.S & Liberman.G.J, operation Research, Second Edition, Holden Day Inc, 1974
4. Kanti Swarup, Gupta.P.K. & Man Mohan, operations Research, S.Chand & Sons.

VIDEO LECTURES:

1. <https://nptel.ac.in/courses/110106062>
2. Operations Research - Course (nptel.ac.in)

Web Resources:

1. [https://mdu.ac.in/UpFiles/UpPdfFiles/2021/Jun/4_06-11-2021_16-06-34_OPERATIONS RESEARCH TECHNIQUES\(20MAT22C5\).pdf](https://mdu.ac.in/UpFiles/UpPdfFiles/2021/Jun/4_06-11-2021_16-06-34_OPERATIONS RESEARCH TECHNIQUES(20MAT22C5).pdf)
2. https://mrcet.com/downloads/digital_notes/ME/IV year/Operations Research.pdf
3. What is Operations Research and Why is it Important? (techtargget.com)

PROGRAM ELECTIVE

PROGRAM ELECTIVE						
Course Code	Course Title	L	T	P	S	C
22MG201022	INVESTMENT MANAGEMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					
COURSE DESCRIPTION: This course develops an understanding of meaning of investment and its avenues - Real Assets and Financial Assets. Bond Evaluation Risk and Return Analysis of stocks. Fundamental Analysis and Technical Analysis. Portfolio Risk and return and portfolio selection – Portfolio Evaluation and Revision.						
COURSE OUTCOMES: This course aims at giving in-depth knowledge on investment and portfolio selection and evaluation.						
CO1	To understand basic Knowledge on various investment avenues					
CO2	To examine bond evaluation process					
CO3	To Analyze the stock market by Fundamental Analysis and Technical Analysis					
CO4	To evaluate the Portfolio Selection					
CO5	To appraise the evaluation of mutual funds and Revision					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO2	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO3	3	-	2	-	2	-	-	-	-	2	-	2	3	-	2
CO4	3	1	2	-	2	-	-	-	-	2	-	2	3	-	2
CO5	3	-	2	-	2	-	-	-	-	2	1	2	3	-	2
Course Correlation Mapping	3	1	2	-	2	-	-	-	-	2	1	2	3	2	2

Correlation Levels: **3: High; 2: Medium; 1: Low**

COURSE CONTENT

Module 1:	Introduction	(10 Periods)
Investment: Meaning – Features – Speculation and Gambling – Investment objectives – Investment Process – Investment avenues – Real Assets – Financial Assets – GDR – ADR- IDR – Financial Markets – Money Market – Capital Market.		
Module 2:	Risk - Return and Bond Evaluation	(10 Periods)
Risk – Return Framework: Meaning of Risk and Return – Measurement of Return – Risk – Systematic and Unsystematic Risk – Risk Measurement – Estimation of Beta (Theory and Case Studies) Bond Characteristics, Prices, Yields, Ratings, Rating Procedure - Yield Curve – Determinants of interest Rates, Interest Rate Risk – Duration and Bond Portfolio Immunization (Theory and Case Studies)		
Module 3:	Fundamental and Technical Analysis	(10 Periods)
Fundamental Analysis: Meaning – Importance – Objectives – Economic Analysis – Industry Analysis – Company Analysis. Technical Analysis – Meaning – Dow Theory – Difference between		

Fundamental Analysis and Technical Analysis. Efficient Market Theory: Weak form – Semi-strong form – Strong form – Valuation of Equity. (Theory and Case Studies)		
Module 4:	Security and Portfolio Analysis	(10 Periods)
Portfolio – Approaches in construction of portfolio – determination – portfolio risk and return analysis - selection – Markowitz Model – simple diversification – Efficient Frontier – The Sharpe Index Model – Single Index – Optimal Portfolio – Capital Asset Pricing Model Theory – Capital Market Line – Security Market Line - Arbitrage Pricing theory (Theory and Case Studies).		
Module 5:	Performance Evaluation	(05 Periods)
Mutual Funds – Meaning – Structure of Mutual Funds – Classification of Mutual Funds – Exchange Traded Funds – Evaluation of Portfolios – Sharpe – Treynor and Jensen - Portfolio Revision – Need and its strategies (Theory and Case Studies).		
Total Periods:45		

EXPERIENTIAL LEARNING

1.	Case studies
2.	Field projects
3.	Assignments
4.	Group discussion
5.	Seminars

RESOURCES

TEXT BOOKS:	
1.	Bodie, Kane, Marcus, Mohanty. Investments. McGraw Hill, 2019
2.	Kannadhasan. Fixed Income Securities, Valuation and Risk Management. 2022. Cengage
REFERENCE BOOKS:	
1.	Chandra Prasanna, Investment Analysis and Portfolio Management, Tata McGrawhill Publishing company Ltd.,
2.	Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.,
3.	Kevin, S., Security Analysis and Portfolio Management, PHI Publishers.
VIDEO LECTURES:	
1.	https://www.youtube.com/watch?v=oPe5Y3Mrsaw&list=PLEC357A2BC142F57E
2.	https://www.youtube.com/watch?v=tzasFmP1CpA
Web Resources:	
1.	https://kanchiuniv.ac.in/coursematerials/IM%20UNIT-%20I%20(2).pdf
2.	https://josephscollege.ac.in/lms/uploads/pdf/material/IAPM.pdf
3.	https://backup.pondiuni.edu.in/sites/default/files/investment%26portfolio-260214.pdf

Course Code	Course Title	L	T	P	S	C
22MG201023	FINANCIAL MARKETS AND SERVICES	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course the course is to make students aware of how financial markets function and equip the students to realize the role played by the financial intermediaries and the challenges faced by them while rendering the financial services.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

CO1. Understand the structure and importance of Indian financial system

CO2. Understand the recent trends of financial markets.

CO3. Develop required skills to manage merchant banking and other intermediary services

CO4. Provide insights about evaluation of leasing services

CO5. Offer different types of specialized financial services to the clients

PROGRAM ELECTIVE

CO-PO-PSO Mapping Table:

Learning Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	-	-	-	-	-	-	-	-	2	3	-	-	2	-
CO2	3	3	-	2	3	-	-	2	-	3	2	-	-	-	3
CO3	3	2	3	-	-	-	-	-	-	2	2		-	-	3
CO4	3	3	3	-	3	-	-	-	-	-	2	-	-	-	3
Co5	3	2	3	2	3	-	-	-	-	2	2	-	-	-	3
Course Correlation Mapping	3	3	3	2	3			2	-	2	2	-	-	-	3

Correlation Levels: **3: High; 2: Medium; 1: Low**

COURSE CONTENT

Module 1:	Introduction	(8 Periods)
Financial Markets, Financial Institutions, Financial Services and Financial Instruments- Role of financial system in the economic development- Financial services industry: Nature and scope of financial services-Different kinds of financial services-role of financial services in the economic development.		
Module 2:	Financial markets in India	(10 Periods)
Capital market: Primary and Secondary markets- Stock markets in India- Role of Securities & Exchange Board of India -SEBI guidelines on primary market- Money market and instruments.		

Module 3:	Merchant Banking Services	(09 Periods)
Offer document- Issue Management- intermediaries- Responsibilities of lead managers – Underwriting Services- Role of Registrar-Stock Broking Services-Portfolio management services.		
Module 4	Lease financing	(10 Periods)
Different types of leases–Evaluating a financial lease. Hire purchase- Factoring-Forfaiting- Reverse Mortgage–Housing finance– Insurance Services—Microfinance: features- guidelines.		
Module 5	Non Banking Financial Companies	(08 Periods)
Types and Overview of regulations for NBFCs in India- Specialized Financial Services: Venture Capital-Private Placement- Private Equity-Securitization & Asset Reconstruction Company. Depository system: Depository services–NSDL & CDSL- Credit rating: Importance- Credit rating agencies in India-rating procedures.		
Total Periods: 45		

EXPERIENTIAL LEARNING

1. Take the recent IPOs and understand the role played by the Merchant banker and other intermediaries.
2. Analyze the credit rating procedures adopted by ICRA, CRISIL and CARE etc.,

RESOURCES

TEXT BOOKS:

1. Frederic S Mishkin & Stanley Y. Eakins: Financial Markets and Institutions (Pearson Education)
2. MY Khan: Indian Financial System (Tata McGraw–Hill)
3. MY. Khan: Financial Services ((Tata McGraw–Hill)
4. Guruswamy S : Financial Services (Tata McGraw-Hill)

VIDEO LECTURES:

1. <https://www.digimat.in/nptel/courses/video/110105121/L01.html>
2. <https://www.digimat.in/nptel/courses/video/110105121/L33.html>
3. <https://www.digimat.in/nptel/courses/video/110105121/L48.html>

Web Resources:

1. <https://www.himpub.com/documents/Chapter1321.pdf>
2. <https://www.geektonight.com/financial-markets-and-services-notes/>
3. http://tumkuruniversity.ac.in/oc_ug/comm/notes/FINANCIALMARKETANDSERVICES.pdf

Program Elective

Course Code	Course Title	L	T	P	S	C
22MG201024	COST ACCOUNTING	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					
COURSE DESCRIPTION: This course develops and understanding of Cost accounting and cost classification, preparation of cost sheet and quotations. It also enables the students to understand the preparation of overhead costing, contract costing – process costing and marginal costing.						
COURSE OUTCOMES: This course aims at giving in-depth knowledge of Cost Accounting and methods of costing.						
CO1	To define the Concept of Cost Accounting					
CO2	To recognize the Elements of Cost Accounting					
CO3	To identify with the different costing methods used in business					
CO4	To evaluate the contract costing					
CO5	To discuss the Concept of Standard Costing and analyze the variances					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO2	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO3	3	-	2	-	2	-	-	-	-	2	-	2	3	-	2
CO4	3	1	2	-	2	-	-	-	-	2	-	2	3	-	2
CO5	3	-	2	-	2	-	-	-	-	2	1	2	3	-	2
Course Correlation Mapping	3	1	2	-	2	-	-	-	-	2	1	2	3	2	2

Correlation Levels: **3: High;** **2: Medium;** **1: Low**

COURSE CONTENT

Module 1:	Introduction	(05 Periods)
Cost Accounting – Objectives – Scope – Advantages and limitations – Cost Accounting vs. Financial Accounting and Cost Accounting vs. Management Accounting – Concept of Cost – Cost Classification.		
Module 2:	Unit Costing	(10 Periods)
Cost Classification – preparation of cost sheet and Quotations.		
Module 3:	Elements of Cost	(10 Periods)
Material Cost – Direct and indirect material cost – Meaning – Need and essentials of requisition for stores – Control – Functions of purchase department – Issue of		

material for production – Pricing methods (LIFO, FIFO & Weighted Methods of Pricing the material simple cases)		
Overheads – Classification – Allocation, apportionment and absorption of overheads. (including problems).		
Module 4:	Overheads and Methods of Costing	(10 Periods)
Methods of Costing: Job and Contract Costing (Simple Numerical Problems on Contract Costing.)		
Module 5:	Standard Costing and Variance Analysis	(10 Periods)
Standard costing: Standard Cost and Standard Costing – Types of Standards – Advantages and Limitations of Standard Costing – Steps involved in Standard Costing.		
Variance analysis: Analysis of Variance – Positive and Negative Variances – Analysis of Material Variances – Analysis of Labor Variances (Simple Numerical Problems on Material and Labor Variances)		
Total Periods:45		

EXPERIENTIAL LEARNING

1.	Present a case report on Budgeting Challenge: Real-life Scenarios in Cost Accounting
2.	Give a seminar on Target Costing Challenge: Setting Profitable Prices in Competitive Markets
3.	Conduct a simulation game on "Activity-Based Costing Game: Analyzing Costs for Strategic Decision Making"

C

RESOURCES

TEXT BOOKS:

1.	Jain S.P. Narang, K.L., Agrawal simmi, Cost and Management Accounting, Kalyani Publishers, New Delhi
2.	Sharma R.K., Gupta Shashi, Cost and Management Accounting, Kalyani Publishers
3.	Maheswari S.N. Advanced Problems and Solutions in Cost Accounting, Sultan Chand & Sons.

REFERENCE BOOKS:

1.	Rathnam P.V., Rathnam S costing advanced problems and solutions, Kitab Mahal Distributors.
2.	Bhar B.K., Cost accounting methods and problems, Academic Publishers, Kolkata.
3.	Pillai R.S.N., and V.Bhagavathi: Cost Accounting, Sultan Chand and Co. Ltd, New Delhi

VIDEO LECTURES:

1.	https://www.youtube.com/watch?v=tfErI0bWpRs&list=PLaAhQ2ofZZRBTkhB-Moy11opzd18YAstV
2.	https://www.youtube.com/watch?v=Dk63IDcbeU0

Web Resources:

1.	https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-8-New.pdf
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2.	https://www.icsi.edu/media/webmodules/publications/FULL_BOOK_PP-CMA-2017-JULY_4.pdf
3.	https://static.careers360.mobi/media/uploads/froala_editor/files/Introduction-to-Cost-and-Management-Accounting.pdf

Program Elective

Course Code	Course Title	L	T	P	S	C
22MG201025	STRATEGIC FINANCIAL MANAGEMENT	3	-	-	-	4
Pre-Requisite						
Anti-Requisite						
Co-Requisite						
COURSE DESCRIPTION: This course will provide the concepts of financial management from strategic perspective and familiarize various techniques and Models of Strategic Financial Management.						
COURSE OUTCOMES: After successful completion of the course, students will be able to:						
CO1.	Discuss the concepts of financial strategy and planning					
CO2.	Analyze the risk involved in the capital budgeting					
CO3.	Demonstrate the skills required to value a business					
CO4.	Understand the different sources of financing					
CO5.	Highlight the international trade finance in a effective manner					

CO-PO-PSO Mapping Table:

Learning Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	-	-	-	-	-	-	2	2	3	-	-	3	2
CO2	2	3	-	3	3	-	-	2	-	3	3	-	-	-	3
CO3	3	3	3	-	-	-	-	-	-	2	3		-	-	3
CO4	3	3	3	-	3	-	-	-	-	-	2	-	-	-	3
Co5	3	3	3	2	3	-	-	-	-	2	3	-	-	-	3
Course Correlation Mapping	3	3	3	2	3	-	-	2	-	2	2	-	-	-	3

Correlation Levels: **3: High; 2: Medium; 1: Low**

COURSE CONTENT

Module 1:	Introduction to Financial Strategy and Planning	(8 Periods)
Meaning of Strategy and Planning, Definition of Strategic Financial Management, Financial Forecasting and its techniques. Financial Planning Process, Decision making and Problem solving Process		
Module 2:	Risk evaluation in Capital Budgeting	(10 Periods)
Decision making in risk and uncertainty, Profitability Analysis, Value of Financial Information, Sensitivity Analysis, Risk Adjusted Discount rate, certainty Equivalent		
Module 3:	Valuation of Business	(10Periods)

Value of Share and Company, Asset based Valuation, Valuation relative to Industry Averages, DCF valuation Models, Valuation based on Company fundamentals		
Module 4	Sources of International Long term Finance	(9 Periods)
Risks associated with International Projects Financing, Issue of ADR's/ GDR's, FCCBs and FCEBs, ECBs and FDIs, Foreign Capital Markets and Instruments.		
Module 5	International Trade Finance	(08 Periods)
Forms of Export Finance, Documentary Credit, Export Credit and Insurance, Bilateral Credit, Special Economic Zones, Disinvestment and their strategies. Latest Development, Trends & Practices in strategic financial management - Corporate Governance, Fintech strategies, Management Buyouts.		
Total Periods: 45		

EXPERIENTIAL LEARNING

1.	Take Nifty companies and calculate the intrinsic value of those company shares
2.	Analyze the list of Indian companies that issued ADRs and FCCBs,

RESOURCES

TEXT BOOKS:	
1.	Jakhotiya G P Strategic Financial Management Vikas Publishing House, 2010
2.	Ravi M, Kishore, Strategic Financial Management Taxmann's 2011 Edition.
3.	Damodaran, A. 2004, Corporate Finance: Theory and Practice, 2nd Ed., Wiley & Sons.
4.	Van Horne, J.C. 2006, Financial Management and Policy, 12th Ed., Prentice Hall of India.
5.	Khan, M.Y. & Jain, P.K., Basic Financial Management, Tata McGraw Hill, ND, 2009
VIDEO LECTURES:	
	https://www.youtube.com/watch?v=H-I6ldSAQNc
2.	https://www.youtube.com/watch?v=twmbixzms-c
3.	https://www.youtube.com/watch?v=j91vzPonWtg
Web Resources:	
	https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7003.pdf
1.	https://www.icsi.edu/WebModules/Financial%20and%20Strategic%20Management.pdf
2.	http://thuviensobvu.edu.vn/bitstream/TVDHBRVT/15223/1/Strategic-Financial-Management.pdf

Program Elective

Course Code	Course Title	L	T	P	S	C
22MG201026	INTERNATIONAL FINANCIAL MANAGEMENT	4	-	-	-	4
Pre-Requisite						
Anti-Requisite						
Co-Requisite						
COURSE DESCRIPTION: This course will provide students with a conceptual framework of how financial decisions are undertaken in multinational companies and to familiarize students on managing the Finance function in a global context.						
COURSE OUTCOMES: After successful completion of the course, students will be able to:						
CO1.	Discuss the functioning of foreign exchange market					
CO2.	Understand the various instruments traded on Forex market					
CO3.	Develop required skills to apply the foreign exchange theories in practical.					
CO4.	Evaluate and manage foreign exchange risk exposure					
CO5.	Analyze foreign exchange risks and risk management techniques					

CO-PO-PSO Mapping Table:

Learning Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	-	-	-	-	-	-	-	2	3	-	-	3	-
CO2	3	3	-	3	3	-	-	2	-	3	3	-	-	-	3
CO3	3	2	3	-	-	-	-	-	-	2	3		-	-	3
CO4	3	3	3	-	3	-	-	-	-	-	2	-	-	-	3
CO5	3	2	3	2	3	-	-	-	-	2	3	-	-	-	3
Course Correlation Mapping	3	3	3	2	3	-	-	2	-	2	2	-	-	-	3

Correlation Levels: **3: High; 2: Medium; 1: Low**

COURSE CONTENT

Module 1:	INTERNATIONAL FINANCIAL ENVIROMENT	(8 Periods)
International Monetary:-Gold Standard-Bretton Woods system-Exchange rate regimes- fixed and floating exchange rates-International liquidity-Foreign exchange reserves- Balance of payments-IMF. (Theory only)		

Module 2:	FOREIGN EXCHANGE MARKET	(10 Periods)
Functions and Structure of the Foreign exchange markets-major participants-Types of transactions and settlements-Exchange rate quotations-Arbitrage. (Problems and Theory).		
Module 3:	INTERNATIONAL PARITY	(09 Periods)
Purchasing power parity-Interest rate parity-Covered interest arbitrage-Forward rate parity-International Fisher effect. (Problems and Theory)		
Module 4	MANAGEMENT OF FOREIGN EXCHANGE EXPOSURE AND RISK:	(10 Periods)
Types of Exposure: Transactions Exposure- Operations exposure-Interest rate exposure-Currency options-Currency futures/forwards-Currency swaps.(Problems and Theory)		
Module 5	INTERNATIONAL SOURCES OF FINANCE	(08 Periods)
International Capital and Money Market Instruments: GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, floating rate instruments, loan syndication and Euro deposits. Approaches to Project Evaluation-Risk in Cross-border Investment Decisions. (Problems and Theory)		
Total Periods: 45		

EXPERIENTIAL LEARNING

1. Do an analytical study about how export and import companies can make use of currency forward and currency futures contracts.
2. Analyze the list of Indian companies that issued ADRs and FCCBs,

RESOURCES

TEXT BOOKS:	
1.	Siddaiah T; International Finance (Pearson)
2.	PG Apte : International Financial Management (Tata McGraw Hill)
3.	Machi Raju International Financial Management , HPH, 2008.
4.	Alan C. Shapiro : Multinational Financial Management (Wiley India)
5.	Jeff Madura : International Corporate Finance (Thomson)
VIDEO LECTURES:	
	https://www.digimat.in/nptel/courses/video/110105057/L01.html
2.	https://www.digimat.in/nptel/courses/video/110105057/L02.html
3.	https://www.digimat.in/nptel/courses/video/110105057/L04.html
Web Resources:	
1.	http://www.jmpcollege.org/Adminpanel/AdminUpload/Studymaterial/International%20finance.pdf
2.	https://mu.ac.in/wp-content/uploads/2022/01/INTERNATIONAL-FINANCE.pdf
3.	https://www.himpub.com/documents/Chapter1636.pdf

Program Elective

Course Code	Course Title	L	T	P	S	C
22MG201027	CORPORATE RESTRUCTURING	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					
COURSE DESCRIPTION: To provide concrete understanding of Mergers & Acquisitions To familiarize the concepts to the students with the current issues in M&A To expose the students about the process and methods of M&A, measures to evaluate the performance of M&A.						
COURSE OUTCOMES: After completion of the course, the students will be able to Describe the process and economic rationale for M&As. Illustrate the characteristics and types of mergers. Apply the valuation techniques to M&A assessment and decision making. Explain the international policies in M&A.						
CO1	Demonstrate uses of Mergers and Acquisitions for decision making.					
CO2	Pursue a career in the field of corporate restructuring, Investment analysis.					
CO3	Gain experiential learning through well-structured internships and live-projects.					
CO4	Analyses and learn about M& A Applications and its impact on firm.					
CO5	Understand different theories of valuation of mergers and acquisitions.					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO2	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO3	3	-	2	-	2	-	-	-	-	2	-	2	3	-	2
CO4	3	1	2	-	2	-	-	-	-	2	-	2	3	-	2
CO5	3	-	2	-	2	-	-	-	-	2	1	2	3	-	2
Course Correlation Mapping	3	1	2	-	2	-	-	-	-	2	1	2	3	2	2

Correlation Levels: **3: High; 2: Medium; 1: Low**

COURSE CONTENT:

Module 1:	Corporate Restructuring	(05 Periods)
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Corporate Restructuring: Concept – Characteristics – Purposes for Restructuring – Forms of Corporate Restructuring: Expansion – Contraction – Corporate Control – Changes in Ownership Structures – Effects of Restructuring–Constraints of Corporate Restructuring. (Theory only)		
Module 2:	Mergers	(10 Periods)
Mergers: Concept– Characteristics – Merger Waves – Reasons and Objectives of Mergers – Types of Mergers – Procedure and Steps for Merger – Legal Issues and Compliances of Merger in India – Role of Investment Banker. (Theory only)		
Module 3:	Acquisitions	(10 Periods)
Acquisitions: Concept– Characteristics – Advantages – Types of Acquisitions/Takeovers – Modes of Takeover – Takeover Provisions before SEBI – SEBI Takeover Code – Takeover tactics and strategies – Constrains to Acquisitions. (Theory only)		
Module 4:	Corporate Demergers	(10 Periods)
Corporate Demergers: Concept– Types – Modes– Advantages of demergers/divisions/splits – Concept of Reverse Mergers – Provisions under Tax Laws for Reverse Merger – Requirements of reverse merger – Salient features of reverse merger under Sec.72 A. (Theory only)		
Module 5:	Cross border Mergers and Acquisitions	(10 Periods)
Cross border Mergers and Acquisitions: Motivations - Opportunities and Threats – Recent cases- Eurocurrency market: Growth of Eurocurrency market – Euro issues – External commercial – borrowings – International bond market – Indian Euro issues. RBI guidelines on ECBs, and foreign investments. Features of ADR, GDR, IDR.		
Total Periods:45		

EXPERIENTIAL LEARNING:

LIST OF EXPERIMENTS:	
7.	Unit Exams and Quiz test
8.	Assignments
9.	Seminars & Field works

RESOURCES

TEXT BOOKS:	
1.	Sheeba Kapil, Financial Valuation and Modelling, Wiley, 1e,2022.
2.	R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI,7e,2022.
3.	Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7e, 2013.
4.	Vijay Gupta, Financial Analysis using Excel, VJ Books Inc, Canada.
REFERENCE BOOKS:	
1.	Simon Bennings, Financial Modelling-Using Excel, MIT Press, Camberidge,3e
2.	Cairns, A.J. G (2004), "Interest Rate Models: An Introduction", Princeton University Press, ISBN: 9780691118949
3.	John Y. Campbell, Andrew W. Lo, & A. Craig MacKinlay (1997), "The Econometrics of

	Financial Markets”, Princeton University Press, ISBN: 9780691043012
4.	Ruey S. Tsay (2010), “Analysis of Financial Time Series”, 3rd Edition, Wiley, ISBN: 978-0-470- 41435-4
VIDEO LECTURES:	
1.	https://youtu.be/NtXV3YGr988
2.	https://youtu.be/WBHzCDgEtVQ
3.	https://youtu.be/p0Bx6UtherQ
4.	https://youtu.be/9zn2IWCwVOg
Web Resources:	
1.	https://www.investopedia.com/terms/m/mergersandacquisitions.asp
2.	https://www.nishithdesai.com/fileadmin/user_upload/pdfs/Research%20Papers/Mergers___Acquisitions_in_India.pdf
3.	https://corporatefinanceinstitute.com/resources/valuation/mergers-acquisitions-ma/
4.	https://www.edupristine.com/blog/mergers-acquisitions
5.	https://www.wallstreetmojo.com/top-best-mergers-and-acquisitions-ma-books/

Program Elective

Course Code	Course Title	L	T	P	S	C
22MG201028	BEHAVIOURAL FINANCE	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					
COURSE DESCRIPTION: to understand Cognitive basis of behavioral finance and learn about the wide range of decision-making biases and information processing errors that influence our financial decision-making.						
COURSE OUTCOMES: After completion of the course, the students will be able to Explain the key terms associated with behavioral finance and corporate finance Illustrate the various theories associated with behavioral finance and parameters of investing in financial market.						
CO1	Demonstrate competencies in Behavioral finance and decision making					
CO2	Pursue a career in the field of Financial Markets, Social behavior for Investment decision and allied professions in the field of Finance.					
CO3	To get knowledge through experiential learning through well-structured internships and live projects.					
CO4	Analyses various External factors and investors behavior factors for investment decisions.					
CO5	Understand Cognitive basis of behavioral finance.					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO2	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO3	3	-	2	-	2	-	-	-	-	2	-	2	3	-	2
CO4	3	1	2	-	2	-	-	-	-	2	-	2	3	-	2
CO5	3	-	2	-	2	-	-	-	-	2	1	2	3	-	2
Course Correlation Mapping	3	1	2	-	2	-	-	-	-	2	1	2	3	2	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT:

Module 1:	Introduction to Behavioral finance	(05 Periods)
Introduction to Behavioral finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty: Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting		
Module 2:	Utility/ Preference Functions	(10 Periods)
Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency.		
Module 3:	Behavioral Factors and Financial Markets	(10 Periods)
Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. -Fundamental information and technical analysis – the case for psychological influence.		
Module 4:	Behavioral Corporate Finance	(10 Periods)
Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using behavioral factors in corporate decision-making. External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.		
Module 5:	Corporate Behavioral Finance	(10 Periods)
CORPORATE BEHAVIORAL FINANCE: Introduction, Corporate decision making: Heuristic approach, prospect theory, market variables, herding effect, behavior of investors and inefficiency of market, Empirical data on presence and absence of dividend, Ex-Dividend Day behavior, timing of corporate news announcement, Behavioral life cycle.		
Total Periods:45		

EXPERIENTIAL LEARNING:

LIST OF EXPERIMENTS:	
10.	Write an Assignment on Financial Wellness.
11.	Project work related on Behavioral finance concepts
12.	Seminars and Presentations

RESOURCES

TEXT BOOKS:

3.	Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
4.	Understanding Behavioral Finance by Ackert.
5.	What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill.
6.	Behavioral Finance by Shuchitasingh, ShilpaBahl
REFERENCE BOOKS:	
4.	Behavioral Finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch.
5.	Behavioral Finance – Peter DybdahlHede.
6.	Behavioral Finance – Ackert, L.F. &Deaves,R.
VIDEO LECTURES:	
1.	https://www.youtube.com/watch?v=5JGz3ua_48o
2.	https://www.youtube.com/watch?v=d243eAQgEI
3.	https://www.youtube.com/watch?v=PFfhbPcJzuE
4.	https://www.youtube.com/watch?v=chSHqogx2CI
Web Resources:	
1.	https://www.imit.ac.in/note/18MBA402Bbf.pdf
2.	https://www.rcemorissa.org/images/BF.pdf
3.	https://www.hit.ac.in/download/LectureNote/MBA/4thSem/behavioral-finance%20MBA4th.pdf
4.	https://www.amazon.in/behavioral-finance/s?k=behavioral+finance
5.	https://corporatefinanceinstitute.com/resources/capital-markets/behavioral-finance/

PROGRAM ELECTIVE

Course Code	Course Title	L	T	P	S	C
22MG202002	FINANCIAL ANALYTICS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					
COURSE DESCRIPTION: An introduction to methods and tools useful in decision-making in the financial industry, which may from time to time include: macroeconomic event studies, analysis of term structures, equity data analysis, style analysis, credit risk, extreme value analytics, trading analytics, volatility measurement, portfolio management, and enterprise risk management.						
COURSE OUTCOMES: The objective of this course is to gain an understanding of how managers use financial analytics to formulate and solve business problems and to support managerial decision making.						
CO1	Demonstrate competencies in financial analysis and decision making					
CO2	Pursue a career in the field of Risk management, Investment banking and allied professions in the field of Finance and Accounting					
CO3	Gain experiential learning through well-structured internships and live-projects.					
CO4	to analyses and learn about India through association of ideas in the texts and the external contexts					
CO5	To Understand Survival analysis and its application- Six Sigma through R					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO2	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO3	3	-	2	-	2	-	-	-	-	2	-	2	3	-	2
CO4	3	1	2	-	2	-	-	-	-	2	-	2	3	-	2
CO5	3	-	2	-	2	-	-	-	-	2	1	2	3	-	2
Course Correlation Mapping	3	1	2	-	2	-	-	-	-	2	1	2	3	2	2

Correlation Levels: **3: High;** **2: Medium;** **1: Low**

COURSE CONTENT:

Module 1:	Introduction to Financial Analytics	(05 Periods)
Introduction to Financial Analytics: Scope of financial Analytics- recent trends in financial analytics-Business Intelligence, Business Analytics, Spread sheet Analysis and Modelling, Applications and Challenges in Financial Analytics. Marketing and Financial Analytics- HR Analytics- its Advantages & Disadvantages.		
Module 2:	Predicative Analysis	(10 Periods)
Predicative Analysis: Simple linear regression, Multiple linear regression- logistic and Multinomial regression- Forecasting Techniques: Application of Predicative Analytics in retail – Direct marketing- Financial services-financial Time Series Their Characteristics.		
Module 3:	Asset Portfolio Models	(10 Periods)
Asset Portfolio Models: Basics of portfolio construction, Markowitz Theorem, Diversification and Portfolio Optimization Modelling Volatility and Risk: Characteristics of volatility. Modelling volatility using ARCH/GARCH models. Data Analysis in Finance: Non synchronous Trading, Bid-Ask Spread of trading Prices, Empirical Characteristics of Trading Data.		
Module 4:	Modelling Credit Risk	(10 Periods)
Modelling Credit Risk: Corporate Liabilities as contingent claims, Endogenous default boundaries and optional Capital Structure, Intensity Modelling, rating based term-structure models, Credit risk and interest-rate Swaps, modelling dependent defaults Derivative Pricing: Modelling derivative prices: Binomial Model, Black Scholes model. Portfolio management-Process- Calculation of Portfolio Mean and Variance - Covariance Matrix- CAPM.		
Module 5:	Stochastic Analytics	(10 Periods)
Stochastic Analytics: Introduction to Stochastic models- Markov models- Renewal theory- Markov decision process and application in Sequential decision making. Analytics under uncertainty: Survival analysis and its application- Six Sigma and Problem-Solving Methodology- Lean Thinking.		
Total Periods:45		

EXPERIENTIAL LEARNING: Case studies, group discussion, Assignments, Field study reports

LIST OF EXPERIMENTS:	
1.	Financial Analytics lab
2.	Financial tools and Techniques
3.	SPSS using Excel

RESOURCES

TEXT BOOKS:	
1.	Sheeba Kapil, Financial Valuation and Modelling, Wiley, 1e,2022.
2.	R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI,7e,2022.
3.	Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7e, 2013.

4.	Vijay Gupta, Financial Analysis using Excel, VJ Books Inc, Canada.
REFERENCE BOOKS:	
1.	Simon Bennings, Financial Modelling-Using Excel, MIT Press, Camberidge,3e
2.	Cairns, A.J. G (2004), "Interest Rate Models: An Introduction", Princeton University Press, ISBN: 9780691118949
3.	John Y. Campbell, Andrew W. Lo, & A. Craig MacKinlay (1997), "The Econometrics of Financial Markets", Princeton University Press, ISBN: 9780691043012
4.	Ruey S. Tsay (2010), "Analysis of Financial Time Series", 3rd Edition, Wiley, ISBN: 978-0-470- 41435-4
VIDEO LECTURES:	
1.	https://www.youtube.com/watch?v=k_pVXpX-X38
2.	https://www.youtube.com/watch?v=kJy3NOpCbWc
3.	https://www.udemy.com/course/financial-analytics-in-practice/
4.	https://www.caclubindia.com/coaching/professional-analysis-of-financial-statements-3685.asp
Web Resources:	
1.	Students have to bring their laptops installed with R and R Studio. Download R from http://cran.rproject.org/ and R Studio from http://www.rstudio.com/products/rstudio/download/
2.	Brealey, et al.] Richard Brealey, Stewart Myers, and Franklyn Allen, 2015. Principles of Corporate Finance, various editions, McGraw-Hill.
3.	[Foote] William G. Foote. 2017. Financial Engineering Analytics: A Topical Manual Using R. Manuscript available here.
4.	https://personal.ntu.edu.sg/nprivault/MH8331/financial_risk_analytics.pdf
5.	https://online-execed.wharton.upenn.edu/financial-analytics

Program Elective						
Course Code	Course Title	L	T	P	S	C
22MG201029	FINANCIAL DERIVATIVES	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					
COURSE DESCRIPTION: This course develops an understanding of what is derivative, and the structure of the derivative market, types of derivatives Product and derivatives market trading process. Forwards, Futures, Options and Swaps their futures and their calculations – pay offs and options premium etc.,						
COURSE OUTCOMES: This course aims at giving in-depth knowledge of Financial Derivatives and its products Forwards – Futures – Options and Swaps.						
CO1	To understand basic Knowledge of Financial Derivatives					
CO2	To examine the Futures and its investment					
CO3	To Analyze the options					
CO4	To evaluate the options Strategies					
CO5	To review the Swaps					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO2	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO3	3	-	2	-	2	-	-	-	-	2	-	2	3	-	2
CO4	3	1	2	-	2	-	-	-	-	2	-	2	3	-	2
CO5	3	-	2	-	2	-	-	-	-	2	1	2	3	-	2
Course Correlation Mapping	3	1	2	-	2	-	-	-	-	2	1	2	3	2	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1:	Introduction	(05 Periods)
Derivatives - Introduction – Evolution – Structure of Derivatives Markets –Types of Derivatives – Underlying Asset – Participants in Derivatives Market – Derivatives Trading process and Technical terminologies.		
Module 2:	Forwards and Futures	(10 Periods)
Forwards and Futures: Forwards – Meaning – characteristics – pricing – Pay-offs – Futures – Characteristics - Trading Process – Mode of Settlement – pricing – Pay-offs. Difference between forwards contract and futures contract - Role of clearing house (Theory and Cases)		

Module 3:	Valuation of Options	(10 Periods)
Options Pricing: Options – Salient features of Options – Types of Options – Moneys of Options – Pay off function of Call and Put Options – Valuation of Pricing – Black - Scholes Model – Options Pricing on dividend paying stocks – Binomial Model – One period – Two period (Theory and Cases).		
Module 4:	Options Strategies	(05 Periods)
Trading strategies with options – Bullish – Bearish – Non-directional Strategies – Straddle – Strangle – Strip – others - Put – Call Parity.		
Module 5:	SWAPS	(10 Periods)
Swaps: Meaning – Features of SWAPS – Types of SWAPS – Interest Rate Swaps – Currency Swaps – Equity Swaps – Mechanics of interest rate swaps–Valuation of interest rate swaps – Valuation of Currency Swaps. (Theory and Cases)		
Total Periods:45		

Experiential Learning

LIST OF EXPERIMENTS:	
1.	Providing to the students with hands-on, practical experience which go on beyond traditional classroom lectures.
2.	Assign students the task of managing a simulated investment portfolio that includes various derivative instruments.
3.	Assign task to the students to Conduct independent research on specific derivatives markets or products. Analyze historical data, market trends and the impact of economic events on derivative prices.
4.	Encourage students to analyze market data and observe how option prices change based on market conditions.
5.	Organize role-playing exercises where students take on the roles of buyers and sellers of options.

RESOURCES

TEXT BOOKS:	
1.	John C. Hull, Sankarshan Basu: Options, Futures and Other Derivatives, Pearson Publishers.
2.	Rajiv Srivastava, Derivatives and Risk Management. Oxford University Press
3.	Dhamija, An introduction to derivatives and Risk Management, Chance, Don M. Cengage Learning India Pvt. Ltd.,
REFERENCE BOOKS:	
1.	John C. Hull, Sankarshan Basu: Options, Futures and Other Derivatives.
2.	Rajiv Srivastava. Derivatives and Risk Management. OUP
3.	Dhamija, An introduction to derivatives and Risk Management, Chance,
VIDEO LECTURES:	
1.	https://www.youtube.com/playlist?list=PLLy_2iUCG87CTB2vv9njHaJbmQoa9S5gK
2.	https://archive.nptel.ac.in/courses/110/107/110107128/

Web Resources:	
1.	https://ebooks.lpude.in/management/mba/term_4/DMGT513_DERIVATIVES_AND_RISK_MANAGEMENT.pdf
2.	https://www.imf.org/external/bopage/pdf/98-1-20.pdf
3.	https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_FD_NOTES.pdf

Program Elective

Course Code	Course Title	L	T	P	S	C
22MG202003	FINTECH	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					
COURSE DESCRIPTION: An introduction to methods and tools useful in decision-making in the financial industry, which may from time to time include: Bank tech, Data tech, and Reg Tech and Eco system of Fintech Applications in real time scenario.						
COURSE OUTCOMES: The objective of this course is to gain an understanding of how managers use financial Tech to formulate and solve business problems and to support managerial decision making.						
CO1	Demonstrate competencies in financial analysis and decision making					
CO2	Pursue a career in the field of Risk management, Investment banking and allied professions in the field of Finance and Accounting					
CO3	Gain experiential learning through well-structured internships and live-projects.					
CO4	Analyses and learn about Banking operations through Fintech applications.					
CO5	Understand Survival analysis and Fin tech application					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO2	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO3	3	-	2	-	2	-	-	-	-	2	-	2	3	-	2
CO4	3	1	2	-	2	-	-	-	-	2	-	2	3	-	2
CO5	3	-	2	-	2	-	-	-	-	2	1	2	3	-	2
Course Correlation Mapping	3	1	2	-	2	-	-	-	-	2	1	2	3	2	2

Correlation Levels: **3: High;** **2: Medium;** **1: Low**

COURSE CONTENT:

Module 1:	Introduction to Financial Analytics	(05 Periods)
FinTech Introduction - Transformation –FinTech Evolution: Infrastructure, Banks Startups and Emerging Markets - Collaboration between Financial Institutions and Startups –FinTech Typology - Emerging Economics: Opportunities and Challenges.		
Module 2:	Banktech	(10 Periods)

Banktech: Regulatory Framework for Product Pricing, loan origination and servicing - social media-based profiling, comparison tools and aggregators -Dynamic credit rating, Risk management & underwriting -Using Credit Counsellor Robo/Bot for faster approvals & funding - Utilizing data science tools and machine learning for data mining/ cross sale -Hybrid Lending Products- Digital Financial Services – Mobile Money – Regulation of Mobile Money – SFMS - RTGS - NEFT –NDS Systems.

Module 3:	Digital Finance	(10 Periods)
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Payments & Architecture and Technologies: Global Payment Ecosystem - Payments Architecture and Setup - Innovation in Consumer and Retail payments -Popular Payments Technology – Blockchain and Cryptography: Cryptography - Application to Blockchain - Hash Functions - Public Key Cryptography and Signing - Use cases and applications- Payment Stacks in India – B2B & B2B2C solutions –Digital Finance-Introduction – Brief History of Financial Innovation – Digitization of Financial Services - FinTech & Funds- Crowd funding– Regards, Charity and Equity

Module 4:	RegTech Ecosystem	(10 Periods)
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RegTech Ecosystem: FinTech Regulations & Evolution of RegTech- Financial Institutions – RegTech Ecosystem Ensuring Compliance from the Start: Suitability and Funds – RegTech Startups: Challenges –RegTech Ecosystem: Regulators Industry – Use Case of AI in Smart Regulation and Fraud Detection – Regulatory Sandboxes – Smart Regulation – Redesigning Better Financial Infrastructure- How AI is Transforming the Future of FinTech – Digital Identity – New Challenges of AI and Machine Learning - Challenges of Data Regulation.

Module 5:	Data tech	(10 Periods)
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Data Tech - Introduction - History of Data Regulation – Data in Financial Services –Application of Data Analytics in Finance - Methods of Data Protection: GDPR Compliance and Personal Privacy – Data is the New Oil: Risk of Breach – The Future of Data-Driven Finance ROBO-Advisory: Robo Advisory - Automating Investment rules - ML/AI in Robo-advisory -Robo-advisory Platforms and Architecture - Building a Robo Advisory Platform - Unicorns of Robo-advisory and business models - State of Robo-advisory in India.

Total Periods:45

EXPERIENTIAL LEARNING: Case studies, group discussion, Assignments, Field study reports

LIST OF EXPERIMENTS:

1.	Financial Analytics
2.	e- Trading of Stocks
3.	Cryptocurrency & Blockchain

RESOURCES

TEXT BOOKS:

1.	Sheeba Kapil, Financial Valuation and Modelling, Wiley, 1e,2022.
2.	R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI,7e,2022.
3.	Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7e, 2013.

4.	Agustin Rubini, "Fintech in a Flash: Financial Technology Made Easy", Zaccheus, 3rd Edition, 2018.
REFERENCE BOOKS:	
1.	Simon Bennings, Financial Modelling-Using Excel, MIT Press, Camberidge, 3e
2.	Cairns, A.J. G (2004), "Interest Rate Models: An Introduction", Princeton University Press, ISBN: 9780691118949
3.	Theo Lynn, John G. Mooney, Pierangelo Rosati, Mark Cummins, "Disrupting Finance: FinTech and Strategy in the 21st Century", Palgrave, 1st edition, 2018 4.
4.	Abdul Rafay, "FinTech as a Disruptive Technology for Financial Institutions", IGI Global, January, 2019 5.
VIDEO LECTURES:	
1.	https://www.youtube.com/watch?v=k_pVXpX-X38
2.	https://www.youtube.com/watch?v=kJy3NOpCbWc
3.	https://www.udemy.com/course/financial-analytics-in-practice/
4.	https://www.caclubindia.com/coaching/professional-analysis-of-financial-statements-3685.asp
Web Resources:	
1.	Students have to bring their laptops installed with R and R Studio. Download R from http://cran.rproject.org/ and R Studio from http://www.rstudio.com/products/rstudio/download/
2.	Brealey, et al.] Richard Brealey, Stewart Myers, and Franklyn Allen, 2015. Principles of Corporate Finance, various editions, McGraw-Hill.
3.	[Foote] William G. Foote. 2017. Financial Engineering Analytics: A Topical Manual Using R. Manuscript available here.
4.	https://personal.ntu.edu.sg/nprivault/MH8331/financial_risk_analytics.pdf
5.	https://online-execed.wharton.upenn.edu/financial-analytics

Program Elective

Course Code	Course Title	L	T	P	S	C
22MG201030	INDUSTRIAL RELATIONS AND LABOUR LAWS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: The objective of the course is to provide an understanding of the legal framework and focuses on industrial relations importance. The student able to know the causes of industrial disputes and conflicts. As HR specialist while framing of HR policies and regulations this course helps.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1** Understand the concepts and significance of Industrial Relations
- CO2.** To know about how to deal Industrial Disputes and Various Dispute Resolution Techniques
- CO3.** Understand the legal framework in India
- CO4.** Laws relating to Remuneration.
- CO5.** Focus on Laws relating to Social Security Measures.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO2	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO3	3	-	2	-	2	-	-	-	-	2	-	2	3	-	2
CO4	3	1	2	-	2	-	-	-	-	2	-	2	3	-	2
CO5	3	-	2	-	2	-	-	-	-	2	1	2	3	-	2
Course Correlation Mapping	3	1	2	-	2	-	-	-	-	2	1	2	3	2	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Industrial Relations (09 Periods)

Concepts, Significance, trends in India. Trade Unionism – theory, policy, their influence on HRM, objectives and functions, structure, types, trade unions Act, 1926

Module 2: Industrial Disputes & Conflicts (09 Periods)

Causes, Types, Consequences, Prevention, Settlement, Conciliation, Arbitration, Adjudication. Causes of Grievances & Disputes. Role IR Officer. Government Machinery for Industrial Relations. Industrial Disputes Act ,1947 - preventive and settlement machinery

Module 3: Legal frame work in India (10 Periods)

Evolution of labour laws in India – labour legislations – meaning, importance and relevance to HRM. Industrial employment (standing orders) Act,1946 – Factories Act 1948

Module 4: Laws relating to remuneration: (09 Periods)

Payment of wages Act, 1936, Minimum wages Act, 1948 – Payment of Bonus Act, 1965

Module 5: Laws relating to social security (08 Periods)

Work men's compensation Act,1923 – ESI Act, 1948- Employees provident fund and miscellaneous provisions Act,1952 – Maternity benefits Act,- 1961 Payment of gratuity Act, 1972

Total Periods:45

Experiential Learning

1.	Present a case study report on Employment Law Clinic: Real-world Problem Solving
2.	Worker Representation in Decision Making: Role-play and Discussion
3.	Demonstrate collective Bargaining Simulation: Negotiating for Mutual Gains

RESOURCES

TEXT BOOKS:

- | | |
|----|--|
| 1. | Industrial Relations and labour laws -Tripathi. P.C- Sultan chand and sons |
| 2. | Mercantile law – N.D. Kapoor - Sultan chand and sons |

REFERENCE BOOKS:

- | | |
|----|--|
| 1. | Industrial Relations and labour laws - Sri Vastva – vikas publishers |
| 2. | Industrial Relations and laws in India – Agarwal LL |
| 3. | Industrial Relations and labour laws - Sinha &sinha, Oxford IBH |

VIDEO LECTURES:

- | | |
|---|---|
| 1 | https://www.youtube.com/watch?v=rpIIj8kbPBQ |
| 2 | https://www.youtube.com/watch?v=Y4XHzX5VE7g |

Web Resources:

- | | |
|---|---|
| 1 | https://baou.edu.in/assets/pdf/PGDHR_201_slm.pdf |
| 2 | https://www.icsi.edu/media/website/IndustrialLabour&GeneralLaws.pdf |

Program Elective

Course Code	Course Title	L	T	P	S	C
22MG201031	TALENT MANAGEMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					
COURSE DESCRIPTION: To understand the importance of nurturing Talent and managing Talent in the organization.						
COURSE OUTCOMES: After successful completion of the course, students will be able to:						
CO1.	Understand Talent Management Process					
CO2.	Understand the concepts of Succession and career planning approaches and its role.					
CO3.	Handle different work conditions for development					
CO4.	Analyse probability of talent and utilization of resources of organization					
CO5.	Understand the different climates of talent management for making effective decisions of talent management					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	1	1	1	2	-	2	-	2	-	2	3	1	1
CO2	2	2	3	3	2	2	-	-	-	-	-	2	2	2	3
CO3	2	2	2	2	2	-	-	-	-	2	-	2	2	2	2
CO4	2	2	2	2	2	-	-	-	-	2	-	2	2	2	2
CO5	2	2	2	3	2	-	-	-	-	2	2	2	2	2	2
Course Correlation Mapping	2	2	2	3	2	2		2		2	2	2	2	2	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1:	Talent Management	(09 Periods)
Meaning, importance, Evolution, Talent Management System, Talent Reservoir – Components, Talent Management Grid Competence –Core Competency, Competency Assessment, Competency Modeling		
Module 2:	Succession and Career Planning	(09 Periods)
Succession Planning – Traditional Approaches, Contemporary Approaches, Talent Acquisition – Talent Identification & Business Alignment, Recruiting & Assessment, Talent Development – Coaching – Remedial Coaching, Attitude Based Coaching.		
Module 3:	Talent Retention	(09 Periods)
Cost and consequences of talent departure, diagnosing causes of talent departure, measuring and monitoring turnover and retention data, designing engagement strategies, drivers of engagements		
Module 4:	Return on Talent	(09 Periods)
Measuring contribution of talent to business performance, talent metrics, measuring human capital investment, transformation and reorganization of HR, new imperatives, and talent forces of tomorrow.		
Module 5:	Talent management and contemporary issues	(09 Periods)
Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India and in global environment.		
Total Periods:45		

EXPERIENTIAL LEARNING

1.	Give a training needs analysis case and ask the students to find out the Talent Competencies.
2.	Implement various training methods, observe the knowledge process and submit report
3.	The case studies will be collected as Assignments and the same will be evaluated.

RESOURCES

TEXT BOOKS:	
1.	Hugh Scullion, David G. Collings, Global Talent Management, Routledge, 2011.
2.	Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, Talent Management: Challenges, Solutions, and Technologies, Pearson, 2009
3.	Lance A Berger, Dorothy R Berger, The Talent Management Handbook, 2e, TMH, 2008

REFERENCE BOOKS:	
1.	Sudhir Warier, Knowledge Management, Vikas, 2004.
2.	Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, Global India Publications, 2009.
3.	Marshall Goldsmith, Louis Carter, Best Practices in Talent Management: How the World's Leading Corporations, Wiley ,2010.
VIDEO LECTURES:	
1.	https://hbsp.harvard.edu/cases/
2.	https://open.umn.edu/opentextbooks/textbooks/ Talent and Knowledge Management
Web Resources:	
1.	https://kpmg.com/in/en/home/services/Knowledge-academy/course- Talent Management
2.	https://www.citehr.com/ 5 https://www.talent-hr-guide.com
3.	https://www.icmrindia.org

Program Elective

Course Code	Course Title	L	T	P	S	C
22MG201032	KNOWLEDGE MANAGEMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					
COURSE DESCRIPTION: To make the students realize the importance of capturing knowledge elements and its structures application as a competitive advantage to business.						
COURSE OUTCOMES: After successful completion of the course, students will be able to:						
CO1.	Understand the challenges of Knowledge Based Organizations and the HR mechanisms to manage them effectively.					
CO2.	Identify the importance of the values of autonomy and accountability in Knowledge based organizations					
CO3.	Identify the source of Knowledge and its significance working for development					
CO4.	Assess the probability of Knowledge and utilization of resources of organization					
CO5.	Assume the different climates of Knowledge management for making effective decisions of Knowledge management					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	3	2	2	2	-	2	-	2	-	2	3	1	1
CO2	2	2	1	-	2	2	-	-	-	-	-	2	2	2	3
CO3	2	2	1	1	-	-	-	-	-	2	-	2	2	2	2
CO4	2	2	2	-	-	-	-	-	-	2	-	2	2	2	2
CO5	2	2	1	2	2	-	-	-	-	2	2	2	2	2	2
Course Correlation Mapping	2	2	2	3	2	2		2		2	2	2	2	2	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1:	Introduction to Knowledge Management	(09 Periods)
Knowledge Society - Types of Knowledge - An Introduction to life in organizations - Concept and Characteristics of KBOs - Dimensions of HRM in KBOs - New Role and		

Challenges for HRM in the KBOs.		
Module 2:	Managing Knowledge for organizational effectiveness	(09 Periods)
Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).		
Module 3:	Strategic Knowledge Management	(09 Periods)
Concept, Forces Driving Knowledge Management, Knowledge Management Systems, Issues in Knowledge Management, Knowledge Management Strategies, Technologies for Knowledge Management, Factors influencing Knowledge Management.		
Module 4:	Perspectives of Talent by knowledge management	(09 Periods)
Understanding Nature of Knowledge: Views of Knowledge – Subjective and Objective, Types of Knowledge – Location of Knowledge – Knowledge in People, Knowledge in Artifacts, Knowledge Management Assessment – Types of Assessment, Importance of KM Assessment		
Module 5:	Practicing Knowledge Management	(09 Periods)
Knowledge Management Processes –Technologies, Knowledge Management Approaches – Hansen-Earl’s Seven Schools of Knowledge Management, Alversson and Karreman’s knowledge Management, Organizational Impacts of Knowledge Management – on People, Processes, Products and Organizational Performance.		
Total Periods:45		

EXPERIENTIAL LEARNING

1.	Give a training needs analysis case and ask the students to find out the Knowledge needs
2.	Implement various Knowledge methods, observe and submit a report on its effectiveness.
3.	The case studies will be collected as Assignments and the same will be evaluated.

RESOURCES

TEXT BOOKS:	
1.	Lance A Berger, Dorothy R Berger, The Talent and Knowledge Management Handbook, 2e, TMH, 2008.
2.	Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, Knowledge Management: Challenges, Solutions, and Technologies, Pearson, 2009
REFERENCE BOOKS:	
1.	Sudhir Warier, Knowledge Management, Vikas, 2004
2.	Ravinder Shukla, Talent and Knowledge Management: Process of Developing and Integrating Skilled Workers, Global India Publications, 2009.

3.	Marshall Goldsmith, Louis Carter, Best Practices in Talent and Knowledge Management: How the World's Leading Corporations, Wiley, 2010.
VIDEO LECTURES:	
1.	https://hbsp.harvard.edu/cases/KM
2.	https://open.umn.edu/opentextbooks/textbooks/KM
Web Resources:	
1.	https://kpmg.com/in/en/home/services/learning-academy/course-Knowledge Management
2.	https://www.citehr.com/ 5 https://www.hr-guide.com
3.	https://www.icmrindia.org

PROGRAM ELECTIVE

Course Code	Course Title	L	T	P	S	C
22MG201033	LEADERSHIP AND TEAM BUILDING	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: To understand the qualities of a leader and the requirements of building and leading teams.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1** Restate the skills required for leader and able to know and handle the different situation and people
- CO2.** Describe the leadership skills and their development.
- CO3.** Interpret the contemporary leadership skills which increases job performance.
- CO4.** Identify the conflicts among team members and resolve them for increasing performance.
- CO5.** Determine the situation easily for making effective decision for enhancing organization growth.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	3	2	2	2	-	2	-	2	-	2	3	1	1
CO2	2	2	1	-	2	2	-	-	-	-	-	2	2	2	3
CO3	2	2	1	1	-	-	-	-	-	2	-	2	2	2	2
CO4	2	2	2	-	-	-	-	-	-	2	-	2	2	2	2
CO5	2	2	1	2	2	-	-	-	-	2	2	2	2	2	2
Course Correlation Mapping	2	2	2	3	2	2		2		2	2	2	2	2	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1:

(09 Periods)

Leadership - Understanding Leaders and Leadership – Need for Leadership – Leader

and Manager – Prerequisites of Organizational Leaders: Self-management dimensions – Leading People – Task management; Myths and Realities of Leadership – Current Issues in Leadership-Inner Structure of Effective Leaders

Module 2:

(09 Periods)

Attributes of Leaders - Concepts of Power and Authority –Types of Power – Sources of Power – Leadership Skills & their development – Leadership Traits – Intelligence and Leadership – Influencing Tactics – Influencing Processes - Self efficacy

Module 3:

(09 Periods)

Contemporary Leadership - Styles Transformational Leadership – Charismatic Leadership – Value Based Leadership – Spiritual Leadership - Servant Leadership – Level 5 Leadership.

Module 4:

(09 Periods)

Essentials of Building and Managing Teams Understanding Teams-Differentiating Groups and Teams–Types of Teams-Cross cultural teams-Shaping Team Behavior-Building a High-Performance Teams–Conflict: Conflict resolution mechanism.

Module 5:

(09 Periods)

Team Effectiveness Determinants of Team Performance – Facilitating Team Building - Interpersonal Competence and Team Building - Team Effectiveness– Decision Making in Teams.

Total Periods:45

EXPERIENTIAL LEARNING

LIST OF EXPERIMENTS:

1. Give a training needs analysis case and ask the students to find out the training needs
2. Implement various training methods, observe and submit a report on its effectiveness.
3. The case studies will be collected as Assignments and the same will be evaluated.

RESOURCES

TEXT BOOKS:

- 1 Uday Kumar Haldar, Leadership and Team Building, Oxford University Press, NewDelhi,2010.
2. Charles R. Greer: Leadership Management– A General Managerial Approach,2nd Edition, 7th Impression, Pearson Education, NewDelhi,2009.

REFERENCE BOOKS:

- 1 B. Rathan Reddy, Team Development & Leadership, 8th Impression, Jaico PublishingHouse,Mumbai,2010.

2. Uma Jain, Udai Pareek, Madhukar Shukla: Developing Leadership for the Global Era, McMillan.
3. Peter G. Northouse, Leadership-Theory and Practice, 3rd Edition, Response Books, 2006

VIDEO LECTURES:

1. <https://hbsp.harvard.edu/cases/LTB>
2. <https://open.umn.edu/opentextbooks/textbooks/LSTB>

Web Resources:

1. <https://kpmg.com/in/en/home/services/learning-academy/course-LeadershipManagement-professionals-training.html>
2. <https://www.citehr.com/> 5 <https://www.hr-guide.com>
3. <https://www.icmrindia.org>

Program Elective

Course Code	Course Title	L	T	P	S	C
22MG201034	STRATEGIC HUMAN RESOURCEMANAGEMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					
COURSE DESCRIPTION: To understand the concept of SHRM Practices in a critical understanding of therelationship between the HR strategy and corporate strategies.						
COURSE OUTCOMES: After successful completion of the course, students will be able to:						
CO1.	Understand HR as a critical success factor and the need for investing in HR.					
CO2.	Analyze corporate companies achieve success by ensuring linkage between HR strategy and business strategy.					
CO3.	Apply various approaches Learnt to evaluating HRM function in his/her organization.					
CO4.	Understand the importance of strategic human resource Planning and Acquisition.					
CO5.	Analyze the importance of Work-Life balance and integration					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	2	-	2	-	2	-	2	3	1	1
CO2	1	2	3	2	1	2	-	-	-	-	-	2	2	2	3
CO3	1	-	2	3	1	-	-	-	-	2	-	2	2	2	2
CO4	1	2	2	1	1	-	-	-	-	2	-	2	2	2	2
CO5	1	1	2	1	3	-	-	-	-	2	2	2	2	2	2
Course Correlation Mapping	2	2	2	3	2	2		2		2	2	2	2	2	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1:	Introduction	(09 Periods)
Introduction– Definition – Components – HR as Assets – The VRIO Framework – The		

Investment Perspective of HR – Risks involved in investing in HR – Factors determining the investment orientation		
Module 2:	Evolution of SHRM	(09 Periods)
Objectives of SHRM – Differences between HRM and SHRM – Link between HR strategy and Business strategy – Strategic Fit: A Conceptual Framework – Different Approaches to SHRM: Best Fit Approach, Configuration Approach – Best Practice Approach – HR Practices Life Cycle.		
Module 3:	HR Environment:	(09 Periods)
Environment Trends and HR challenges – HRM: A changing function – HR Evaluation: Definition and overview – Contemporary Approaches to HR Evaluation: Balanced Score Card – HR Score Card – Bench Marking – Business Excellence Model (BEM)		
Module 4:	Human Resource Planning	(09 Periods)
Relationship between Business strategy, HR strategy and HRP: Classification by Porter – Classification by Miles and Snow; Significance of HRP – Macro HRP– Micro HRP – Objectives of HRP; HR Acquisition: New approaches to Recruitment Advantages and Disadvantages of Internet recruitment – Compensation system in the globalized environment.		
Module 5:	Training and Development	(09 Periods)
Significance – Special forms - New Developments – Career Management: An SHRM Approach – Work-life balance – Work-life Integration – Work-life Initiatives and their benefits – Strategic Approach to Work-life Integration.		
Total Periods:45		

EXPERIENTIAL LEARNING

1.	Give a training needs analysis case and ask the students to find out the training needs
2.	Implement various training methods, observe and submit a report on its effectiveness.
3.	The case studies will be collected as Assignments and the same will be evaluated.

RESOURCES

TEXT BOOKS:	
1.	Tanuja Agarwala, Strategic Human Resource Management, 7th Impression, Oxford University Press, New Delhi, 2009.
2.	Charles R. Greer: Strategic Human Resource Management – A General Managerial Approach, 2nd Edition, 7th Impression, Pearson Education, New Delhi, 2009.
REFERENCE BOOKS:	
1.	Kesho Prasad: Strategic Human Resource Management – Text and Cases, McMillan, 2005.
2.	Rajeesh Viswanathan: Strategic Human Resource Management, 1st Edition, Himalaya Publishing House, Mumbai, 2010.
3.	Jeffrey A. Mello: Strategic HRM, Thomas Learning, New Delhi, 2002.
VIDEO LECTURES:	

1.	https://hbsp.harvard.edu/cases/
2.	https://open.umn.edu/opentextbooks/textbooks/Strategiec HRM
Web Resources:	
4.	https://kpmg.com/in/en/home/services/learning-academy/course-shrm-development-professionals
5.	https://www.citehr.com/ 5 https://www.hr-guide.com
6.	https://www.icmrindia.org

Program Elective

Course Code	Course Title	L	T	P	S	C
22MG201035	PERFORMANCE MANAGEMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					
COURSE DESCRIPTION: This course identifies the knowledge and skills needed for effective management of individual and team performance and examines the design of performance.						
COURSE OUTCOMES: After successful completion of the course, students will be able to:						
CO1	Understand the significance of Performance Management.					
CO2.	Understand the Communication of Performance Management to enhance employee performance.					
CO3.	Demonstrate Appraisal methods to meet individual and organizational strategic needs					
CO4.	Determine performance management and development of employees.					
CO5.	Demonstrate the reward system to increase productivity.					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	1	1	1	2	-	2	-	2	-	2	3	1	1
CO2	2	2	3	3	2	2	-	-	-	-	-	2	2	2	3
CO3	2	2	2	2	2	-	-	-	-	2	-	2	2	2	2
CO4	2	2	2	2	2	-	-	-	-	2	-	2	2	2	2
CO5	2	2	2	3	2	-	-	-	-	2	2	2	2	2	2
Course Correlation Mapping	2	2	2	3	2	2		2		2	2	2	2	2	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1:	Introduction	(09 Periods)
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Scope and Significance - Advantages of Performance Management - Performance management process - Performance Planning - Performance Appraisal - Performance Mentoring - Performance Management Strategic Planning.		
Module 2:	Communication of Performance Expectations	(09 Periods)
Job Description - Defining Performance and Choosing a measurement approach measuring results and Behaviors. Gathering performance Information – Presentation, Information and Taking Corrective action – Metrics- Types of Metrics - Critical Success Factors Indicators		
Module 3:	Performance appraisal Methods	(09 Periods)
Traditional methods: Ranking, Grading, paired comparison method, critical incidents method. Modern Methods: Process MBO – process - 360-degree performance appraisal – Counselling, Human Resource Accounting, Assessment Centres.		
Module 4:	Performance Management and Employee Development	(09 Periods)
Performance Management Skills, performance Management Framework, Employee Assessment system, Role of HR Professionals in Performance management.		
Module 5:	Reward Management	(09 Periods)
Job evaluation, Techniques of Job evaluation: Job rotation, Job Enlargement, and Job Enrichment; salary and wage fixation methods –Fringe benefits -Incentives and bonus systems –Maintenance of pay roll system.		
Total Periods:45		

EXPERIENTIAL LEARNING

1.	Present the seminar on different methods of Performance Appraisal.
2.	Different Case Studies Will be Given to students as per the topic that will be collected and evaluated.

RESOURCES

TEXT BOOKS:	
1.	Michael, Armstrong, " <i>Performance Management</i> ". Kogan Page. London, 1999.
2.	Chadha, P. " <i>Performance Management: It's About Performing – Not Just Appraising</i> ". McMillan India Ltd. 2003.
3.	Boyett.J.H and conn H.P " <i>Maximizing performance Management</i> ", Glenbrdige publishing, oxford, 1995.
REFERENCE BOOKS:	
1	Herman Aguinis, " <i>Performance management</i> ", 3e, Pearson, 2014.

Program Elective

22MG201036

COMPENSATION MANAGEMENT

3 - - - 3

Pre-Requisite -

Anti-Requisite -

Co-Requisite -

COURSE DESCRIPTION: This Course is designed to provide the student with a thorough knowledge of various methods and practices of Compensation Management.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1** Understand the concept of Compensation Management and its approaches
- CO2.** Analyse the classification of compensation and the strategies of Compensation
- CO3.** Understand the preparation of a Wage Structure
- CO4.** Understand the factors influencing Performance based pay
- CO5.** Evaluate the importance of wage boards

2.	Prem Chadha, "Performance Management," Macmillan, 2012.
3.	Soumendra Narian Bagchi, "Performance Management", 2e, Cengage Learning 2013.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	1	1	1	2	-	2	-	2	-	2	3	1	1
CO2	2	2	3	1	2	2	-	-	-	-	-	2	2	2	3
CO3	1	1	2	2	2	-	-	-	-	2	-	2	2	2	2
CO4	1	1	2	1	2	-	-	-	-	2	-	2	2	2	2
CO5	1	1	2	1	2	-	-	-	-	2	2	2	2	2	2
Course Correlation Mapping	1	1	2	1	2	2		2		2	2	2	2	2	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Compensation

(09 Periods)

Definition - Compensation Responsibilities - Compensation System Design Issues - Compensation Philosophies - Compensation Approaches

Module 2: Compensation Classification**(09 Periods)**

Compensation Classification - Types - Incentives - Fringe Benefits – Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy

Module 3: Wage Structure**(10 Periods)**

Theories of Wages - Wage Fixation - Wage Payment – Salary Administration - Executive Compensation – Incentive Plans – Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organizations.

Module 4: Performance Based Pay Systems**(09 Periods)**

Methods of Rewarding of Sales Personnel - Pay - Commission - Pay and Commission - Performance Based Pay Systems - Incentives - Executive Compensation Plan and Packages - Perceptions of Pay Fairness – Legal Constraints on Pay Systems.

Module 5: Wage Boards**(08 Periods)**

Pay Commissions - Employee Benefits – Benefits Need Analysis – Funding Benefits – Benchmarking Benefit Schemes - Employee Benefit Programmes – Security Benefits – Creating a Work Life Setting – Designing Benefit Packages

Total Periods:45**EXPERIENTIAL LEARNING**

1.	Present the seminar on different methods of Compensation Methods.
2.	Different Case Studies Will be Given to students as per the topic that will be collected and evaluated.

RESOURCES

TEXT BOOKS:	
1.	Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, Prentice Hall India, New Delhi
2.	Michael Armstrong & Helen Murlis, HAND BOOK OF REWARD MANAGEMENT, Crust Publishing House.
REFERENCE BOOKS:	
1.	Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, PHI Learning, New Delhi.
2.	Richard.I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, Prentice Hall India, New Delhi
VIDEO LECTURES:	
1	https://nptel.ac.in/courses/110105137
2	https://www.digimat.in/nptel/courses/video/122108038/L27.html

Web Resources:

1	https://www.igntu.ac.in/eContent/IGNTU-eContent-638670815118-MBA-TourismandTravelManagement-2-RohitRaviundraBorlikar-MBAT201-OBHRM-3.pdf
2	https://sircrrpgcourses.ac.in/admin/uploads/3119Final-24-08-2020-compensation%20management.2.0-Unit-I-MrsVViswasanthi.pdf

VIDEO LECTURES:

<https://youtu.be/Pkw5k4IWbnA>

<https://youtu.be/REO6glkSdjg>

Web Resources:

www.cipd.org > Knowledge hub > Factsheets

employmenthero.com > blog > online-performance-mana...

www.recruiterslineup.com > top-10-online-employee-perf..

PROGRAM ELECTIVE

Course Code	Course Title	L	T	P	S	C
22MG201037	LEARNING AND DEVELOPMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					
COURSE DESCRIPTION: To understand the concept of Learning with emphasis on training and Development and its role in organizational Development						
COURSE OUTCOMES: After successful completion of the course, students will be able to:						
CO1	Understand L&D practices and apply them effectively in the real time business to increase productivity.					
CO2.	Understand the concepts of learning and development and its role.					
CO3.	Learn various contemporary methods of learning and development.					
CO4.	Gain insights of various training evaluation methods and career planning.					
CO5.	Develop students with career management systems.					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	1	1	1	2	-	2	-	2	-	2	3	1	1
CO2	2	2	3	3	2	2	-	-	-	-	-	2	2	2	3
CO3	2	2	2	2	2	-	-	-	-	2	-	2	2	2	2
CO4	2	2	2	2	2	-	-	-	-	2	-	2	2	2	2
CO5	2	2	2	3	2	-	-	-	-	2	2	2	2	2	2
Course Correlation Mapping	2	2	2	3	2	2		2		2	2	2	2	2	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1:	Introduction to Employee learning and Development:	(09 Periods)
Learning, Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, Learning theories- Reinforcement Theory, Social Learning Theory, The Learning Process, The Learning Cycle.		
Module 2:	Learning and Training	(09 Periods)
Introduction, Relationship, meaning, Designing Effective Training, Forces influencing working & learning, Strategic Training, Work Environment, Characteristics influencing transfer of training, organizational environments encouraging transfer.		
Module 3:	Learning/Training Needs Analysis:	(09 Periods)
Meaning and significance of training needs, types of needs, Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities		
Module 4:	Learning Implementation & Methods	(09 Periods)
Meaning and significance of implementation, making or buying decision, implementation process for making and buying decisions, skills of effective trainer.		
Module 5:	Contemporary issues in Training and Development	(09 Periods)
Orientation training, diversity training, team-training, cross cultural training, training for talent management and competency mapping. Career Management, Career paths, Coping with career breaks, Training for virtual work arrangements		
Total Periods:45		

EXPERIENTIAL LEARNING

LIST OF EXPERIMENTS:	
1.	Give a training needs analysis case and ask the students to find out the training needs
2.	Implement various training methods, observe and submit a report on its effectiveness.
3.	The case studies will be collected as Assignments and the same will be evaluated.

RESOURCES

TEXT BOOKS:	
	Effective Training, P Nick and Blanchard, 2nd Edition, Pearson Education/PHI, 2005.
2.	Management Training and Development, Gupta B.L, 1st Edition, Vrinda Publications, 2011.
3.	Employee Learning/Training & Development, Noe A Raymond, 2nd edition, McGraw Hill Publication, 2011
REFERENCE BOOKS:	

1.	Training for development– Rolf Lynton & Udai Pareek, Sage Publications, 2011.
2.	Effective HR Training Development Strategy – Ratan Reddy, HPH, 2005.
3.	Training in organizations - Goldstein, 4th Edition, Cengage learning.
VIDEO LECTURES:	
1.	https://hbsp.harvard.edu/cases/
2.	https://open.umn.edu/opentextbooks/textbooks/Learning and Development
Web Resources:	
1.	https://kpmg.com/in/en/home/services/learning-academy/course-learning-development-professionals-training.html
2.	https://www.citehr.com/ 5 https://www.hr-guide.com
3.	https://www.icmrindia.org

SCHOOL CORE

Course Code	Course Title	L	T	P	S	C
22MG201038	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	3				3
Pre-Requisite						
Anti-Requisite						
Co-Requisite						
COURSE DESCRIPTION:						
COURSE OUTCOMES: After successful completion of the course, students will be able to:						
CO1.	To Gain an overview of the nature, scope and importance of International Human Resource Management					
CO2.	To Understand and appreciate the role of International Human Resource Management in development and execution of strategies for success of multinational corporations					
CO3.	Learn the role of International Human Resource Management in long-term planning and staffing of manpower globally					
CO4.	To Gain insights of the strategic role of Training and Development of Expatriates in management of international assignments.					
CO5.	To Acquaint themselves with the process of global performance management and understand the complexities of global compensation					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	1	1	1	2	-	2	-	2	-	2	2	1	1
CO2	2	2	3	3	2	2	-	-	-	-	-	2	2		
CO3	2	2	1	2	2	-	-	-	-	2	-	2	2		
CO4	2	2	2	2	1	-	-	-	-	-	-	2	2		
CO5	2	2	1	2	2	-	-	-	-	2	2	2	1		
Course Correlati	2	2	2	3	2	2		2		2	2	2	2	2	2

on Mapping															
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Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1:	Introduction and Overview	(09 Periods)
Importance to International HRM, Difference between Domestic and International Manager, Key Perspective in Global Workforce Management, Cultural Foundations of International Human resource Management, Cross Culture Differences in Workplace		
Module 2:	Role of International HRM in MNC's	(09 Periods)
Global Leadership, Strategic Control Needs, Competitive Strategy of Multinational Corporations, Linking Human Resource Management Practices to Competitive Strategy and Organization Structure		
Module 3:	Global Staffing	(09 Periods)
Global Recruitment of Human Resources, Global Selection of Human Resources, General Factors Affecting Global Staffing and Challenges.		
Module 4:	Global Training and Development	(09 Periods)
Strategic Role of Training and Development in the Global Market Place, Fundamental Concepts and Principles for Guiding Global Training and Development.		
Module 5:	Compensation for a Global workforce	(09 Periods)
Objectives of International Compensation Management, Complexities in International Compensation Management, Factors that affect International Compensation, Components and Structure of International Compensation Package.		
Total Periods:45		

EXPERIENTIAL LEARNING

1.	Present the seminar on different Global Practices Followed by the Companies
2.	The Students have to look at various MNC's and their Practices to present in the class to enrich knowledge.
3.	Different Case Studies Will be Given to students as per the topic that will be collected and evaluated.

RESOURCES

TEXT BOOKS:

	Srinivas R Kandula, International Human Resource Management, Sage, 4e, 2018.
2.	Anne-Wil Harzing and Ashly H. Pinnington, International Human Resource Management, Sage Publications, 4e, 2017.
3.	S.C. Gupta, International Human Resource Management, McMilan, 2e, 2017.
REFERENCE BOOKS:	
1.	Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 3e, 2015.
2.	Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009.
3.	Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, Thomson, 5e, 2008.
VIDEO LECTURES:	
1.	https://www.youtube.com/watch?v=KlpsKLVgUgI
2.	https://www.youtube.com/watch?v=pi4ZVfHyUNc
Web Resources:	
1.	https://www.youtube.com/watch?v=bdXffr0UYG4
2.	https://www.youtube.com/watch?v=WdjFjUS4GtU
3.	https://www.forbes.com/sites/deniserestauri/2017/05/17/how-this-boss-learned-a-big-lesson-and-is-making-noise/#70fe30c1a78f

PROGRAM ELECTIVE

Course Code	Course Title	L	T	P	S	C
22MG201039	ORGNAIZATIONAL CHANGE AND DEVELOPMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					
COURSE DESCRIPTION: This course emphasizes the theories and practices of managing change and the Organizational development Process. This course examines the forces that have been driving organizations to change and development, explore the dimensions of change and the approaches of the developmental process.						
COURSE OUTCOMES: After successful completion of the course, students will be able to:						
CO1	Understand organizational change and resistance to change at various levels					
CO2.	Provide knowledge of the theories and models of organizational changes					
CO3.	Understand the organizational development and various theories of OD					
CO4.	Develop intervention strategies					
CO5.	Develop skills in organizational analysis through different diagnostic approaches					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2		1	1					1	1	1	1	1		
CO2	1												1		
CO3	1												1		
CO4		1			2	1				1	1	1			
CO5		1	2						1		1	1	1		
Course Correlation Mapping															

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1:	Organization Change	(09 Periods)
Introduction to Organization Change: meaning and nature of Organization Change. Forces change, types of organizational change, Resistance to Change at individual and organization level.		
Module 2:	Models of Organizational Change	(09 Periods)
Lewin Model of Organization change, McKinsey 7 S Model, Kotter's Model, Burke – Litwin Model, Work Redesign Model, ADKAR Model, Bridges' Transition Model and Grief Model		
Module 3:	Organization Development	(09 Periods)
Concept, Nature and Scope of O.D.; Process of O.D.; Underlying Assumptions & Values; Foundations of OD: Action Research, Survey Feedback, Systems Theory, Participation and Empowerment.		
Module 4:	O.D. Interventions	(09 Periods)
Team Interventions, Inter-group Interventions, Personal, Interpersonal and group process interventions, Structural Interventions.		
Module 5:	Implementation and Assessment of O.D	(09 Periods)
Implementation – conditions for failure and success in O.D. Efforts. Some key considerations and issues in OD.		
Total Periods: 45		

EXPERIENTIAL LEARNING

1	Case Studies on Organization change and development, Teamwork.
2	Presentations on various interventions by the students, Quiz after every module.
3	PPT on Different models of Organizational change in different companies.

RESOURCES

TEXTBOOKS:	
1	Marketing Management –Philip Kotler, Kevin Lane Keller, 15th Edition, Pearson, 2010.
2	Product & Brand Management – Text & Cases, Prof.K.Venugopal Rao,Himalaya, 2015
REFERENCE BOOKS:	

1	Product Management in India, Ramanuj Majumdar, PHI 2010
2	Compendium of Brand Management, Chunawalla. S.A, Himalaya 2014
3	Brand Management – Text & Cases , Harsh V Verma , Excel 2000
VIDEO LECTURES:	
1	https://onlinecourses.nptel.ac.in/noc22_mg82/preview
2	https://archive.nptel.ac.in/courses/110/107/110107161/
Web Resources:	
1	https://ebooks.lpude.in/management/mba/term_4/DMGT508_PRODUCT_AND_BRAND_MANAGEMENT.pdf
2	https://www.ddegjust.ac.in/studymaterial/mba/mm-408.pdf
3	https://www.studocu.com/in/document/xim-university/business-management/product-brand-management-notes-for-management-students/25175362

Course Code	Course Title	L	T	P	S	C
22MG201040	STRESS MANAGEMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course aims to teach the student how to limit the harmful effects of stress while maintaining life's quality and vitality.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1** Understand personal, environmental, and organizational causes of stress
- CO2.** Analyze the stress issues related to diverse ethnic populations
- CO3.** Understand the Behavioural aspects of the stress
- CO4.** Understand the relationship of stress and Work performance
- CO5.** Evaluate the strategies of stress management and career counselling.

Program Elective

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	3	2	2	2	-	2	-	2	-	2	3	1	1
CO2	2	2	1	-	2	2	-	-	-	-	-	2	2	2	3
CO3	2	2	1	1	-	-	-	-	-	2	-	2	2	2	2
CO4	2	2	2	-	-	-	-	-	-	2	-	2	2	2	2
CO5	2	2	1	2	2	-	-	-	-	2	2	2	2	2	2
Course Correlation Mapping	2	2	2	3	2	2		2		2	2	2	2	2	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1:	Introduction to Stress Management	(09 Periods)
Meaning and nature of stress, Sources of stress (Neuro-endocrinology, personality, environment, intrapersonal and interpersonal sources of stress), Consequences of stress, Stressful Behaviour and Health Status- somatic and anxiety problems, Theoretical models of Stress		
Module 2:	Cognitive appraisal of stress	(09 Periods)
General adaptation to stress; Consequences of stress; Physiological and psychological changes associated with the stress response. Stress and Memory; Stress and Other Cognitive Variables; Stressful environmental conditions on performance.		
Module 3:	Behavioural aspects of Stress	(10 Periods)
Behavioural aspects of Stress: Adaptive and Maladaptive Behaviour; Individual and Cultural Differences: Sources of Stress- Across the Lifespan; College and Occupational Stress		
Module 4:	Stress and Work performance	(09 Periods)
Role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress; Stress and Conflict in Relationships.		
Module 5:	Stress and Coping, Assessment Management and Counseling Techniques	(08 Periods)
Prevention of stress Challenging Stressful Thinking; Problem Solving; Emotional and cognitive coping styles: Strategies of Synthesis and Prevention: Resilience and Stress; Optimal functioning; Making changes last; Small changes and large rewards.		
Total Periods:45		

EXPERIENTIAL LEARNING

1.	Give a training needs analysis case and ask the students to find out the Stress Causes
2.	Implement various stress bursters, observe and submit a report on its effectiveness.
3.	The case studies will be collected as Assignments and the same will be evaluated.

RESOURCES

TEXT BOOKS:	
1.	Bramer, L.M. and Shostrom, E.L. (1982). Therapeutic Psychology. Fundamentals of Counseling and Psychotherapy. New Jersey Prentice Hall
2.	Barlow, Rapee, and Perini(2014), 10 Steps to Mastering Stress: A Lifestyle Approach, USA
3.	Chen, D.D. (2017). Stress Management and Prevention: Applications to Daily Life, Taylor and Francis, 3rd Edition.

REFERENCE BOOKS:	
1	Clayton,M, (2011).Brilliant stressmanagement How to manage stress in any situation's 1st edition, Greart Britain Pearson Education
2.	Roy,S (2012) Managing stress, Sterling Publication
VIDEO LECTURES:	
1	https://onlinecourses.nptel.ac.in/noc19_ge26/preview
2	https://archive.nptel.ac.in/courses/121/105/121105009/
Web Resources:	
1	https://www.uakron.edu/armyrotc/MS1/14.pdf
2	http://www.gov.pe.ca/photos/original/StressManage.pdf

PROGRAM ELECTIVE

Course Code:	Course Title	L	T	P	S	C
22MG201041	SALES AND RETAIL MANAGEMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course is designed to provide the learner a good understanding of the concepts, strategies, and trends associated with the sales and retail operations. To help the learner to explore the current sales and retail environment, sales force and strategies in retail management, trends in retailing.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1** To provide an overview of Sales.
- CO2.** To understand the Strategies of Negotiation and brand identity.
- CO3.** To buildup sales organization and understanding the sales force.
- CO4.** To Illustrate about Retailing, and identification of store location and site selection.
- CO5.** To discriminate the importance of retail stores and operations management.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	2	1	-	-	-	-	-	-	-	-	-	-	-
CO2	1	1	2	2	-		2		1			-	-	-	-
CO3	2	2	1	2	1	-	-	1	-	-	2		-	-	-
CO4	3	1	2	2	1	-	-	-	-	-	-	2	-	-	-
CO5	2	2	1	2	1	1	-	-	-	-	-	1	-	-	-
Course Correlation Mapping	2	2	2	2	1	1	2	1	1	-	2	-			

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT**Module 1: Introduction to Sales management (05 Periods)**

Meaning, evaluation, importance, personal selling and emerging trends in sales management, elementary study of sales organizations, qualities and responsibilities of sales manager. Types of sales organizations.

Module 2: Selling skills and selling strategies (10 Periods)

Selling and business styles, selling skills, situations, selling process, sales presentation, handling customer objectives, Negotiation Strategies, conflicts and dispute resolution, negotiation and discussion stages.

Module 3: Management of sales territory and Quota: (10 Periods)

Sales territory, meaning, size, Designing, sales quota, procedure, types, methods of setting sales quota. Recruitment and selection of Sales force, motivation & compensation, designing incentives and contests, Building sales reporting mechanism and monitoring, Sales force productivity.

Module 4: Introduction to retailing: (10 Periods)

Factors Influencing Retailing, Strategic Retail Planning Process, Retail Models and Theory of Retail Development, Modern retail formats in India, Store Location & Site Selection: Trading Area Analysis, Types of Location, Location and Site Evaluation, Objectives of Good store Design

Module 5: Retail store and operations Management: (10 Periods)

Store Layouts, space planning and types of layouts, Visual Merchandising Techniques, Controlling Costs and Reducing Inventory Loss, Parking Space Problem at Retail Centers, Store Security, Store Record and Accounting System, Coding System, Material Handling in Stores, Logistic and Information system, Promotion, CRM & Brand Management in retailing.

Total Periods:45

EXPERIENTIAL LEARNING

LIST OF EXPERIMENTS:

- 1 Make a list of five of your favorite retail stores and evaluate reasons that have positively contributed towards their likeability.
- 2 Visit a supermarket and assess its various functions.
- 3 Give a seminar on CRM and submit a report.

RESOURCES

TEXT BOOKS:

- 1 Still, R.R., Cundiff, E.W. and Govani, N.A.P.; Sales Management; Pearson Education
- 2 Venugopal, Pingali, Sales and Distribution Management, SAGE Publishing
- 3 [Michael Levy](#), [Barton Weitz](#), [Dhruv Grewal](#) Retailing Management; McGraw-Hill

REFERENCE BOOKS:

- 1 Berman, Evans, Retail Management Strategic approach, Pearson
- 2 Chaudhary Prashant , Selling and Negotiation, SAGE Publishing
- 3 Tapan Panda: Sales and Distribution Management, OUP.
- 4 Pradhan Swapna; Retailing Management; McGraw-Hill Education
- 5 Havaladar, K.K., and Cavale, V.M.; Sales and Distribution Management; McGraw- Hill Education.

VIDEO LECTURES:

- 1 NPTL
- 2 <https://www.udemy.com/course/diploma-in-retail-management/>

Web Resources:

1. <https://www.studocu.com/in/document>
2. <https://www.scribd.com/document/163893632/Mba-III-sales-Retail-Management-10mbamm312-Notes>
3. <https://www.tutorialsduniya.com/notes/retail-management-notes/>

PROGRAM ELECTIVE

Course Code	Course Title	L	T	P	S	C
22MG201042	CONSUMER BEHAVIOUR	3	-	-	-	3
Pre-Requisite						
Anti-Requisite						
Co-Requisite						
COURSE DESCRIPTION: The objective of the course is to enable students to understand the perspectives of consumers and their buying behavior. To get an insight into the consumer psychological processes in pre-purchase, purchase and post purchase situations. To evolve Marketing strategies based on Consumer Insights derived from purchase situations.						
COURSE OUTCOMES: After successful completion of the course, students will be able to:						
CO1	To explain concept of consumer behavior and different facets of consumer buying behavior.					
CO2.	To Analyze and interpret the consumer behavior and its relationship with different environment factors.					
CO3.	To Understand and describe consumer decision process pre –purchase and post purchase as well as repeat purchase behavior.					
CO4.	To Apply Consumer Behavior strategies by understanding customers’ preferences for the long-term sustainability of the Organizations.					
CO5.	To Design contemporary issues of the marketing in the present scenario.					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	2	1	-	-	-	-	-	-	-	-	-	-	-
CO2	1	1	2	2	-		2		1			-	-	-	-
CO3	2	2	1	2	1	-	-	1	-	-	2		-	-	-
CO4	3	1	2	2	1	-	-	-	-	-	-	2	-	-	-
CO5	2	2	1	2	1	1	-	-	-	-	-	2	-	-	-
Course Correlation Mapping	2	2	2	2	1	1	2	1	1	-	2	2	-	-	-

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1:	INTRODUCTION TO CONSUMER BEHAVIOR	(09 Periods)
Introduction to consumer behavior: Understanding consumers and market segments. Consumer behavior and marketing strategy, Psychographic Dimensions-consumer motivation, Perception, personality, Information processing, Attitude formation and attitude change.		
Module 2:	ENVIRONMENTAL INFLUENCES	(09 Periods)
Environmental influences on Consumer Behaviour -Social and Cultural Environment : Economic, Demographic, Cross Cultural and socio- cultural influences, Social Stratification, Reference Groups and family influences, personal influence		
Module 3:	CONSUMER DECISION MAKING PROCESS.	(09 Periods)
Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - High and Low Involvement, Pre-purchase processes, Purchase ,post purchase process,- Consumer Behaviour Models - Howard –Sheth Model, EKB Model, Webster and Wind Model		
Module 4:	STRATEGIC MARKETING APPLICATIONS & CONSUMERISM	(09 Periods)
Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behavior - Consumerism - Consumer rights Consumer protection Act 1986, Consumer disputes Redressal agencies and Commission and Marketers' responsibilities.		
Module 5:	GLOBAL CONSUMER BEHAVIOUR	(09 Periods)
The Global Consumer Behavior and Online buying behavior - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.		
Total Periods:45		

EXPERIENTIAL LEARNING

LIST OF EXPERIMENTS:

- 1 Prepare Consumer Behavior Strategies
- 2 Prepare Consumer Behavior Posters
- 3 Design and Demonstrate Advertising strategies (promotional Activity)
- 4 Create Product Brand Image and Loyalty

RESOURCES

TEXT BOOKS:

- 1 Consumer Behavior (Author: Leon Schiffman and Leslie Kanuk)
2. Consumer Behavior: Buying, Having, and Being (Author: Michael Solomon)

REFERENCE BOOKS:

- 1 CONSUMER BEHAVIOUR AN INDIAN PERSPECTIVE TEXT & CASES(AUTHOR: Dr. SL GUPTA)
2. Consumer Behavior A Strategic Approach(2005 Indian 2003 Edition by Henry Assael , Dreamtech
3. LeonG.Scistman & Leslie Leaserkarmal :Consumer Behaviour, PHI
4. Suja R.Nair : Consumer Behaviour in Indian Perspective, Himalaya
5. Subash Mehta : Consumer Behaviour, Tata McGraw Hill

VIDEO LECTURES:

1. NPTL
2. <https://www.udemy.com>

Web Resources:

- 1 <https://www.studocu.com>
- 2 <https://www.scribd.com>
- 3 <https://www.tutorialsduniya.com>

PROGRAM ELECTIVE

Course Code	Course Title	L	T	P	S	C
22MG201044	MARKETING OF SERVICES	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: To appreciate the challenges involved in managing the services and analyse the strategies to deal with these challenges. To give insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1** To provide an overview of services. Demonstrate an extended understanding of the similarities and differences in service-based and physical product-based marketing activities
- CO2.** Develop and justify marketing planning and control systems appropriate to service-based activities.
- CO3.** Demonstrate integrative knowledge of marketing issues associated with service productivity, perceived quality, customer satisfaction and loyalty
- CO4.** Develop blueprint for the services sector and develop a better appreciation of the necessary strategies to create a service excellence.
- CO5.** Recognize the challenges faced in services delivery as outlined in the services gap model

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	2	1	-	-	-	-	-	-	-	-	-	-	-
CO2	1	1	2	2	-		2		1			-	-	-	-
CO3	2	2	1	2	1	-	-	1	-	-	2		-	-	-
CO4	3	1	2	2	1	-	-	-	-	-	-	2	-	-	-
CO5	2	2	1	2	1	1	-	-	-	-	-	1	-	-	-
Course Correlation Mapping	2	2	2	2	1	1	2	1	1	-	2	-	-	-	-

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Introduction to Service (09 Periods)

Introduction– Definition– Service Economy – Evolution and growth of service sector – Nature and Scope of Services –Difference between services and tangible products– Unique characteristics of services– Challenges and issues in Services Marketing.

Module 2: SERVICE MARKETING OPPORTUNITIES (09 Periods)

Assessing service market potential – Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning

Module 3: SERVICE DESIGN AND DEVELOPMENT (09 Periods)

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

Module 4: SERVICE DELIVERY AND PROMOTION (09 Periods)

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle – Managing demand, managing supply, managing Demand and Supply of Service–Integrated Service marketing communication.

Module 5: SERVICE STRATEGIES (09 Periods)

Service Marketing Strategies for Health – Hospitality – Tourism – Financial – Logistics– Educational – Marketing of Online Services– Entertainment & public utility Information technique Services

Total Periods:45

EXPERIENTIAL LEARNING

LIST OF EXPERIMENTS:

- 1 Collect the case studies related to recent trends in service sector and other Contemporary Practices and Present them as a seminar.
- 2 Different Case Studies Will be Given to students as per the topic that will be collected and evaluated.
- 3 The case studies will be collected as Assignments and the same will be evaluated.

RESOURCES

TEXT BOOKS:

- 1 Chiristopher H. Lovelock and JochenWirtz, Services Marketing: People, Technology, strategy Pearson Education, New Delhi,8 th edition, 2016.
- 2 John.E.G.Bateson, K.Douglas Hoffman, Services Marketing, South Western Cengage learning, 4th Edition, 2011

REFERENCE BOOKS:

- 1 Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.

- 2 Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
- 3 Christian Gronroos, Services Management and Marketing a CRM in Service Competition, 3rd Edition, Wiley, 2007.
- 4 R. Srinivasan, SERVICES MARKETING, Prentice Hall of India Private Limited, 4th Edition 2014, New Delhi.
- 5 Vinnie Jauhari & Kirti Dutta (2017), Services Marketing, Text and cases, 2nd edition.

VIDEO LECTURES:

- 1 NPTL
- 2 <https://www.udemy.com>

Web Resources:

1. <https://www.studocu.com>
2. <https://www.scribd.com>
3. <https://www.tutorialsduniya.com>

PROGRAM ELECTIVE

Course Code	Course Title	L	T	P	S	C
22MG201046	PRODUCT AND BRAND MANAGEMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION:

This course is designed to provide the student with a good understanding of the concepts, strategies, and trends associated with Product and Brand Management. To help the students explore the current environment in various sectors, understanding the brand valuation methods and advantages of brand equity.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Understand the overview of Product Concept
- CO2.** Analyse the strategies of Product Management
- CO3.** Apply the Branding Concepts in Business management
- CO4.** Analyze the importance of Brand Equity
- CO5.** Develop the idea of building Brand in various sectors

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	1	2		1			1		1		1		1
CO2	1	2	1	2			1	1		1				1	1
CO3	1	1	1	1	1	1			1		1	1			1
CO4	1	2	1	1			1	1					1	1	1
CO5	1	1	1	1	1	1			1	1	1	1	1	1	
Course Correlation Mapping	1	2	1	2	1	1	1	1	1	1	1	1	1	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Introduction to Product

(09 Periods)

Product Concepts – Product Classification –Product Line and Product Mix – Responsibility of Product Manager

Module 2: Product Management

(09 Periods)

Product Strategies – Management of New Product Development – Product life cycle - Product Positioning Strategies – Packaging Management

Module 3: Introduction to Branding (09 Periods)

Essentials of Good Brand – Types of Brands – Advantages of Branding – Brand Loyalty – Brand Valuation Methods – Brand Revitalization

Module 4: Creating and Managing Brand Equity (09 Periods)

Advantages of Brand Equity – Brand Building Strategies – Brand Extension – New Brand Failures

Module 5: Building Brands in Different Sectors (09 Periods)

Branding in the Industrial sector, Retail Sector, Service sector, Banking Sector and Insurance Sector.

Total Periods: 45

EXPERIENTIAL LEARNING

- 1 Examine market trends, consumer behavior, competitor analysis, and branding strategies.
- 2 Role-playing activities to understand various perspectives and develop skills such as negotiation, conflict resolution, communication, and decision-making

RESOURCES

TEXTBOOKS:

- 1 Marketing Management –Philip Kotler, Kevin Lane Keller ,15th Edition, Pearson, 2010.
- 2 Product & Brand Management – Text & Cases, Prof.K.Venugopal Rao,Himalaya, 2015

REFERENCE BOOKS:

- 1 Product Management in India, Ramanuj Majumdar, PHI 2010
- 2 Compendium of Brand Management, Chunawalla. S.A, Himalaya 2014
- 3 Brand Management – Text & Cases , Harsh V Verma , Excel 2000

VIDEO LECTURES:

- 1 https://onlinecourses.nptel.ac.in/noc22_mg82/preview
- 2 <https://archive.nptel.ac.in/courses/110/107/110107161/>

Web Resources:

- 1 https://ebooks.lpude.in/management/mba/term_4/DMGT508_PRODUCT_AND_BRAND_MANAGEMENT.pdf
- 2 <https://www.ddegjust.ac.in/studymaterial/mba/mm-408.pdf>
- 3 <https://www.studocu.com/in/document/xim-university/business-management/product-brand-management-notes-for-management-students/25175362>

Program Elective

Course Code	Course Title	L	T	P	S	C
22MG201047	RURAL MARKETING	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course deals with Understanding the product life cycle and brand management in the rural market context. Exploring rural retailing strategies and opportunities. Marketing strategies specific to the Indian rural market, including segmentation, competitive strategies, and distribution

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1** Understand various aspects of rural marketing and develop an insight into rural marketing.
- CO2.** Identify the challenges and opportunities in the field of rural marketing.
- CO3.** Analyse concepts and techniques in the area of rural marketing.
- CO4.** Apply adaptations to the rural marketing mix to meet the needs of rural consumers.
- CO5.** Understand the concept and methodology for conducting the research in the rural market.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	2	1	-	-	-	-	-	-	-	-	-	-	-
CO2	1	1	2	2	-		2		1			-	-	-	-
CO3	2	2	1	2	1	-	-	1	-	-	2		-	-	-
CO4	3	1	2	2	1	-	-	-	-	-	-	2	-	-	-
CO5	2	2	1	2	1	1	-	-	-	-	-	1	-	-	-
Course Correlation Mapping	2	2	2	2	1	1	2	1	1	-	2	-			

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Introduction to Rural Marketing

(09 Periods)

Definition, Concepts, Nature, Size and scopes of Indian rural marketing, Rural Demand, Buying Characteristics, Rural Market Structure, Demographic, Physical Economic Environment,

Module 2: Understanding the Rural Consumer (09 Periods)

Rural Community in India, Profile of Rural markets, Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behavior – Cultural, Social, Technological Economic and Political.

Module 3: Marketing mix in rural Marketing (10 Periods)

Product: Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions, Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems.

Module 4: Innovation in rural marketing (09 Periods)

Significance of innovation in rural markets, The intervention of IT in Rural Markets: Importance and Initiatives, The emergence of Organized retailing in Rural India, Key Drivers of Organized Retail Cases in organized retail: Operative Models adopted by Indian Companies.

Module 5: Future of rural marketing (08 Periods)

Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Present Scenario- Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism.

Total Periods:45

EXPERIENTIAL LEARNING

- Give a seminar on operation strategy as a competitive tool and submit a report.
- Generate the idea of a new product and develop a prototype product.
- Collect any case study of material management related to manufacturing company and present a summary report.

TEXT BOOKS:

- R V Badi, Rural Marketing, text and cases, 2008 excel book
- U C Mathur, Rural marketing, Text and Cases, 2008, excel books

REFERENCE BOOKS:

- Raozada Sumesh and Agarwal Vishal (2010): Scope and Challenges in Rural Marketing In India , Excel Books , ISBN 978-81-7466-842-0
- Krishnama charyulu C.S.G. & Ramakrishnan Lalitha (2011), Rural Marketing Text & Cases, Pearson Education ISBN:978-81-317-3263-2

VIDEO LECTURES:

- <https://www.youtube.com/watch?v=b2-wHE8Cwdw>
- <https://www.youtube.com/watch?v=kDomIMHGRrc>

Web Resources:

1. https://ebooks.lpude.in/management/mba/term_4/DMGT509_RURAL_MARKETING.pdf
2. https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000032SW/P001729/M021655/ET/1509102407Module-32_e-Text.pdf

Program Elective

Course Code	Course Title	L	T	P	S	C
22MG201048	INTERNATIONAL MARKETING	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course provides an experience an unfamiliar market setting, build skills in using online international databases, and present a group project on a topic of global interest.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1** Understand international marketing concepts
- CO2.** Evaluate international marketing environment
- CO3.** Assign global market opportunities
- CO4.** Differentiate international markets strategies from domestic market Strategies
- CO5.** Gain exposure international promotional strategy

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	-	-	-	-	1	-	-	-	-	1	1	1	-	-
CO2	3	-	-	-	-	1	1	-	-	-	-	1	-	1	-
CO3	3	1	-	-	-	-	-	-	1	-	-	1	1	-	-
CO4	3	1	-	-	-	1	-	-	-	-	-	1	1	-	-
CO5	3	1	-	-	-	1	-	1	-	-	-	-	-	-	1
Course Correlation Mapping	3	1	-	-	-	1	1	1	1	-	1	1	1	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Introduction International Marketing

(09 Periods)

Concepts- Key Concepts -Evolution of International Marketing-Drivers towards Internalization International Marketing objectives – Theoretical Foundations – Country Specific Advantages Firm Specific Advantages–Rivalry between International

Competitors.

Module 2: International Marketing Environment (09 Periods)

Economic Environment – Political and Legal Environment – Cultural Environment Analyzing International Marketing Environment.- US Europe, Asia and Eastern Marketing.

Module 3: International Market Selection and Entry Strategies (10 Periods)

Assessing Global Market Opportunities – Country Attractiveness–Understanding Local Customers– Multinational Market Regions–International Segmentation and Positioning– International Mature Markets–Growth Markets –Emerging Markets.

Module 4: International Marketing Strategies (09 Periods)

International products and Services – Standardization Vs. Localization–International Product Lines –International Brand Management–International Pricing–Financial Issues –Transfer Pricing –Counter Trade–International Pricing Policies

Module 5: International Promotion Strategies (08 Periods)

Promotion as Competitive Advantage –Pros and Cons of Inter-national Advertising – International Advertising Decisions –International Sales Promotions–Direct Marketing– International Personal Selling– International Distribution – Rationalizing Local Channels– International Logistics–International Channel Design.

Total Periods:45

EXPERIENTIAL LEARNING

Collect various cases relating to International Marketing and discuss in class room and team discussions and to write assignments as experiential learning.

2. Present Videos how few international marketing issues resolved by the CEOs and General Mangers under different environments.
3. Role plays for decision making in different international marketing contexts.

TEXT BOOKS:

1. JohnnyK.Johansson–Global Marketing–Foreign Entry, Local Marketing and Global Management–TataMcGrawHillPvt.Ltd.NewDelhi,2016.
2. KateGillespie,JeanPierreJeannet,H.DavidHennessey–InternationalMarketing–CengageLearning–NewDelhi-2016.

REFERENCE BOOKS:

1. Philip R. Cateora, John L. Graham, Prasht Salwan – International Marketing – Tata McGrawHill,NewDelhi-2016.
2. P.K.Vasudeva–InternationalMarketing–ExcelBooks–NewDelhi,2016.

VIDEO LECTURES:

1. <https://www.youtube.com/watch?v=ch9OjWY6hjE>
2. <https://www.youtube.com/watch?v=yjQvcMcw WE3>.

Web Resources:

1. <https://international-marketing.univie.ac.at/studies/links-resources/international-marketing-resources/>
2. <https://journals.sagepub.com/home/jig>

Program Elective

Course Code:	Course Title	L	T	P	S	C
22MG201049	GREEN MARKETING	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: The course is designed to understand the importance of Green Marketing on consumer satisfaction and environmental safety. Green revolution, going green, environment protection, and sustainable development have become the buzz words today..

COURSE OUTCOMES: After successful completion of the course, students will be able to:

CO11. Understand green marketing and its importance.

CO12. Describe the current state of the environment

CO13. Understand the opportunities, challenges, and issues in designing and implementing green marketing strategies.

CO14. Demonstrate knowledge on green consumer segments

CO15. Assess the tools and techniques for project review and evaluation

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	2	1	-	-	-	-	-	-	-	-	-	-	-
CO2	1	1	2	2	-		2		1			-	-	-	-
CO3	2	2	1	2	1	-	-	1	-	-	2		-	-	-
CO4	3	1	2	2	1	-	-	-	-	-	-	2	-	-	-
CO5	2	2	1	2	1	1	-	-	-	-	-	1	-	-	-
Course Correlation Mapping	2	2	2	2	1	1	2	1	1	-	2	-			

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Fundamentals of Green Marketing:

(09 Periods)

Meaning & Concept & Evolution of Green Marketing, Types of Green Marketing, Difference in between Marketing & Green Marketing, Green Product - Green Marketing – Importance of Green Marketing - Importance of green marketing -

Module 2: Segmentation of Green Marketing: (09 Periods)

Green Spinning – Green Selling – Green Harvesting – Enviropreneur Marketing - Compliance Marketing – Green Washing – Climate Performance Leadership Index Promotional Channels of Green Marketing..

Module 3: Green Marketing Policies: (10 Periods)

Introduction to Green Marketing Policy & Process, Green Firms – HCL's Green Management Policy – IBM's Green Solutions – IndusInd Bank's Solar Powered ATMs – ITCs Paperkraft – Maruti's Green Supply Chain – ONCGs Mokshada Green Crematorium – Reva's Electric Car – Samsung's Eco-friendly handsets- Wipro Infotech's Eco-friendly computer peripherals.

Module 4: Environmental Consciousness: (09 Periods)

Introduction to Environment Consciousness, Types of Environmental Consciousness - Importance of environmentalism - Environmental movement - Benefits of green environment to the society -

Module 5: Environmental Technological & Legal Aspects: (08 Periods)

Manufacturing industry: Energy consumption and GHG emissions, Long-term changes in sustainable "Production and Consumption", Sustainable Patterns of Materials, Sustainable Energy and Climate Technologies, Green Technologies for Energy Intensive, Selected Emerging Green Technologies: Carbon capture and Storage (CCS) and Renewables.

Total Periods:45

EXPERIENTIAL LEARNING

13. Present a case study report green marketing practices and its impact on business.
14. Visit any green manufacturing unit and present a PPT of your observations on best practices in the unit.
15. Present a ted talk summary report on Green Marketing Challenges.

REFERENCES

TEXT BOOKS:

6. Green Marketing Management by Robert Dahlstrom, Cengage Learning India. Latest Edition.
7. Green Marketing - Concepts, Literatures and Examples. M.Meera. Evincepub Publishing. Latest Edition.

REFERENCE BOOKS:

6. Green Marketing: Challenges and Opportunities for the New Marketing Age, Jacquelyn A. Ottman, NTC Business Books, 1993. Latest Edition.
7. The New Rules of Green Marketing, Jacquelyn A. Ottman, Berrett-Koehler Publishers, 2011. Latest Edition.

VIDEO LECTURES:

1. <https://www.youtube.com/watch?v=7vpCAx0bxks>
2. <https://www.youtube.com/watch?v=iv00moN0Das>

Web Resources:

5. <https://www.unescap.org/sites/default/files/31.%20FS-Green-Marketing.pdf>
6. <https://core.ac.uk/download/pdf/141448005.pdf>

UNIVERSITY ELECTIVE

Course Code	COURSE TITLE	L	T	P	S	C
22MG201703	MARKET RESEARCH	3	-	-	-	3

Pre-Requisite -**Anti-Requisite** -**Co-Requisite** -

COURSE DESCRIPTION: The course considers both academic and applied research in marketing and aims to provide students with the necessary knowledge and skills involved in undertaking a dissertation and wider marketing research.

COURSE OUTCOMES: After successful completion of the course, students will be able to:

- CO1.** Explore the basic relevance of market research.
- CO2.** Explain the marketing research process.
- CO3.** Evaluate the various methodologies and designs of marketing research.
- CO4.** Analyse various data types and use tools to interpret the data.
- CO5.** Develop knowledge on reporting and ethical issues in market research.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	-	-	-	-	-	-	-	-	-	3	-	3
CO2	3	3	3	-	-	-	-	-	-	-	-	2	3	-	3
CO3	3	3	-	-	-	-	-	-	-	-	2	-	3	-	3
CO4	2	3	3	-	-	-	-	-	-	-	-	-	3	-	-
CO5	2	2	1	-	-	-	-	-	-	-	1	-	3	2	1
Course Correlation Mapping	3	3	3	-	-	-	-	-	-	-	2	2	3	-	3

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: Introduction to Market Research (09 Periods)

Need of Market Research, Characteristics of good market research, Market Research Vs Marketing Research, Marketing Intelligence, Market Research Process, Problem Definition- problem identification, problem solving, types of market research

Module 2: Market Research Process (09 Periods)

Process of Market Research, the Research Proposal, Elements of the Research Approach, Research Hypothesis, Quantitative Research and Qualitative Research: Research Approaches.

Recruitment and Selection: Recruitment – Process – Sources, advantages and disadvantages – e-Recruitment; Selection – Process – Barriers to effective selection.

Module 3: Research Design (09 Periods)

Definition, significance of Research Design, Types of Research Design - Exploratory Research design, Descriptive Research design and Causal Research design, Errors in Research Design; Field Work or Collection of Data: Field work, types of Data- primary data and secondary data and marketing.

Module 4: Data Analysis and Interpretation (09 Periods)

Importance of Data Analysis, Process of Data Analysis, Types of Data Analysis, Data Analysis methods – Qualitative and Quantitative Data Analysis, Data Analysis and Interpretation, Tabulation, Recent Trends- Agility & Technology, Social Listening, Longitudinal studies, DIY (do-it-yourself).

Module 5: Reporting and Ethical issues in Market Research (09 Periods)

Preparing Marketing Research reports and presentation, Format of the Report
Definition of Research Ethics, importance, ethical issues related to clients, respondents, sampling, Questionnaire design.

Total Periods:45

EXPERIENTIAL LEARNING

1. Collect the case studies related to market research and present them as a seminar.
2. Prepare a report on research design and give a seminar through PPT.

3. Do a field survey on the select research problem of the marketing and sales department and write a report.

RESOURCES

TEXT BOOKS:

1. Bryman, A. and Bell, E. (2015) Business Research Methods, 4th ed, Oxford University Press, Oxford. (earlier editions of this text are also suitable)
2. Bradley, R. (2010), Marketing Research: Tools and Techniques, 2nd Ed., Oxford, Oxford University Press.

REFERENCE BOOKS:

1. Doing Research Projects in Marketing, Management and Consumer Research (Hackley C.)
2. Loudon, D.L. and Bitta, A.J.D. (2005) Consumer Behavior Concepts and Applications, TMH. ISBN: 978-0070387676
3. Solomon, Michael R. (2013) Consumer Behavior 10th Ed., Prentice Hall. ISBN: 978- 0132672146
4. Blackwell, R.D, Miniard, P.W, and Engel, J.F. (2006) Consumer Behaviour, Cengage. ISBN: 9780030211089

VIDEO LECTURES:

1. Researching the Market: How to Conduct Market Research, Types, and Example (investopedia.com)
2. <https://nptel.ac.in/courses/110107080>

Web Resources:

1. https://backup.pondiuni.edu.in/storage/dde/downloads/markiii_mr.pdf
2. SNP_YB_098.pdf (ycmou.ac.in)

UNIVERSITY ELECTIVE

Course Code	Course Title	L	T	P	S	C
22MG201705	MODELING WITH EXCEL	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					
COURSE DESCRIPTION: these subject students will understand the importance of preparing a template, isolating assumptions, and growth drivers, and integrating your model to facilitate modification and analysis						
COURSE OUTCOMES: This course aims to understand how managers use financial analytics to formulate and solve business problems and to support managerial decision-making.						
CO1	Demonstrate competencies in financial analysis and decision making					
CO2	Pursue a career in the field of Risk management, Investment banking and allied professions in the field of Finance.					
CO3	Gain experiential learning through well-structured internships and live projects.					
CO4	to analyze and learn about India through the association of ideas in the texts and the external contexts					
CO5	To Understand Survival analysis and its application- Six Sigma through R					

CO-PO Mapping Table:

Course Outcomes	Program Outcomes												Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO2	3	-	-	-	1	-	-	-	-	2	-	2	3	2	-
CO3	3	-	2	-	2	-	-	-	-	2	-	2	3	-	2
CO4	3	1	2	-	2	-	-	-	-	2	-	2	3	-	2
CO5	3	-	2	-	2	-	-	-	-	2	1	2	3	-	2
Course Correlation Mapping	3	1	2	-	2	-	-	-	-	2	1	2	3	2	2

Correlation Levels: **3: High;** **2: Medium;** **1: Low**

COURSE CONTENT:

Module 1:	Introduction to Modelling	(05 Periods)
Introduction to Modelling – Types and Purposes of Business Models – Rules for Model Design– Model Layout Flow Charting – Steps to Building a Model – Best Practice-Principles of Modelling		

– Documentation – Preparing and Presentation of Model Results – Model Review –Auditing a Model.		
Module 2:	Introduction to Excel	(10 Periods)
Excel functions – Importing and Exporting Data – Financial Functions (PV, FV Rate, NPER, IRR, NPV, MIRR, XNPV, XIRR, effect, Nominal, Price) – Lookup and Reference Functions (Choose, Offset, Match, Indirect, Lookup) – Statistical Functions- What if Functions Goal Seek, Solver – Pivot Table- Conditional Formatting– Array Formulas.		
Module 3:	Techniques of Financial Analysis	(10 Periods)
Financial Analysis Techniques – Ratio Analysis, Du-Point Analysis –Loan Amortization – Capital Budgeting Decisions – Scenario Analysis with Scenario Manager –Forecasting Techniques: Application of Predicative Analytics in Retail – Direct marketing- Financial services-financial Time Series Their Characteristics.		
Module 4:	Marketing and HR Metrics	(10 Periods)
Estimating Demand Curves – Revenue Management – Computing Marketing Metrics – Take Rate, Churn, Customer Satisfaction – Customer Life Time Value – Cost Per Click – Transaction Conversion Rate – Bounce Rate- HR Analytics- its Advantages & Disadvantages.		
Module 5:	Time Series Analysis and Project Management	(10 Periods)
Forecasting – Time Series and Exponential Smoothing – Production Order Quantity Model – Acceptance Sampling – Material Requirement Planning –Quality Control Charts – Lot Sizing Methods –		
Total Periods:45		

EXPERIENTIAL LEARNING: Case studies, group discussion, Assignments, Field study reports

LIST OF EXPERIMENTS:	
1.	Financial Analytics lab
2.	Financial functions using Excel
3.	SPSS using Excel

RESOURCES

TEXTBOOKS:	
1.	Sheeba Kapil, Financial Valuation and Modelling, Wiley, 1e,2022.
2.	R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI,7e,2022.
3.	Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7e, 2013.
4.	Vijay Gupta, Financial Analysis using Excel, VJ Books Inc, Canada.
REFERENCE BOOKS:	
1.	Modelling With Excel - ISBN: 9789356255203- Scientific International Publishing House (SIPH)-Mr. S.Chandra Sekhar, Dr. Shaik Karim Prof. S S Prasada Rao Dr. J. Murthy Dr. K. Balaji

2.	Financial Analysis and Modeling using Excel and VBA – Chandan Sengupta
3.	Advanced Financial Modelling in Excel
4.	Mastering Financial Modelling in Microsoft Excel – Alastair Day
VIDEO LECTURES:	
1.	https://youtu.be/-pws4pPiDFs
2.	https://youtu.be/7svJMPtNT0Q
3.	https://youtu.be/2PkpdNKFAPQ
4.	https://youtu.be/-ivpFNCU4CY
5	https://www.w3schools.com/excel/excel_formatting.php
Web Resources:	
1.	https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_FM_NOTES.pdf
2.	https://corporatefinanceinstitute.com/resources/ebooks/financial-modeling-best-practices-ebook/
3.	https://open.umn.edu/opentextbooks/textbooks/70
4.	https://www.pdfdrive.com/advance-excel-books.html
5.	https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_FM_NOTES.pdf

