

## Course Structure

The course structure of the Master of Business Administration (MBA) programme shall be as under:

Course No.	Name of the Course	Credit	Remark
	<b>Semester I</b>		
MBACC 101	Principles of Management	04	Core Course
MBACC 102	Business Environment	04	Core Course
MBACC 103	Accounting for Managers	04	Core Course
MBACC 104	Organisational Behaviour	04	Core Course
MBACC 105	Managerial Economics	04	Core Course
MBAVC 101	Indian Ethos and Business Ethics	04	Value added Course (Credited)
	<b>Semester Total</b>	<b>24</b>	
	<b>Semester II</b>		
MBACC 201	Marketing Management	04	Core Course
MBACC 202	Financial Management	04	Core Course
MBACC 203	Human Resource Management	04	Core Course
MBACC 204	Operations Management	04	Core Course
MBACC 205	Quantitative Techniques an Research Methods for Business	04	Core Course
MBACC 206	Information Systems Management	04	Core Course
MBAVNC 201	Business Laws and Public Policy	00	Value added Course (Non Credited)
	<b>Semester Total</b>	<b>24</b>	
	<b>Semester III</b>		
MBACC 301	Entrepreneurship	04	Core Course/ MOOC
MBAEL 301	Specialisation Elective I	04	Elective
MBAEL 302	Specialisation Elective II	04	Elective
MBAEL 303	Specialisation Elective III	04	Elective
MBAIER 301	Business Analytics/ Managing Digital Business	04	Inter-departmental Course
MBAIN 301	Summer Internship Project (SIP)	04	Summer Internship
	<b>Semester Total</b>	<b>24</b>	
	<b>Semester IV</b>		
MBACC 401	Strategic Management	04	Core Course/ MOOC
MBAEL 402	Specialisation Elective IV	04	Elective
MBAEL 403	Specialisation Elective V	04	Elective
MBAIRA 402	Managing for Sustainability / Innovation and Design Thinking	04	Intra-departmental Course
MBAMT 401	Dissertation	08	Masters Thesis
MBACC 402	Comprehensive Viva-Voce	00	Viva-Voce
	<b>Semester Total</b>	<b>24</b>	
	<b>GRAND TOTAL</b>	<b>96</b>	

MBACC – Core Course; MBAVC – Value added course (Credited);  
MBAVNC - Value added course (Non-Credited); MBAEL –Elective Course;  
MBAIER – Inter-departmental Course; MBAIRA – Intra-departmental Course  
MOOC – Massive Open Online Course

The list of courses in the MBA programme shall be as under:

**Semester -I**

**Core Courses - 4 Credits each**

MBACC 101 Principles of Management

MBACC 102 Business Environment

MBACC 103 Accounting for Managers

MBACC 104 Organisational Behaviour

MBACC 105 Managerial Economics

**Value Added Elective Course - 4 Credits**

MBAVC 101 Indian Ethos and Business Ethics

**Foundation Courses Optional Non-Credit**

MBAFC 101 Computer Skills

MBAFC 102 Managerial Skills and etiquets

MBAFC 103 Foreign Language

**Semester -II**

**Core Courses - 4 Credits each**

MBACC 201 Marketing Management

MBACC 202 Financial Management

MBACC 203 Human Resource Management

MBACC 204 Operations Management

MBACC 205 Quantitative Techniques and Research Methods for Business

MBACC 206 Information Systems Management

**Value Added Course Non-Credit**

MBAVNC 201 Business Laws and Public Policy

**Semester -III**

**Core Course – 4 Credits each**

MBACC 301 Entrepreneurship / MOOC

**Inter-Departmental Course 4 Credits**

MBAIER 301 Business Analytics /

MBAIER 302 Managing Digital Business

**Summer Internship Project 4 Credits**

MBACC 302 Summer Internship Project (SIP)

**Specialisation Area Elective Courses – 4 Credits each**

Choose any three courses from the selected specialisation area

**Semester -IV**

**Core Course - 4 Credits**

MBACC 401 Strategic Management / MOOC

**Specialisation Area Elective Courses – 4 Credits each**

Choose any two courses from the selected specialisation area

**Intra-Departmental Course 4 Credits**

MBAIRA 401 Managing for Sustainability /

MBAIRA 402 Innovation and Design Thinking

**Masters Thesis - 8 Credits**

MBAMT 401 Dissertation

## **Comprehensive Viva-Voce**

MBACC 402 Comprehensive Viva-Voce

### **Specialisation Area Courses**

#### **Group A: Marketing**

MBAEL 311 Integrated Marketing Communication  
MBAEL 312 Brand Management  
MBAEL 313 Consumer Behaviour  
MBAEL 314 Digital Marketing and Analytics  
MBAEL 315 Customer Relationship Management  
MBAEL 316 Marketing Research  
MBAEL 411 Marketing of Services  
MBAEL 412 Sales and Distribution Management  
MBAEL 413 Managing Retail  
MBAEL 414 Industrial Marketing  
MBAEL 415 Rural Marketing  
MBA EL 416 Logistics and supply chain

#### **Group B: Finance**

MBAEL 321 Financial Systems and Institutions  
MBAEL 322 Security Analysis and Portfolio Management  
MBAEL 323 Management of Banking and Financial Services Institutions (BFSI)  
MBAEL 324 Working Capital Management  
MBAEL 325 Corporate Tax Planning  
MBAEL 421 Valuations and Asset Pricing  
MBAEL 422 Corporate Finance  
MBAEL 423 Financial Econometrics  
MBAEL 424 International Financial Management  
MBAEL 425 Derivatives and Risk Management  
MBAEL 426 Corporate Reporting and Governance

#### **Group C: Human Resource**

MBAEL 331 Organisational Change and Development  
MBAEL 332 Industrial and Managerial Psychology  
MBAEL 333 Talent Management and Retention  
MBAEL 334 Performance Management & HR Audit  
MBAEL 335 Industrial Relations and Dispute Settlement  
MBAEL 431 Negotiations and Compensation Management  
MBAEL 432 Cross Cultural Management & International HRM  
MBAEL 433 Team Work and Leadership  
MBAEL 434 Strategic HRM and HR Analytics  
MBAEL 435 Employee Welfare and Social Security

#### **Group D: International Business**

MBAEL 341 Export Import Procedures and Documentation  
MBAEL 342 Foreign Exchange Management  
MBAEL 343 International Marketing  
MBAEL 344 Emerging Economies and Markets

MBAEL 441 International Business Management  
MBAEL 442 Global Cultural Diversity  
MBAEL 443 International Logistics Management  
MBAEL 444 Global Outsourcing  
MBAEL 445 International Trade and Geo-politics

**Group E: Information Systems Management**

MBA EL 351 Systems Analysis and Design  
MBA EL 352 Data-base Management System  
MBA EL 353 IT Services and Outsourcing  
MBA EL 354 Enterprise Systems and Applications  
MBA EL 355 Social Network Analytics  
MBA EL 451 Software Project Management  
MBA EL 452 Decision Support Systems and Executive Information  
Systems  
MBA EL 453 Information Systems Strategy  
MBA EL 454 Information Systems Auditing and Control  
MBA EL 455 Artificial Intelligence and Business

## **MBACC 101: PRINCIPLES OF MANAGEMENT**

### **Course Objectives:**

1. *To provide students an understanding of fundamental concepts, principles, and theories of management.*
2. *To help students comprehend planning and decision-making strategies in an organization.*
3. *To summarize the concept and cognize the process of organizing.*
4. *To develop an understanding of staffing and directing in an organization.*
5. *To predict the dynamics of controlling and its emerging issues in management.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management;*
2. *Explain how managers align the planning process with the company's mission, vision, and values.*
3. *Understand the organization types and structures.*
4. *Analyse the staffing and directing practices.*
5. *Diagnose various styles of controlling and coordination, and incorporate managerial knowledge and skills in management issues.*

### **CONTENT:**

#### **Unit I**

**Management:** Concept, Nature & Importance; Managerial Roles & Skills; Levels of Management; Principles of Management; Management Process.

Classical theories-Taylor's Scientific Management, Fayol's Administrative Management, Bureaucracy. Neoclassical theories-Hawthorne Experiment & Human Relations Approach; Systems Approach; Social Systems Approach; Decision Theory Approach; Behavior Science Approach; Contingency theory; McKinsey's 7-S theory; Quantitative Approach.

#### **Unit II**

**Planning:** Nature, Scope, Objectives, and Significance of Planning; Types of Planning; Process of Planning; Barriers to Effective Planning; Planning Premises and Forecasting.

**Managerial Decision Making:** Concept; The decision-making process, Management by Objective; Management Information System.

#### **Unit III**

**Organizing:** Concept, Nature, and purpose; Organization Theories; Organizational Structure; Types of Organization, Departmentation; Span of Control; Delegation; Authority, Responsibility, and Accountability; Power; Centralization & Decentralization – Factors determining the degree of Decentralization of authority.

#### **Unit IV**

**Staffing:** Concepts and significance of Staffing, Manpower planning, Job design, Recruitment and Selection, Training, and development, Performance Appraisal.

**Directing:** Concept, Direction, Supervision, Quality of Life, Introduction to Motivation & Leadership.

## **Unit V**

**Controlling:** Concept, Types & importance of Control; Steps in control, Techniques of control; Management by Exception.

**Coordination:** Coordination as an Essence of management; Coordination Vs. Co-operation; Types of coordination; Need & importance of coordination, Techniques of coordination. Principles of Coordination.

Contemporary issues and challenges in management.

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Tripathi, Reddy & Bajpai. (2021). *Principles of Management, 7<sup>th</sup> edition*, Tata Mc Graw Hill.
2. Robbins S.P. & Coulter M. A. (2020). *Management, Global Edition*, Pearson Education.
3. Prasad L.M. (2020). *Principles and Practices of Management, 10<sup>th</sup> edition*, Sultan Chand & Sons, New Delhi.
4. Stoner, Freeman & Gilbert Jr. (2018). *Management, 6th Edition*, Pearson.
5. Koontz H. & Weihrich H. (2015). *Essentials of Management, 10th edition*, Chennai: Tata McGraw Hill Education.
6. Rao V.S.P. (2012). *Management-Text and Cases, 2<sup>nd</sup> edition*, Excel Publications.

## MBACC 102: BUSINESS ENVIRONMENT

### **Course Objectives:**

1. *To make students aware of the Indian growth story post-independence and the evolution of the business environment scenario.*
2. *To help understand the institutional framework provided by government and the economic reforms undertaken to put the economy on a solid foundation.*
3. *To provide comprehensive information on the global business environment and underlying theories which influenced the way businesses evolved globally.*
4. *To develop an understanding of the international monetary and securities market as also some of the prominent economic groupings.*
5. *To make students aware of importance of environmental and Sustainability issues.*

### **Course Outcomes:** After attending this course, the students shall be able to:

1. *Aid the budding manager with a comprehensive knowledge of business and economy.*
2. *Understand governmental institutions and their mechanisms that will help the students perform better in the market as a manager.*
3. *Assess the impact of globalization and understand the international business mechanisms for better management of resources.*
4. *Understand the probable pathways to generate further business.*
5. *Apply sustainability and CSR related concepts in the business.*

### **CONTENT:**

#### **Unit I**

**Indian growth story:** Concept of Business Environment, Nature and Factors in Business Environment, Role of Planning in a Market Economy, India's Growth Experience, Performance & Challenges, Unemployment & Employment, Population Change, and Economic Environment, Agricultural Growth, Performance & Policies, Industrial Growth & Policies.

#### **Unit II**

**Institutional framework:** Economic role of Government; Contemporary Economic Reforms, Role of Industry in Economic Development, Stock Exchange of India, Role of Regulatory Institutions in Indian financial system– RBI and SEBI, Balance of Payment, Poverty and its implications.

#### **Unit III**

**Global business environment:** Global Business Environment– Political, Economic, Social, Cultural, Legal, Technological, Theories of International Trade; Adam Smith, Ricardo and Ohlin & Heckscher, Global Monetary System, Indian Economy and GATT, WTO.

#### **Unit IV**

**International monetary and securities market:** International Financial Markets; Bilateral, Multilateral Agencies, International Banks, International Securities Market, Rise of New Economies like BRICS and ASEAN countries.

## **UNIT V**

**Emerging issues:** Regional Economic Integration, European Union; Corporate Social Responsibility; Environmental and Sustainability issues in Development.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Kapila, U. (2019). Indian Economy: Performance and Policies, 20th Edition. Academic Foundation.
2. Rao, P.S. (2019). International Business Text and cases. Himalaya Publishing House.
3. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2013). International business: Environments and operations. Pearson.
4. Sharan, V. (2011). International Business Management: For VTU, 3rd Edition. Pearson.

## **MBACC 103: ACCOUNTING FOR MANAGERS**

### **Course Objectives:**

1. *To enable the students to learn the accounting fundamentals.*
2. *To help the students systematically record, analyze and know the implications of accounting information.*
3. *To prepare the students to assess the financial position of business through financial statements and other related information.*
4. *To use the accounting information for financial planning and decision making.*
5. *To explain and integrate the fundamental concepts, principles and techniques of accounting.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Demonstrate the accounting skills in identifying the involvement of accounting concepts and fundamentals in business.*
2. *Systematically and logically analyze, interpret and synthesize the accounting information.*
3. *Successfully apply the accounting knowledge in operating and strategic business decision making.*
4. *Use the accounting skills in cash flow management, profit planning and cost control.*
5. *Evaluate and compare various financial statements to appraise financial soundness of firms.*

## **CONTENT:**

### **Unit I**

Introduction to Accounting -Basic Concepts, Purpose, Importance, Scope and Limitations of Accounting Users of Accounting, Information, Generally Accepted Accounting Principles (GAAP) and Accounting Standards (AS), International Financial Reporting Standards (IFRS) –need and significance. Ethical Dimensions in Reporting of Accounting Information

### **Unit II**

Financial Statements Preparation and Analysis- Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis – Ratio Analysis, Common Size Statement and Trend Analysis

### **Unit III**

Preparation of Cash Flow Statement, Direct Method-Cash Flow from Operating, Investing and Financing Activities; Indirect Method of Preparing Cash Flow Statement-Reconciliation of Net Income to Net Cash Provided by Operations

### **Unit IV**

Costing Techniques- Introduction to Costs and Costs Behavior, Absorption vs. marginal costing, Applications of marginal costing techniques in managerial decisionmaking

## **Unit V**

Accounting for Planning and Control- Budgets and Budgetary Control, Various Types of Operating Budgets, and Financial Budgets, Flexible Budgeting, Rolling Budget and Zero-Based Budgeting. Management Control System and Responsibility Accounting

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Horngren, C. T. (2022). *Introduction to Management Accounting*. Pearson Education .
2. Jain, K. &. (2021). *Management Accounting 8th Edition*. MC Graw Hill.
3. Li, W. S. (2019). *Strategic Management Accounting: A Practical Guidebook with Case Studies* . Springer.
4. Mitra, J. k. (2021). *Cost and Management Accounting* . Oxford Universtiy Press.
5. Warren, C. S. (2022). *Managerial Accounting* . Cengage Learning.

## **MBACC 104: ORGANISATIONAL BEHAVIOUR**

### **Course Objectives:**

1. *To provide students an understanding of the meaning, nature and models of organizational behaviour in the challenging business environment.*
2. *To help students comprehend basic concepts underlying human behaviour.*
3. *To appreciate the role of motivation, power and politics in employee behaviour.*
4. *To develop an understanding of group dynamics.*
5. *To understand the interaction between group and structure and its influence on employee behaviour.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Understand the interdisciplinary nature and significance of organizational behaviour including the challenges for an OB Manager*
2. *Explain how employees perceive, learn and develop work related attitudes.*
3. *Apply the various theories of motivation to increase organizational performance and manage power and organizational politics.*
4. *Analyse the underlying concepts in group behaviour.*
5. *Resolve conflicts and manage organizational culture for growth in the ever-changing business environment.*

### **CONTENT:**

#### **Unit I**

**Introduction to OB:** Meaning and Nature of Organisational Behaviour, OB as an Interdisciplinary Subject, Significance of OB for Managers, OB as an Open System, Robbin's Model of OB, Changing Context, Challenges for an OB Manager.

#### **Unit II**

**Basic Concepts of Human Behaviour:** Perception: Meaning, Significance of Perception for Understanding Human Behaviour, Factors Influencing Perception, Attribution Theory. Attitude: Meaning, Concept, Significance of attitude for Understanding Human Behaviour, Values and attitude, Attitude formation, Measurement of Attitude, Cognitive Dissonance theory, Attitude Change, Learning: Concept, Learning Theories: Classical & Operant Conditioning, Social Learning, OB Modification, Steps in OB Modification Process.

#### **Unit III**

**Motivation, Power & Politics and Groups:** Motivation: Motivation and Goal Directed Nature of Human Behaviour, Process, Theories of Motivation, Maslow's Need Hierarchy, Herzberg's Two Factor Theory, Theory X, Y and Z, Work Redesign for Creating Motivating Job, Applications of Motivation, Power and Politics – Meaning and Bases of Power, Causes of Organizational Politics and its Management. Meaning, Functions and Types of Group, Reasons for Joining Group, Stages of Group Development, Characteristics, Advantages, and Disadvantages of Informal Groups.

#### **Unit IV**

**Group Dynamics & Leadership:** Group Norms, Group Cohesiveness, Group Shift and Group Decision Making Techniques, Conflict, Dysfunctional Groups, Groups vs. Team, Types of Team, Concept of Leadership, Fiedler's Contingency Model, Hershey and Blanchard's Model, Transactional and Transformation Leadership.

### **Unit V**

**Conflict, Culture & Change:** Organizational Conflict: Reasons, Consequences and Handling of Conflict, Organisational Culture: Concept, Forming, Sustaining and Changing a Culture, OCTAPACE Model, Hofstede Model, Organisational Change: Forces of Change, Resistance to Change, Change Model-Lewin's model.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. McShane, S.L., Glinow, M.A. V. & Rai, H. (2022). *Organizational Behavior, 9th Edition*, McGraw Hill.
2. Vohra, N., Robbins, S.P. & Judge, T.A. (2022). *Organizational Behavior, 18<sup>th</sup> edition*, Pearson.
3. Robbins, S. P. (2018). *Organizational Behavior, 18<sup>th</sup> edition*, Pearson.
4. Gupta, C.B. (2014). *A Textbook of Organisational Behaviour*, S. Chand.
5. Luthans, F. (2010). *Organisational Behavior, 12<sup>th</sup> edition*, McGraw Hill.

## **MBACC 105: MANAGERIAL ECONOMICS**

### **Course Objectives:**

- 1. To acquaint the students with insights of Economic Theory as used in various aspects of managerial decision making with special focus on marginal analysis and optimisation*
- 2. To provide a practical knowledge of the theory of production and theory of cost*
- 3. To develop the insights of managerial theories of the firm and understand the significance of Information and Environmental Economics from managerial perspective.*
- 4. To equip the students with tools to analyse the nature of competition and strategic behaviour of firms in various types of markets specially in the context of globalization*
- 5. To provide practical insights into the functioning of macro variables with proper emphasis on monetary and fiscal policy frameworks and Business Cycles.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Acquire the practical insights of Economic Theory as used in various aspects of managerial decision making with special focus on marginal analysis and optimisation*
- 2. Gain practical knowledge of the theory of production and theory of cost*
- 3. Develop the insights of managerial theories of the firm and understand the significance of Information and Environmental Economics from managerial perspective.*
- 4. Use the analytical tools to analyse the nature of competition and strategic behaviour of firms in various types of markets specially in the context of globalization*
- 5. Learn practical insights into the functioning of macro variables with proper emphasis on monetary and fiscal policy frameworks and Business Cycles.*

### **CONTENT:**

#### **Unit I**

Nature and Scope of Managerial Economics, Demand-Supply Framework, Elasticity types and applications, Demand Forecasting, Marginal Analysis and Optimization.

#### **Unit II**

Analysis of Production Function, Theory of Cost, Law of Variable Proportion, Laws of Returns to Scale, Economies of Scope, Optimal Combination of Inputs.

#### **Unit III**

Managerial Theories and Goal(s) of a Firm; Information Economics and its Business Applications, Environmental Economics. Relevant Cases.

#### **Unit IV**

Market Structures and Strategic Behaviour of Firms, Pricing and out-put strategies in different Market Structures, Price Discrimination, Game Theory Applications.

#### **Unit V**

National Income Analysis, Theories of Inflation and Deflation, Theories of Business Cycles and Stabilisation Policies, Monetary Policy, Fiscal Policy, and the Budget.

***Pedagogy:** Case studies from the relevant sectors and Industries, Projects, Inputs from Industry executives.*

**Suggested Readings:**

1. Koutsoyiannis A (2023), Modern Microeconomics, 2nd Edition, MacMillan Press Ltd
2. Thomas C R and Maurice S Charles (2020), Managerial Economics: Foundations of Business Analysis and Strategy, 12th Edition, McGraw-Hill
3. Salvatore D and Rastogi S (2020), Managerial Economics: Principles and Worldwide Applications, 9th Edition, Oxford University Press
4. Gupta G S (1990), Managerial Economics, 2<sup>nd</sup> Edition Tata McGraw Hill
5. Circulars and Reports, Reserve Bank of India website
6. Economic Survey, Ministry of Finance, GOI

## **MBAVC 101: INDIAN ETHOS AND BUSINESS ETHICS**

### **Course Objectives:**

1. *To make students understand the role and importance of Indian Ethos.*
2. *To provide knowledge about the importance of value systems in the workplace.*
3. *To comprehend the concept of contemporary approaches to Indian ethos.*
4. *To help students understand the concepts of ethics in business.*
5. *To assist students in managing the ethical issues in most business organizations.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Understand the importance of ethos in business.*
2. *Apply Indian values in business organizations.*
3. *Know about the development of ethical leadership.*
4. *Apply ethics to the real challenges of the organizations and analyze dilemmas in managing businesses.*
5. *Develop Ethical and Value-Based thought processes for future managerial performance.*

## **CONTENT**

### **Unit I**

**Indian Ethos:** Meaning, Features, Requisites, Elements of Indian Ethos, Principles Practiced by Indian Companies, Role of Indian Ethos in Management Practice, Management lessons from scriptures: Mahabharata, Vedas, Kautilya Arthashastra, Bible, Quran. Concept of Indian Model of Management in the Indian Socio-Political Environment, Laws of Karma and its Relevance in Business Settings, Indian Heritage in Business-Management. Production and Consumption, Indian insights into TQM, Ethics v/s Ethos, Indian Management v/s Western Management.

### **Unit II**

**Values:** Concepts, Values in Business, Value System in Work Culture, and Values of Indian Managers, Relevance of Value-Based Management in Global Change -Indian Perspective; Human Values in Management, Impact of Values on Stakeholders, Employees, Customers, Government, Competitors, and Society. Trans-Cultural Human Values, Secular v/s Spiritual Values. Stress Management: Meditation for mental health, Yoga.

**Work Ethos:** Meaning, Levels, Dimensions, Steps, Factors Responsible for poor Work Ethos.

### **Unit III**

**Contemporary approaches to Indian Ethos:** Contemporary approaches to Leadership-Joint Hindu Family Business, Leadership Qualities of Karta, Motivation-Meaning, Indian approach to Motivation, Techniques. **Indian systems of Learning-** Gurukul System of Learning, Modern system of Learning, Karma Philosophy and its importance to managers-Nishkama Karma- Laws of Karma, Law of Creation, Law of Humility, Law of Growth, Law

of Responsibility, Law of Connection, Corporate Karma, Personality Development- Meaning, Determinants, Indian Ethos and Personality Development.

#### **Unit IV**

**Business Ethics:** Meaning, Characteristics of Business Ethics, Importance of Business Ethics, Principles of Ethics, Theories of Ethics: Consequentialism, Utilitarianism, Teleological, Deontological; Kohlberg Six Stage Moral Development. Ethics in Global Era, Environmental Ethics- Protecting the Natural Environment, Prevention of Pollution and Depletion of Natural Resources, Conservation of Natural Resources. Business Ethics: Evolution, Nature & Scope; Organization Culture, and Human Values, Workplace Ethics: personal and professional ethics in the Organization, discrimination, harassment, gender equality, Business Ethics –Cross Country Perspective, Ethical decision-making in Business, Ethical Dilemmas in Business.

#### **Unit V**

**Ethical Issues in Business:** Marketing Issues and Consumer Protection – Healthy competition and protecting consumer’s interest – Advertising ethics -Ethics in Accounting and Finance: Importance, issues, and common Problems, Ethical Issues in Production- Testing of product before releasing market, Ethical issues in HRM- Discrimination and harassment.

**Corporate social responsibility** – Strategic components, Different approaches to CSR, Globalization, Sustainability, CSR standards **Corporate Governance** -Audit committees – Role of Independent Directors – Protection of Stakeholders, & Consumerism.

Applications of Ethical Principles to contemporary Moral, and Ethical Problems.

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

#### **Suggested Readings:**

1. Dave & Dutta. (2022). *Business and Management Cases Based on Indian Ethos and Scriptures, 1<sup>st</sup> edition*, Bharti Publications.
2. Sharma & Khare. (2022). *Indian Ethos and Business Ethics for Management, 1<sup>st</sup> edition*, New Age International Publishers.
3. Sinha, Zaware, Barbate, Thite. (2021). *Indian Ethos & Business Ethics*, Nirali Prakashan.
4. Kamatchi, P., (2020). *Business Ethics- Foundation for Corporate Social Responsibility and Governance*, Dreamtech Press.
5. Singha, Seema & Mukherjee. (2020). *Indian Ethos, Ethics & Management, 1<sup>st</sup> edition*, Eureka Publications.

## **MBAFC 101: COMPUTER SKILLS**

### **Course Objectives:**

- 1. To introduce students to the fundamental concepts of computer systems, including their components, input/output devices, storage devices, and central processing units (CPUs).*
- 2. To provide a comprehensive understanding of different operating systems, their functions, and types.*
- 3. To familiarize students with the concepts of networking and data communication, as well as the basics and features of the Internet and methods of accessing it.*
- 4. To equip students with the skills required to handle graphics and multimedia efficiently.*
- 5. To perform calculations using formulas and functions and to analyze data effectively.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Understand the role of operating systems and differentiate between different types of operating systems.*
- 2. Demonstrate proficiency in using text processing software to create, edit, format, and proofread documents.*
- 3. Utilize various tools to insert and edit content on slides, including graphics, tables, sound, and animations.*
- 4. Perform data analysis tasks, including ordering, summarizing, and combining data from multiple sources.*
- 5. Apply business intelligence analysis techniques to draw meaningful insights from data.*

### **CONTENT:**

#### **Unit I**

Computer Systems -An Introduction, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs. Operating system – Basics, functions and types., Concepts of Networking and Data Communication. Basics and Features of Internet. Methods of Accessing the Internet, Handling Graphics and Multimedia,

#### **Unit II**

Text processing software: creating and saving a document, previewing and printing a document, editing, proofreading and formatting of documents. Presenting information in columns and tables, using graphics, symbols, diagrams and charts. Creating and modifying table of contents, index, bookmarks, cross references, hyperlinks, foot notes, end notes and bibliography. Crating form letters, e-mail messages and labels. Collaborating using tracking of changes, adding and reviewing comments, comparing and merging documents, password protecting of documents. Creating documents in alternate formats.

#### **Unit III**

Presentation software: Creating and managing slides and presentation, entering and editing content on slides, presenting content in tables, inserting, creating and managing graphics,

adding sound and animation to slides, reviewing, preparing and delivering presentation, customizing and sharing presentations.

#### **Unit IV**

Spreadsheet Software: Creating workbooks, working with data and tables, formatting and changing workbook appearance, managing and hiding worksheet data, ordering and summarizing data, combining data from multiple sources, creating charts and graphs,

#### **Unit V**

Performing calculations using Formulas and Functions, analyzing alternate data sets, creating dynamic worksheets, printing worksheets and charts. Automating repetitive tasks, using workbooks for collaborative working. Performing business intelligence analysis.

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

#### **Suggested Readings:**

1. SIA. (2022). Fundamentals of Computers (Computer Science & Computer Application). SIA Publishers & Distributors Pvt Ltd.
2. Abid, M., & Amjad, M. (2019). Fundamentals of Computers. Wiley India.
3. Norton, P. (2017). Introduction to Computers. Tata McGraw Hill.
4. Rajaraman, V., & Adabala, N. (2014). Fundamentals of Computers (6th ed.). Prentice Hall India Learning Private Limited.
5. Leon, A., & Leon, M. (2009). Introduction to Computers (1st ed.). VIKAS PUBLISHING.

## MBAFC 102 MANAGERIAL SKILLS AND ETIQUETTE

### **Course Objectives:**

1. *To enable students to regulate one's behavior, thoughts, and emotions in a productive way.*
2. *To equip students with effective communication skills required to be an effective manager.*
3. *To help students learn about corporate skills required in any organization.*
4. *To discuss the importance of Leadership and group dynamics in an organization.*
5. *To focus attention on various business etiquette.*

### **Course Outcomes:** *After completion of the course, the students shall be able to*

1. *Set goals independently and take the initiative to achieve them.*
2. *Develop effective communication skills.*
3. *Design resume, and conduct meetings and group discussions.*
4. *Inspire a vision and motivate others towards it.*
5. *Develop basic life skills and etiquettes in order to succeed in corporate culture.*

### **CONTENT:**

#### **Unit I**

**Self-Management Skills:** Understanding of Self-evaluation, Self-discipline, Self-criticism, self-awareness, Goal setting, writing an action plan, support facilities for action plans, significance of feelings and emotions with performance.

**Problem-Solving skills:** Concept, identifying and managing risks, critical thinking, convergent & divergent thinking, Six Hat Thinking. Time management. Emotional intelligence & Social intelligence, Stress management.

#### **Unit II**

**Communication and Facilitating Skills:** Art of listening, questioning, probing, art of formal writing, art of public speaking, art of writing e-mails, KISS principle. Art of Negotiation – Concept, need for successful negotiations, negotiation process, power of language and non-verbal communication in negotiation.

#### **Unit III**

**Corporate Skills** – Concept of body language, practicing etiquette and mannerism, Presentation skills Time management - Concept and significance, punctuality, attendance, prioritizing, procrastination. Conducting meetings – Basics of why, when, where and how, developing agenda, stimulating discussion and evaluation of meeting. **Self- Marketing skills** – Designing the resume/CV, interview skills, Group Discussion skills, career planning.

#### **Unit IV**

**Leadership skills** – Influencing, coaching, delegating, empowerment, team player, leadership traits. **Team Building & Co-ordination** – Nature & concept of team, group

dynamics, groups vs teams, personal and professional goals of members, effective team building process.

## **Unit V**

**Business Etiquette-** An Overview: Significance of Business Etiquette in 21st Century Professional Advantage; Need and Importance of Professionalism.

**Workplace Etiquette:** Etiquette for Personal Contact- Personal Appearance, Gestures, Postures, Facial Expressions, Eye-contact, Space distancing.

**E-Mail Etiquette:** Significance of Netiquette, E-mail: Way of professional communication, Basic Email Etiquette: Proper Grammar, Spelling, Punctuation, Styling and Formatting, Body of Email, Response, Privacy. **Telephone Etiquette:** Telephone Communication Techniques Voice-mail Etiquette; Telephonic Courtesies **Dining Etiquette:** Basics of Dining Etiquette;

**Multi-Cultural Challenges:** Cultural Differences and their Effects on business etiquette.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Mishra Dr Vinod, Shukla Dr. Narendra, Patel Dr. Ranjana. (2021). *Communication, New Edition*, Sahitya Bhawan.
2. Goodheart-Willcox. (2020). *Soft Skills for the Workplace Second Edition, Revised*, Goodheart-Willcox Publisher (Author).
3. Sinha K.K. (2018), *Business Communication, 4<sup>th</sup> edition*, Taxman n's.
4. Dixit, Sudhir. (2018). *Time Management Kindle Edition*, Manjul Publishing House.
5. Mitra K. Barun. (2016). *Personality development and Soft Skills, 2<sup>nd</sup> edition*, Oxford University Press.

## **MBACC 201: MARKETING MANAGEMENT**

### **Course Objectives:**

- 1. To provide students an understanding of the basic concepts, scope, nature and importance of marketing in the ever changing business environment.*
- 2. To make students learn how about marketing plans and strategies for different markets and manage the product's life cycle.*
- 3. To help students comprehend the importance of pricing and pricing structure in the competitive world.*
- 4. To appreciate the role of distribution and communication channels.*
- 5. To develop an understanding of marketing control and appreciate emerging trends in marketing.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Understand the core concepts of marketing and impact of environmental variables on marketing decisions.*
- 2. Explain how Ansoff's Grid & BCG Matrix can be employed to achieve marketing objectives.*
- 3. Analyse the marketing strategy for product life cycle management, develop and communicate positioning of products.*
- 4. Develop pricing strategy and devise strategies to combat competition.*
- 5. Design marketing communication and distribution programs.*
- 6. Apply marketing controls to achieve objectives and adapt to emerging trends.*

## **CONTENT:**

### **Unit I**

**Basic Concepts:** Meaning, Scope, Nature, Importance, Recent Trends & Challenges in Marketing, Core Concepts of Marketing, Company's Orientations towards the Marketplace, Concept of Value, Value Creation and Delivery, Environment Variables of Marketing.

### **Unit II**

**Marketing Plan and Strategy:** Ansoff Market Expansion Grid, BCG Matrix, Market Segmentation, Bases for Segmentation, Market Targeting, Developing and Communicating Positioning Strategy, Consumer and Business Markets, Product Classification, Product Life Cycle – Stages and Strategies, Product Differentiation.

### **Unit III**

**Price & Competition:** Developing Pricing Strategies and Programs, Adapting the Price, Pricing techniques for Promotion, Responding to Price Changes, Dealing with Competition.

### **Unit IV**

**Marketing Channels:** Types, Distribution Channel levels, Channel Design Decision and Managing Channel Conflict, Characteristics of Marketing Communication Mix, Integrated Marketing Communication, Macro Models of Communication, Micro Models of Consumer Response, Communication Objectives, Personal and Non-Personal Communication Channels.

## **Unit V**

**Marketing Control & Emerging Trends:** New Forms of Communication (viral marketing, experiential marketing), Green Marketing, Relationship Marketing.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Kotler, Philip & Keller, Kevin Lane (2022). *Marketing Management (with Indian Cases Book), 16<sup>th</sup> edition*, Pearson Education.
2. Panda, T. K. (2022). *Marketing Management: Text and Cases*, Taxmann.
3. Shainesh, G., Kotler, P., Keller, K.L., Chernev, A. & Sheth, J. N. (2022). *Marketing Management, 16<sup>th</sup> edition*, Pearson.
4. Saxena, R. (2009). *Marketing Management, 4<sup>th</sup> edition*, McGraw Hill.
5. Dalrymple, D.J. and Parsons, L.J. (2000). *Marketing Management: Text and Cases, 7<sup>th</sup> edition*, Wiley.

## **MBACC 202: FINANCIAL MANAGEMENT**

### **Course Objectives:**

1. *To provide the basic understanding of corporate finance concepts.*
2. *To enable the students, analyze, interpret and synthesize the corporate financial problems.*
3. *To help in planning and decision-making in operating financial decision making fulfilling the broad objective of shareholders wealth maximization*
4. *To enable the students to identify the impact of financial decisions on the value of firm*
5. *To ensure the requirement of optimum capital structure and optimum utilization of corporate financial resources*

### **Course Outcome:** *After attending this course, the students shall be able to:*

1. *Appraise and analyze the role and functions of a finance manager;*
2. *Ensure the realization objective of financial management with the help of stakeholders' theory*
3. *Apply the course concepts in analyzing; capital structure and project investment decisions and dividend distribution*
4. *Demonstrate the application of basic principles of Financial Management in varying situations of risk return trade-off, cash management, credit and inventory management*
5. *Evaluate the outcomes of a firm's decisions in business operations and their strategic perspectives*

## **CONTENT:**

### **Unit I**

Nature of Financial Management: Scope and objectives of finance, role and functions of finance manager, risk-return trade off, shareholders' wealth maximization, agency problem, General awareness of financial environment-financial instruments, regulation and markets.

### **Unit II**

Investment Decisions: Analysis of Capital budgeting decisions, application of discounted and non-discounted techniques in capital budgeting, time value of money, capital rationing, risk analysis in capital budgeting.

### **Unit III**

Financing Decisions: Cost of Capital and & Dividend Decision: Optimum capital structure, financial and operating leverages, sources of long-Term Finance, cost of capital-components' costs and Combined Cost (WACC), capital structure theories.

### **Unit IV**

Dividend theories, Irrelevance of dividend, MM Hypothesis, relevance of dividend and Walter's model, dividend policy determinants, share repurchase or buyback, Issue of bonus share and its implications,

### **Unit V**

Working Capital Management: Principles of working capital management, Accounts Receivable management, Inventory management and Cash management, factors influencing working capital requirement, computation of working capital required in business firm.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

**Suggested Readings:**

1. Gitman, L. J. (2017). *Principles of Managerial Finance*. Pearson Education.
2. Hrone, J. C. (2019). *Financial Management and Policy*. Pearson Education.
3. Jain, K. &. (2018). *Financial Management - Text, Problems and Cases*. MC Graw Hill Education.
4. Kishore, R. M. (2020). *Financial Management -Theory, Problems and Cases* . Taxman Publications.
5. Pande, I. M. (2021). *Financial Management*. Pearson.
6. Rustagi, R. P. (2023). *Fundamentals of Financial Management* . Taxman Publications.

## **MBACC 203: HUMAN RESOURCE MANAGEMENT**

### **Course Objectives:**

1. *To provide understanding about the various Human Resource (HR) Models.*
2. *To summarise the process of Job Analysis, Human Resource Planning and Selection Techniques.*
3. *To develop an understanding of Employee Orientation and Training Process.*
4. *To help students to apply various Performance Appraisal Techniques in an organisation.*
5. *To provide understanding about the employee well-being and ethical behaviour at workplace.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Explain the importance of human resources (HR) in organization.*
2. *Analyse issues in managing people at work like human resource planning, selection, training, and compensation.*
3. *Relate organizational strategy with human resource practices in an organization.*
4. *Identify, select, and apply techniques of HR practices to motivate employees for performance and retention.*
5. *Support and value ethical behaviour at work and employee well-being.*

### **CONTENT:**

#### **Unit I**

Introduction to Human Resource Management (HRM), Evolution of HRM, Trends shaping HRM, Strategic Human Resource Management, HRM Models-Harvard model, Guest model, Ulrich's HR model, AMO framework, Line and Staff aspects of HRM.

#### **Unit II**

Job Analysis- process and methods, Job Description, Job Specification, Human Resource Planning and Forecasting, Employee Recruitment- Sources, Application Forms, Employee Selection- Types of Tests, Management Assessment Centers, Types of Interviews, Placement.

#### **Unit III**

Employee Orientation- Purpose, Process, Training Process- Analysing the training need & designing the training program, implementation and evaluation of training program, Management Development Programs, Employee Life-cycle, Career Management- Promotion, Transfers, Retirements, Career Planning, Talent Management.

#### **Unit IV**

Concept of Performance Management and Appraisal, Techniques for Appraising Performance, Appraisal related Problems, Appraisal Interview, Succession Planning, Factors in determining pay rates, Process of establishing Pay rates- Salary survey, Job Evaluation, Pricing Managerial and Professional Jobs, Competency-Based Pay, Variable Pay, Employee Incentives, Benefits.

## **Unit V**

Employee Relations: Concept and Types of Employment Relationship, Industrial relations, Collective bargaining, Psychological Contract, Ethical behaviour at work, Employee well-being.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Dessler, G., & Varkkey, B. (2023). *Human Resource Management* (17<sup>th</sup> Ed.). Pearson Education.
2. Aswathappa, K., & Dash, S. (2023). *Human Resource Management: Text and cases* (10<sup>th</sup> Ed.). McGraw Hill.
3. Noe, R., Gerhart, B., Wright, P., & Hollenbeck, J. (2021). *Fundamentals of Human Resource Management* (8<sup>th</sup> Ed.). McGraw Hill Education.
4. Verhulst, S, DeCenzo, D & Yadav, R. (2021). *Human Resource Management* (13<sup>th</sup> Ed.). Wiley Education.
5. Cantoni, F., & Mangia, G. (2020). *Human Resource Management and digitalisation* (1<sup>st</sup> Ed.). Routledge.

## **MBACC 204: OPERATIONS MANAGEMENT**

### **Course Objectives:**

1. *To develop an understanding of the fundamental concepts, principles and recent trends of operations management.*
2. *To understand the ethical and environment considerations in operations management.*
3. *To develop skills in managing operations, including capacity planning and total Productive Maintenance (TPM).*
4. *To enhance proficiency in the management of operations, encompassing areas such as, inventory control, manufacturing resource planning (MRP II); enterprise resource planning, and project management.*
5. *To understand the importance of Quality Management in the organizations and improvement in optimizing operational performance.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Demonstrate knowledge and understanding of the fundamental concepts, principles, and recent trends in operations management.*
2. *Analyze and evaluate ethical and environmental considerations in operations management decision-making.*
3. *Apply capacity planning and total Productive Maintenance (TPM) techniques to effectively manage operations.*
4. *Utilize inventory control, manufacturing resource planning (MRP II), enterprise resource planning, and project management tools to enhance operations management proficiency.*
5. *Evaluate the importance of Quality Management in organizations and propose strategies for optimizing operational performance.*

### **CONTENT:**

#### **Unit I**

Introduction to Operations Management; Historical Evolution; Strategic role of Operations; Systems view of Operations Management; Functions of Operations manager; Recent Trends; Designing Products; Services and Processes; Flexible Manufacturing System.

#### **Unit II**

Facility Location Planning; Facility Layout Planning; Job Design; Work Study; Work Measurement; Method Study; Ergonomics; Environmental Consideration – Green manufacturing; Ethical issues in OM.

#### **Unit III**

Production Planning & Control, Master Scheduling; Aggregate Planning; Rough Cut Capacity Planning; Gantt Charts and Sequencing, Just in Time (JIT); Lean Production System; Total Productive Maintenance (TPM).

#### **Unit IV**

Fundamentals of Inventory Management; Inventory Control Techniques; Material Requirement Planning (MRP); Manufacturing Resource Planning (MRP II); Enterprise Resource Planning; Project Management – PERT/CPM.

#### **Unit V**

Introduction to Quality Management; TQM; Contributions of Quality Gurus - Demings, Juran, Philip Crosby & Ishikawa; Techniques of Quality Control; ISO 9000 & ISO 14000; Statistical Process Control; Quality Circles; Kaizen; Six Sigma Approach; 7 QC tools; Service Quality & Service Quality Management

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

#### **Suggested Readings:**

1. Slack, N., Brandon-Jones, A., & Burgess, N. (2022). Operations Management (10th ed.). Pearson.
2. Jacobs, F. R., & Chase, R. (2022). Operations and Supply Chain Management: The Core (6th ed.). McGraw Hill.
3. Anderson, M. A., Anderson, E. J., & Parker, G. (2021). Operations Management For Dummies (2nd ed.). For Dummies.
4. Chary, S. N. (2019). Production and Operations Management. McGraw Hill.
5. Stevenson, W. J. (2019). Operations Management (12th ed.). McGraw Hill.
6. Heizer, J., & Render, B. (2016). Operations Management (11th ed.). Prentice Hall.
7. Ashwathappa, K., & Bhat, K. S. (2015). Production & Operation Management. Himalaya Publication.
8. Dilworth, J. B. (1996). Operations Management. McGraw Hill.
9. Adam, E. E., & Ebert, R. J. (1992). Production and Operations Management (5th ed.). Prentice Hall.

## **MBACC 205: QUANTITATIVE TECHNIQUES AND RESEARCH METHODS FOR BUSINESS**

### **Course Objectives:**

- 1. To develop critical thinking to understand research design.*
- 2. To provide the knowledge of questionnaire designing and sampling techniques.*
- 3. To enhance the abilities of understanding the statistical tools.*
- 4. To apply the predictive models in business research.*
- 5. To write the effective research report in business and management contexts.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Design and execute rigorous research studies in business and management.*
- 2. Apply skills for data collection, analysis, and interpretation in order to take business decisions.*
- 3. Develop critical thinking and problem-solving abilities through the application of research principles.*
- 4. Conduct literature reviews and synthesize relevant research findings.*
- 5. Prepare advance research projects and dissertation work in the field of business management.*

### **CONTENT:**

#### **Unit I**

Concept, Objectives and Significance of Business Research, Steps of Research Process, Research Design: Exploratory Research Design, Descriptive Research Designs- Cross-Sectional & Longitudinal, Causal Research Design.

#### **Unit II**

Primary Level of Measurement: Nominal, Ordinal, Interval, Ratio, Questionnaire, Questionnaire Design Process, Sampling: Sampling Process, Sampling Techniques: Probability and Non-Probability Sampling.

#### **Unit III**

Data Collection: Primary & Secondary Data. Classification & Tabulation of Data, Descriptive Statistics: Measure of Central Tendency - Mean, Median, Mode, Measures of Variation: Range, Inter-quartile range, Variance and Standard deviation.

#### **Unit IV**

Measures of Association Correlation: Methods of Correlation study - Karl Pearson's coefficient of correlation, Rank correlation. Simple Regression Analysis: Introduction to regression analysis, regression lines, Coefficient of Determination & Estimation.

### **Unit V**

Meaning, Types and Layout of Research Report; Steps in Report Writing, Tabular & Graphical Presentation of Data, Citations, Bibliography and Annexure in Report, Use of Statistical Software to Analysis the Data.

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits*

### **Suggested Readings:**

1. Dash S., Malhotra, N.K. (2019): *Marketing Research: An Applied Orientation, 7<sup>th</sup> edition* , Pearson Education.
2. Cooper & Schindler (2018): *Business Research Methods, 12<sup>th</sup> edition*, Tata Mc Graw Hills.
3. Bajpai N. (2017): *Business Research Methods, 2<sup>nd</sup> edition*, Pearson Education.
4. Levine , Krehbiel & Berenson (2012): *Business Statistics, 12<sup>th</sup> edition*, Pearson Education.
5. Green, Tull & Albaum (2009): *Research for Marketing Decisions, 5<sup>th</sup> edition*, Prentice Hall India Learning Private Limited.
6. Luck D. & Rubin D. (2006): *Marketing Research*, Prentice Hall India Learning Private Limited.

## **MBA CC 206: INFORMATION SYSTEMS MANAGEMENT**

### **Course Objectives:**

- 1. To provide IT knowledge and skills to managers and functional specialists to perform their jobs effectively and efficiently in a rapidly changing environment*
- 2. To provide knowledge of the tools that enable all organizational personnel to solve increasingly complex problems*
- 3. To provide an understanding of how to use IT to capitalize on opportunities that contribute to the organisation's success*
- 4. To provide a solid grounding in business uses of information technology*
- 5. To provide an understanding of critical and ethical issues surrounding the use of IT in organizations*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Apply knowledge of fundamental concepts of information systems management.*
- 2. Recognize and formulate IT solutions to enhance overall business system efficiency.*
- 3. Make ethical use of organizational data.*
- 4. Manage E-commerce systems.*
- 5. Plan and implement IT systems to solve common business problems.*

### **CONTENT:**

#### **Unit I**

Information Systems: Concepts & Technologies, Role of Information Systems in Transforming Businesses. E-Businesses and Collaborative working, Strategic roles of Information Systems. Behavioural, Technical and Socio-technical approaches. Enhancing Business Processes through Information Systems. Types of Business Information Systems. TPS, MIS, DSS and EIS. Organising the Information Systems function in Business. Ethical and Social Issues of Information Systems.

#### **Unit II**

Using Information Systems to Achieve Competitive Advantage: Porter's Competitive Forces Model and The Business Value Chain Model. Aligning Information Systems with Business. Decision Making and Information Systems: Types of Decisions and the Decision-Making Process, Business Value of Improved Decision Making. Decision Support for Operational, Middle and Senior Management. Concepts of Database and Database Management System.

#### **Unit III**

Functional Information Systems: Marketing, Human Resource, Financial and Operational Information Systems. Cross-Functional Information Systems, Enterprise Systems. Supply Chain Management Systems. Customer Relationship Management Systems. Business Value of Enterprise applications and challenges in Implementing.

#### **Unit IV**

E-Commerce: Concepts, Digital Markets and Digital Goods. Types of E-commerce and E-commerce Business Models. B2B E-Commerce: New Efficiencies and Relationships. Concept of Mobile E-Commerce. Security and Control of Information Systems.

Knowledge: Concepts and Dimensions, Tacit and Explicit Knowledge, Knowledge Management Systems, Content Management Systems, Collaboration Tools and Learning Management Systems, Knowledge Work Systems.

### **Unit V**

Implementing Information Systems as Planned Organizational Change. Business Process Reengineering. Systems Analysis and Systems Design. Modeling and Designing Systems: Structured and Object-Oriented Methodologies, Traditional Systems Life Cycle, Prototyping, End-User Development, Application Software Packages and Outsourcing. Implementing Information Systems. Introduction to Change Management.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits*

### **Suggested Readings:**

1. Biswas, J. (2020). *Management Information Systems. India: SAGE Publications India.*
2. Gupta, C. P., Goyal, K. K. (2020). *Computer Concepts and Management Information Systems. United States: Mercury Learning and Information.*
3. Laudon K. C. and Laudon J. P. (2019), *Management Information System 16Ed , Pearson Education*
4. Behl, O'Brien, George M, Marakas (2019), *Management Information System 16Ed , McGraw Hill*
5. James A O'Brien (2017), *Introduction to Information Systems 12Ed McGraw Hill*

## **MBAVNC 201: BUSINESS LAWS AND PUBLIC POLICY**

### **Course Objectives:**

1. *To introduce the legal concepts and public policies to students by focusing on Law of contract & Sale of goods act.*
2. *To discuss the negotiable instruments and the differences between them.*
3. *To orient the students about the Partnership firms and companies.*
4. *To explain consumer rights and IPR.*
5. *To increase the knowledge of students regarding public policies.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Learn the basics of laws governing commercial contracts and rules regarding the Contract of Sale.*
2. *Comprehend various provisions related to The Negotiable Instrument Act, 1881.*
3. *Comprehend the basics of Laws governing Partnership firms and Companies.*
4. *Learn about consumer rights and Intellectual property rights.*
5. *Understand various policies of the Government for the public.*

### **CONTENT:**

#### **UNIT I**

**Indian Contract Act 1872:** Contract - Definition & Concept; Agreement - Offer & Acceptance; Consideration and Legality; Capacity of Parties to the Contract; Free Consent - Coercion, Undue Influence, Fraud, Misrepresentation, Mistake - Bilateral and Unilateral; Void Agreements - Agreements in Restraint of Marriage, Agreement in Restraint of Trade, Uncertain Agreements, Agreements in Restraint of Legal Proceedings, Wagering and Contingent Agreements and Contracts; Quasi Contracts; Performance and Discharge of Contracts; Breach of Contracts and Remedies

**Sales of Goods Act:** The Sale of Goods Act 1930- Introduction, Contract of Sale, Sale and Agreement to Sale, Kinds of Goods, Title to Goods, Conditions and Warranties - Implied Conditions and Warranties, Doctrine of 'Caveat Emptor', Transfer of Property, Rules regarding Transfer of Property; Performance of Contract of Sale, Rules regarding Delivery of Goods, Duties of the Seller and the Buyer, Remedial Measures Buyer's Breach - Unpaid Seller's Remedies - Right of Lien, Stoppage in Transit, Sellers Breach - Buyer's Remedies.

#### **Unit II**

**The Negotiable Instruments Act, 1881:** Meaning and characteristics of Negotiable Instruments, Classification of Negotiable Instruments. Promissory Note and Bill of Exchange, essential elements, Difference between Promissory note and bill of exchange, acceptance and acceptor. Acceptance for honour, absolute and qualified acceptance, Drawer, drawee in case of need, payee. Cheques, crossings of cheques, difference between Bill of Exchange and cheque, penalties in case of dishonor of cheques. Miscellaneous provisions, Holder and Holder in due course, Rights and Privileges of a holder in due course, Payment in due course, maturity of an instrument, Noting and Protest, Bills in sets.

#### **Unit III**

**Indian Partnership Act, 1932:** Definition, essentials, types of partnership and types of partners, test of partnership, test of Partnership, partnership deed and property of firm. Reconstitution of partnership firm, dissolution of firms. Limited Liability Partnership Act, 2008: Definitions, body corporate, business, partner, salient features, nature of LLP, distinction between LLP and firm, LLP and company, Extent and limitation of liability of LLP and its partners, Conversion of LLP, Winding up and Dissolution of LLP

**The Indian Companies Act, 2013:** Company and its formation, definition and nature of company, lifting of corporate veil, promoters, pre-incorporation and preliminary contracts. Types of companies, Procedure for registration of a company, documents to be submitted for registration, Effect of incorporation. Memorandum of Association & Articles of Association: meaning, concept, clauses, Doctrine of Constructive Notice, Doctrine of Ultra Vires, Doctrine of Indoor Management. Classification of Directors, Director Identification Number, legal position, powers and duties, Position of director as key managerial personnel. Meetings, types of meetings of members and Board of directors, convening and conduct of meetings, Postal ballot, meetings through video conferencing, e-voting.

#### **Unit IV**

**Consumer Protection Act 1986:** Introduction, definitions consumer, complaint, complainant, defect, deficiency, consumer Dispute, trader, manufacturer, restrictive trade practice, unfair trade practice, Consumer Councils. Competition Act, 2002: Objectives, salient features, anti-competitive agreements, prevention of abuse of dominant position, combination, competition advocacy, Competition Commission of India. Intellectual Property Rights (a) IPR introduction and types (b) Patents Meaning, salient features conditions for an invention to be patented, what is patentable what is not, duration of a patent (c) Copyrights- meaning, salient features, what rights are protected, duration of the right (d) Trade Mark meaning, concept, functions of trademark, types, remedies on infringement

#### **Unit V**

**Public Policy:** Meaning And Nature, Classification Of Public Policy: substantive, regulatory, distributive, redistributive; Types of Public Policy: Monetary and Fiscal Policies, Social assistance policies, Process of Public Policy Formulation-Dye's Five Stage Model, Public accountability; Redressal of public grievances with special reference to RTI, Lokpal, and Lokayukta, Election Commission, Association for Democratic Reforms (ADR)

Bringing people closer to Administration: E-governance; Political Representation, Decentralization of Governance- Panchayati Raj System, Urban Local Bodies, Contemporary public policies of India: Digital India, Skill India, Namami Gange.

**Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits

#### **Suggested Readings:**

1. Sapru, R. K. (2023). *Public Policy: Formulation, Implementation, and Evaluation*, 3<sup>rd</sup> edition, Sterling Publishers Pvt. Limited.
2. Sharma Maniram. (2023). *Public Policy in India*, 1<sup>st</sup> edition, Mahaveer Publications.
3. Kapoor N D. (2022). *Business Law*, 23<sup>rd</sup> edition, Sultan Chand & Sons, New Delhi.

4. Nabi. (2022). *Legal Aspects of Business, Text & Cases*, Taxman n's, New Delhi.
5. Kuchhal M.C. & Kuchhal Vivek.(2018). *Business Law, 7th Edition*, Vikas Publishing House, New Delhi.

## **MBACC 301: ENTREPRENEURSHIP**

### **Course Objectives:**

1. *This is an integrative course—one that combines material introduced to the students in core courses and applies it to the design and implementation of new ventures.*
2. *To provide a broad overview of entrepreneurship.*
3. *To provide skills in identifying a winning business opportunity.*
4. *To make students understand funding sources for and launching a business.*
5. *To help students to bring growth and development in the new organization and harvest the rewards.*

**Pre-requisite:** *The students are expected to have completed courses in Management Principles, Marketing, HRM, Productions & Operations, Economics, Accounting & Finance.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Develop entrepreneurial attitude and prerequisites for becoming an entrepreneur and prepare a comprehensive business plan.*
2. *Identifying opportunities for business venture and distinguish between suitability of alternative forms of business organisations for chosen venture.*
3. *Identify sources of finance available for the venture and follow procedures for establishing a business venture and necessary documentary and regulatory compliances and tax issues. projected financial statements and ratios for key indicators.*
4. *Relate and apply different strategies in support of a venture; develop and display soft skills for managing a team and provide leadership.*
5. *Recognize the need for social entrepreneurial opportunity and ways to organise the same through own venture.*

## **CONTENT:**

### **Unit I**

Entrepreneurship: Meaning and objectives. Entrepreneurship and its role in Economic Development. Entrepreneurial Traits and Mindset. Misconceptions and Myths about Entrepreneurship. Motivation for becoming an Entrepreneur. Entrepreneurship as a Career Option. Entrepreneurial Leadership.

Creativity and Innovation in Entrepreneurship. Bottlenecks to Creativity and Innovation. Disruptive Technology and generating commercial value from Innovation; Sources of New Business Ideas, Techniques for generating Ideas. Accessing the Business Potential of an Idea. Idea to Opportunity: Sources of Opportunity, Opportunity Recognition.

### **Unit II**

Types of New Ventures, Tax implications of various forms of Ventures. Procedures for setting up a Business in India. Entrepreneurship and Intellectual Property Rights (IPR): Patents, Trademarks and Copyrights. Business Plan: Purpose and Contents of a Business Plan. Marketing Plan: Need for Marketing Research, Industry Analysis, Competitor Analysis, Market Segmentation, Target Markets, Market Positioning, Marketing Mix, Marketing Plan and Market Strategy.

### **Unit III**

Operation and Production Plan: Product Design and Specifications. Types of Production Systems, Location and Layout Decisions, Plant and Technology Choices, Production Planning and Commercialization.

Financial Plan: Assumptions underlying the Financial Statements. Budgeting. Preparation of projected Funds Flow and Cash Flow Statement, Profit and Loss Accounts / Income Statement and Balance Sheet. Key Financial Indicators: Break-Even Analysis, Ratio Analysis, Valuation Methods, Sensitivity analysis. Financing of New Ventures: Stages of Financing, Sources of Finance – Seed Funding, Venture Capital Funding, Bank Funding, Lease Financing. Funding opportunities and Institutional Support in India for New Ventures. Managing Cash and Liquidity, Record Keeping, Performing Due Diligence

### **UNIT IV**

Organisation Plan: Team Building for the New Venture, Designing Organisational Structure and Systems Building a Winning Team, Motivating and Inspiring the Team Members. Launching a New Venture: Preparing Implementation Plan, Raising Resources, Leveraging Intellectual property, Monitoring the Technological Trends, Pilot Testing, Understanding Markets, Market Strategies and Positioning. Managing Growth: Managerial Issues and Growth Strategies for New Ventures. Revival and Exit: Turnaround Strategies, Liquidation and Exit Strategies for Entrepreneurs.

### **Unit V**

Introduction to social enterprises, Social entrepreneurship – need, definition, characteristics and models. Social leadership, networks and external relationships, revenue models, Measures of performance of social enterprises, ISO 26000, Local problems and local solutions, Social audit, Issues in management of Social Enterprises.

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits*

### **Suggested Readings:**

1. Khanka S S (2021), *Creativity and Innovation in Entrepreneurship*. Sultan Chand & Sons.
2. S A Kumar (2021), *Entrepreneurship Development 1ed*, New Age International
3. Poornima M.CH.(2018), *Entrepreneurship Development –Small Business Enterprises*, Pearson, Delhi.
4. Arya Kumar (2012), *Entrepreneurship 1ed*, Pearson, Delhi
5. A.Sahay, M. S. Chhikara (2007), *New Vistas of Entrepreneurship: Challenges &Opportunities*, Excel Books

## **MBAIER 301: BUSINESS ANALYTICS**

### **Course Objectives:**

1. *To understand the conceptual foundations of relevant business analytics methodologies.*
2. *To understand the nature and scope of analytics in business management decisions.*
3. *To understand the application of various analytical tools including interpreting the input and communicating the output from these tools and models with their advantages and limitations*
4. *To understand the application of these analytical tools to assist business decisions with analytical, research and managerial skills.*
5. *To understand the basics of optimisation in decision making*

### **Course Outcomes:** *After attending this course, the students shall be able to*

1. *Gain the knowledge of appropriate statistical and Data Science techniques which will help in formulating informed business decisions.*
2. *Cope with technical challenge to analyze and interpret research information.*
3. *Judge the appropriateness of analytical methods for different data analysis applications.*
4. *Gain hands-on application skills using relevant software and be able to properly interpret and communicate methodological results.*
5. *Resolve the problems of predictive analysis, forecasting and future use of resources by firms using business analytics.*

## **CONTENT:**

### **Unit I**

Overview of Business Analytics, Analytical Methods and Models, Use of Analytics in Business Practices, Concept of Big Data, Types of Data.

### **Unit II**

Concept of Data Visualization, Data visualization and Storytelling Through data, Data Visualization Techniques, Data Visualization Through Advanced Chart, Descriptive Analytics, Sampling and estimation.

### **Unit III**

Trend lines and Regression Analysis Forecasting Techniques ,Data Mining and Management, Data Mining Tools, Data Mining Process, Data Mining Through Social Media, Summarize Marketing Data, Data Reduction methods, Pricing Analytics.

### **Unit IV**

Recent Software used for Business Analytics, Introduction to R and R-Studio software, Web and Social Media Analytics, Sentiment Analysis, Social Network Analytics, Text Analytics, NLP, Content Analysis

### **Unit V**

Optimization Techniques, Linear Optimization Models, Sensitivity Analysis, Decision Analysis, Decision Analysis without Probabilities, Decision Analysis with Probabilities.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits*

**Suggested Readings:**

1. Sanjiv Jaggia, Kevin Lertwachara, Alison Kelly, Leida Chen, Apratim Guha (2023). Business Analytics: Communicating with numbers. 2nd Edition, McGraw Hill
2. S Christian Albright & Wayne L Winston, (2022) Business Analytics: Data Analysis and Decision Making, 7<sup>th</sup> Edition, Cengage Learning India Pvt. Ltd.
3. U Dinesh Kumar, (2021). Business Analytics: The Science of Data-Driven Decision Making, 2ed, Wiley
4. Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2017). Principles of Marketing Engineering and Analytics (3<sup>rd</sup> edition): Decision Pro.
5. Linoff, G. S., & Berry, M. J. (2011). Data mining techniques for marketing, sales, and customer relationship management, 3<sup>rd</sup> edition, John Wiley & Sons

## MBA IER 302: MANAGING DIGITAL BUSINESS

### **Course Objectives:**

1. *To aid students in understanding the fundamental concepts and principles of digital business, including its evolution, impact, and significance in the modern business landscape.*
2. *To help students explore the drivers of digital business, such as big data, analytics, mobile, cloud computing, social media, and the Internet of Things, and their role in shaping digital strategies.*
3. *To assist students in gaining insights into the various aspects of e-commerce, including e-marketplaces, e-retailing, consumer behaviour, and the challenges and opportunities in the digital business environment.*
4. *To develop a comprehensive understanding of digital marketing techniques, including search engine optimization, social media marketing, and content marketing, to effectively engage with customers in the digital era.*
5. *To help students learn the essentials of data analytics, artificial intelligence, and technology in digital business, enabling data-driven decision-making and innovative business solutions.*

### **Course Outcomes:** *After attending this course, the students shall be able to*

1. *Analyse the current state of digital business and identify its potential impact on various industries and sectors.*
2. *Evaluate the role of digital technologies and marketing strategies in driving business growth and reaching target audiences effectively.*
3. *Formulate e-commerce strategies, considering the unique challenges and opportunities in the digital marketplace.*
4. *Develop and implement digital marketing campaigns using various digital platforms to increase brand visibility and customer engagement.*
5. *Apply data analytics and technology tools to extract valuable insights, optimize business processes, and make informed decisions in the digital business landscape.*

### **CONTENT:**

#### **Unit I**

**Digital Business Fundamentals:** Introduction to Digital Business, Difference between physical economy and digital economy, Drivers of Digital Business, Cloud Computing, mobile commerce and pervasive computing, Overview of E-Commerce, E-market places, structures, mechanisms, economics and impacts, Digital Business Support services, Legal, Ethics and Societal impacts of digital business.

#### **Unit II**

**Digital Marketing and Customer Behaviour:** Consumer Behaviour in the Digital Era, Consumer behaviour, market research, and advertisement, Search Engine Optimization, Social Media Marketing, Content Marketing on Digital Platforms, Opportunities and Challenges in Digital Business.

### **Unit III**

**Digital Business Implementation:** Creating and Managing Digital Brands, Digital Product Management, B2B Marketing: A Digital Business Perspective, Data-Driven Marketing Decisions, Retailing in e-commerce - products and services, B2B-E-commerce - selling and buying in private e-markets, public B2B exchanges, and support services, E-supply chains, Collaborative Commerce, Intra-business, Corporate portals

### **Unit IV**

**Digital Business and Technology:** Artificial Intelligence and Machine Learning in DBM, Business Value Creation with Robotic Process Automation, Business Intelligence and Data Modelling, Internet of Things for Digital Business, Model Innovation, Cybersecurity: Protecting Your Digital Business, Big Data Analytics for Digital Transformation

### **Unit V**

**Strategy and Consulting in Digital Business:** Digital Business Solutions – Creating AI & Digital Systems, People Analytics, Supply Chain Analytics, Venture Growth Strategy for Managing DBM, Digital Business Consulting, Strategy Analytics, Exit Strategies for New & Established Ventures, Scaling Strategies in a Digital Age.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Chaffey, D., et. al. (2019). Digital business and e-commerce management. Pearson
2. Eloise Coupey E. (2016). Digital Business Concepts and Strategy, 2nd Edition. Pearson
3. Erika Darics E. (2015). Digital Business Discourse, Macmillan
4. Morabito, V. (2014). Trends and challenges in digital business innovation. Springer International Publishing.

## **MBACC 401: STRATEGIC MANAGEMENT**

### **Course Objectives:**

- 1. To develop a holistic perspective of enterprise, critical from the point of view of the top management.*
- 2. To acquaint students with strategic management process.*
- 3. To develop competencies to understand competitive posture of own and competing firms in various industries with a view to successfully implement strategy with effectiveness.*
- 4. To identify and recommend best practices for ensuring effectiveness in strategy execution*
- 5. To decipher characteristics of culture in an organisation and recommend required attributes and actions for changing the problematic /unhealthy culture*

### **Course Outcomes:** *After attending this course, the students would be able to:*

- 1. Relate vision and mission with the current business of the organization and Interpret trends and developments in the environment and implications for business in terms of opportunities, challenges and threats.*
- 2. Justify the chosen strategy with the conditions and prerequisites for success.*
- 3. Construct business portfolio and understand strategic implication and Discriminate between variants of organisation structure and recommend suitable organisation structure to support strategy execution.*
- 4. Identify performance metrics for strategic performance management and recommend strategic and operational effectiveness techniques for evaluation*
- 5. Perform strategic audit and Demonstrate ethical behavioural orientation and cultural sensitivity*

## **CONTENT:**

### **Unit I**

Nature and Scope of Strategic Management, Strategic Management Process, Strategists and their Role in Strategic Management, Hierarchy of Strategic Internet: Vision, Mission, Goals and Objectives, Business Definition. Environmental Appraisal: Environmental Scanning, Organizational Appraisal: Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal , Strategic Management for sustainability.

### **Unit II**

Company level strategies: Grand, Stability, Expansion, Retrenchment and Combination Strategies, Business Level strategy: Cost, Differentiation, Focus, Organisational prerequisites for implementing chosen business strategy, Implications for strategic alignment, tailoring strategy to fit specific industry and company situation, Strategies for entering new business, choosing a diversification path-related vs unrelated business, International diversification.

### **Unit III**

Strategic Analysis and Choice: Process of strategic choice, Analysing the strategic alternatives, Evaluating strategic alternatives, SWOT Analysis, Corporate Portfolio Analysis, Merger and Acquisition, Strategic Alliances, Joint Ventures. Mergers and Acquisition in Indian Context, Strategic Outsourcing, Integrating sustainability into strategy.

### **Unit IV**

Strategy implementation, Barriers in Strategic Implementation, Models of strategy implementations Resource Allocation, Factors affecting Resource Allocation, matching organization structure to strategy, Strategic Leadership, functional strategies, Financial plans and policies, Marketing plans and policies, Operation plans and policies, personnel plans and policies, integration of functional plans and policies, Corporate Culture and Strategic Management.

### **Unit V**

Functional and Operational Implementation, operational effectiveness, Strategy Evaluation and Control, Techniques of operational and strategic control, the leader as a role model, Everyday actions shaping organizational outcomes, Strategic Management in a Multinational firms., Strategy and Corporate Evolution in Indian Context.

**Pedagogy:** Case studies, Discussions, Presentations, Projects, Simulations, Role play

### **Suggested Readings:**

1. Azhar Kazmi & Adela Kazmi (2020). Business Policy and Strategic Management, 5<sup>th</sup> edition, Tata McGraw Hill
2. Thompson, Arthur A, Strickland, A. J and Gamble (2019). Crafting and Executing Strategy, 21 edition, McGraw Hill/Irwin
3. Wheelen et al. (2018). Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th edition Pearson
4. Dess, Gregory G, and Miller, Alex (1995). Strategic Management, McGraw Hill
5. Kachru, Upendra , Strategic Management, Excel Books

## **MBAIRA 401: MANAGING FOR SUSTAINABILITY**

### **Course Objectives:**

1. *To help the students analyze sustainability issues from local and global perspectives.*
2. *To provide an analytical framework to interpret social information in the context of sustainability.*
3. *To provide an analytical framework to interpret scientific, and business-related information in the context of sustainability.*
4. *To understand different frameworks to integrate sustainability concepts into corporate settings.*
5. *To understand the concept of responsible management in day to day affairs of business.*

### **Course Outcomes:** *After attending this course, the students would be able to:*

1. *Understand the basics of sustainable development in the current environment.*
2. *Make informed judgments that lead to sustainable outcomes of the business operations.*
3. *Facilitate the development of business models that address the long term need for a sustainable environment.*
4. *Create an understanding among future managers in engaging and leading sustainability initiatives at local and global levels.*
5. *Prepare and analyse sustainable reports and help organizations achieve responsible management goals.*

## **CONTENT:**

### **Unit I**

Sustainability: Meaning and Scope, Corporate Social Responsibility and Corporate Sustainability, Sustainability Development: Terminologies and Meanings, Issues and opportunities for business in socially and environmentally sensitive world.

### **Unit II**

Models of sustainable Development, Triple Bottom Line (TBL), Bottom of the pyramid opportunities, Creating firm capabilities through Social and environmental management tools, technologies and system concepts, Sustainability Case Studies.

### **Unit III**

Environmental Managements Systems, Environmental Audit, ISO 14001, ISO 26000, Environmental Impact Assessment, Life Cycle Analysis, Social Impact Assessment, Understanding ecological "footprint": Eco-tracking, Advancement in Rio+20, Corporate Sustainability Forum, De-globalisation, Geo-politics.

### **Unit IV**

Corporate Sustainability Reporting Frameworks: Global Reporting Initiative (GRI) guidelines, UN Global Compact, Principles of Responsible Investment (PRI), CDP, National Voluntary Guidelines (NVGs) on Social, Environmental and Economic

## **Unit V**

Responsibilities of Business, Sustainability Indices, Challenges in Mainstreaming Sustainability Reporting, Sustainability Reporting Case Studies.

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits*

### **Suggested Readings:**

1. Managing the Business Case of Sustainability: The Integration on Social, Environmental and Economic Performances by Von Stefan Schaltegger, Greenleaf Publishing, ISBN-13: 9781874719953
2. Handbook of Corporate Sustainability Frameworks, Strategies and Tools by M.A. Quaddus, Edward Elgar Publishing
3. Corporate Sustainability Management: The Art and Science of Managing Non-Financial Performance by Mark W. McElroy, Routledge
4. Sustainability Reporting: Managing for Wealth and Corporate Health by Gwendolen B. White, Business expert press by Mark W. McElroy, Routledge 2011
5. Handbook Of Sustainability Management by Christian N. Madu, World Scientific Publishing Company 2012
6. Environmental Management, N K Oberoi, Excel Books

## **MBAIRA 402: INNOVATION AND DESIGN THINKING**

### **Course Objectives:**

1. *To develop an understanding of the approach to design thinking*
2. *To appreciate the process of design thinking*
3. *To understand the significance of design thinking approach in organisational context.*
4. *To evaluate the various types of design thinking approach*
5. *To understand the relation between design thinking and innovation*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Understand the approach to design thinking*
2. *Appreciate the steps of design thinking process*
3. *Understand the significance of design thinking approach in organisations.*
4. *Evaluate various types of design thinking approach*
5. *Understand the importance of design thinking for innovation*

### **CONTENT:**

#### **Unit I**

Introduction to design thinking, definition of design thinking, prerequisites of design thinking, process of design thinking, design: convergent thinking, divergent thinking, human centered design,

#### **Unit II**

Design thinkers phases, the problem with ingrained patterns of thinking, the power of storytelling, science and action in design thinking, generating creative ideas and Solutions by holistically understanding humans

#### **Unit III**

Design thinking as an iterative and nonlinear process, stages of design thinking, the original of five stage model, the non linear nature of design thinking, importance of design thinking in contemporary organisations

#### **Unit IV**

Principles of design thinking design thinking and human centred design, difference between solution based and problem based thinking, problems in design thinking, design thinking in the workplace, design thinking, lean and Agile working together, benefits of design thinking at work, design thinking methodology in action

#### **Unit V**

Creativity and Innovation. Bottlenecks to Creativity and innovation. Disruptive Technology and generating commercial value from Innovation; Sources of New Ideas, Techniques for generating Ideas. Accessing Business Potential of an Idea. Idea to Opportunity: Sources of Opportunity, Opportunity Recognition.

**Pedagogy:** *Case studies, Discussion, Presentations, Projects, Simulations*

**Suggested Readings:**

1. Dheeraj Mehrotra (2023). Design Thinking and Innovations, Notion Press
2. Clayton M. Christensen, Indra Nooyi, Tim Brown & Vijay Govindarajan (2020). HBR's 10 Must Reads on Design Thinking, Harvard Business Review Press
3. Kilian Langenfeld (2019). Design Thinking for Beginners, Personal Growth Hackers
4. Tim Brown (2019). Change by Design, 2nd edition, Harper Business
5. Thomas Lockwood & Edgar Papke (2017). Innovation by Design, New Page Books

## **GROUP A: MARKETING**

### **MBAEL 311: INTEGRATED MARKETING COMMUNICATION**

#### **Course Objectives:**

- 1. To provide students an understanding of the meaning, elements and role of integrated marketing communication in the marketing mix.*
- 2. To help students develop an understanding of consumer psychology and prepare an integrated IMC plan, strategy and tactics.*
- 3. To comprehend the importance of customer profiling and appreciate the role of creativity in copy writing.*
- 4. To learn the importance of evaluation of IMC program and develop media strategy.*
- 5. To understand the role of promotion agencies and media buying process and evaluation.*

#### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Understand the role, function and importance of basic elements of marketing communication mix.*
- 2. Apply an integrated approach to developing an IMC Plan in the changing marketing environment.*
- 3. Demonstrate creative skills in generating themes or ideas for an ad copy*
- 4. Develop suitable media strategy for communication.*
- 5. Explain the functions of advertising and promotion agencies and the process of media buying and also design a promotion budget.*

#### **CONTENT:**

##### **Unit I**

**Introduction to Integrated Marketing Communication:** Meaning and Role of IMC in the Marketing Mix. Elements of Promotion mix: Public Relations, Sponsorship, Advertising (types, advertising campaign, role in brand promotion), Direct Marketing Communication, Sales Promotion, Cross promotion, Surrogate Selling, Personal Selling, Packaging, Exhibition, Trade shows, Interactive/Internet Marketing.

##### **Unit II**

**Marketing Communication Psychology & Process:** Changing Marketing Communication Environment, Marketing Communication Plan, Setting Marketing Communication Objectives (DAGMAR approach, Response Hierarchy Models), Determining Strategy and Tactics.

##### **Unit III**

**Creative Implementation:** Profiling Target Markets, Generating Creative Ideas, Selection of Idea. Copy Writing, Copy Testing, Art Direction and Production for Print and Internet Media.

##### **Unit IV**

**Electronic Media & IMC Control:** Copy Writing, Direction and Production for Radio and TV, Internet, Media Strategy, Evaluation and Control of Integrated Marketing Communication.

### **Unit V**

**Media Buying & IMC Agencies:** Selection of Media, Media Buying, Setting Budget and Allocating Resources, Evaluation of Media, Role and Functions of Advertising and Promotion Agencies, Compensation to these Agencies.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Narang, R. (2020). *Advertising, Selling & Promotion, 1<sup>st</sup> edition*, Pearson Education.
2. Moriarty, S, Mitchell, N., Wood, C. & Wells, W. (2019). Advertising and IMC: Principles and Practice, Global Edition, 11<sup>th</sup> edition, Pearson.
3. Percy, L. (2018). *Strategic Integrated Marketing Communications, 3<sup>rd</sup> edition*, Routledge.
4. Belch, G., & Belch, M. (2017). *Advertising and Promotion: An Integrated Marketing Communications Perspective, 9<sup>th</sup> edition*, McGraw-Hill.
5. Clow, K.E. & Baack, D.E. (2011). *Integrated Advertising, Promotion and Marketing Communications, Global edition*, Pearson Education.

## **MBAEL 312: BRAND MANAGEMENT**

### ***Course Objectives:***

- 1. To provide students an understanding of the meaning, relevance and functions of brands, branding challenges and opportunities.*
- 2. To help students develop an understanding of brand strategy and brand building process.*
- 3. To learn to design and implement brand marketing programs.*
- 4. To comprehend measurement and interpretation of brand performance.*
- 5. To develop an understanding of building and sustaining brand equity.*

### ***Course Outcomes: After attending this course, the students shall be able to:***

- 1. Understand the role, functions and importance of brands and the strategic brand management.*
- 2. Apply their learnings to craft a brand strategy.*
- 3. Demonstrate skills in selecting brand elements to build brand equity through IMC program.*
- 4. Measure sources and outcomes of brand equity.*
- 5. Explain the brand architecture strategy for managing brand portfolio.*

### **CONTENT:**

#### **Unit I**

**Introduction to the concept of Brand Management:** Meaning, Definition, Evolution of Brands, Functions of Brand to Consumer, Role of Brand- Advantages of Brand, Brand vs Commodity, Product Vs Brand, Product Portfolio, Branding- Meaning, Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas, Branding Challenges and Opportunities, Strategic Brand Management-Meaning & Process.

#### **Unit II**

**Developing a Brand Strategy:** Customer-Based Brand Equity and Brand Positioning: sources of brand equity, identifying and establishing brand positioning, positioning guidelines, Brand Resonance and the Brand Value Chain, Building a Strong Brand, Four Steps of Brand Building, Brand Value Chain.

#### **Unit III**

**Designing and Implementing Brand Marketing Programs:** Choosing Brand Elements to Build Brand Equity, Criteria for choosing Brand Elements, Options & Tactics For Brand Elements-Brand Name, Naming Guidelines, Co-Branding, Brand Associations, Logos, Symbols & Characters & their Benefits, Characters & Benefits, Slogans & Benefits, Packaging, Designing Marketing Programs to Build Brand Equity, Integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Associations to Build Brand Equity, Leveraging Secondary Brand Associations to Build Brand Equity.

#### **Unit IV**

**Measuring and Interpreting Brand Performance:** Developing a Brand Equity Measurement and Management System, Conducting Brand Audits, Designing Brand Tracking Studies, Measuring Sources of Brand Equity: Capturing Customer Mind-Set through Qualitative & Quantitative Research Techniques, Models of Consumer-Based Brand Equity, Measuring Outcomes of Brand Equity.

#### **Unit V**

**Growing and Sustaining Brand Equity:** Developing a Brand Architecture Strategy, Brand Portfolios, Brand Hierarchies, Corporate Branding, New Products and Brand Extensions, Evaluating Brand Extension Opportunities, Managing Brands Over Time, Reinforcing & Revitalizing Brands, Adjustments to Brand Portfolio, Managing Brands Over Geographic Boundaries and Market Segments.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

#### **Suggested Readings:**

1. Dutta, K. (2022). *Brand Management: Principles & Practices, 2<sup>nd</sup> edition*, Oxford University Press.
2. Jacob, I.C., Keller, K.L., Swaminathan, V. & Parameswaran, A. M.G (2020). *Strategic Brand Management, 5<sup>th</sup> edition*, Pearson.
3. Panda, T.P. (2016). *Product and Brand Management, 1<sup>st</sup> edition*, Oxford University Press.
4. Keller, Parameswaran & Jacob (2015). *Strategic Brand Management, 4<sup>th</sup> edition*, Pearson.
5. Kapferer, Jean,-Noel (2004). *The New Strategic Brand Management: Creating and Sustaining Brand Equity for Long-Term, 3<sup>rd</sup> edition*, Kogan Page.

## **MBAEL 313: CONSUMER BEHAVIOUR**

### **Course Objectives:**

- 1. To provide students an understanding of fundamental concepts of consumer behaviour and its applications.*
- 2. To help the students comprehend the theories of personality, motivation, involvement and perception.*
- 3. To develop an understanding of various aspects of consumer learning and consumer attitude, their models and the applications.*
- 4. To gain insights about the various models of consumer buying behaviour and organisational buying behaviour.*
- 5. To understand the various roles of family in buying decision making, various aspects of culture and their influence on consumer buying behaviour.*

### **Course Outcomes:** *After attending this course, the students shall be able to*

- 1. Understand the concepts of consumer behaviour and apply them as well.*
- 2. Explain how managers use the theories of personality, motivation, involvement and perception.*
- 3. To be able to apply consumer learning and consumer attitude concepts and models.*
- 4. Develop a thorough understanding of consumer buying behaviour and organisation buying behaviour.*
- 5. Be able to analyse family's influence on purchase decision making and influence of culture on consumer behaviour.*

## **CONTENT:**

### **Unit I**

Defining Consumer Behaviour, Scope and application of Consumer Behaviour, Consumer's impact on Marketing Strategy, Technology's impact on Consumers, Customer Satisfaction, Customer Loyalty, Customer Retention, Consumer Research, Interdisciplinary nature of Consumer Behaviour, Market Segmentation and Bases for Market Segmentation.

### **Unit II**

Consumers Needs and Motivation, Personality, Theories of Personality, Effect of Personality Traits on Consumer Behaviour, Green Consumers, The Self-Concept and Self-image, Extended Self, Consumer Perception, Elements of Perception, Selective Perception, Consumer Imagery, Consumer Involvement.

### **Unit III**

Consumer Learning, Behavioural Learning, Observational Learning and Cognitive Learning, Measures of Consumer Learning, Consumer Attitude, Tri-Component Attitude Model, Multi Attribute Attitude Models, Attitude- towards-Object Model, Attitude-towards-Behaviour Model, Attitude-towards-the-Ad Model, Cognitive Dissonance.

### **Unit IV**

Consumer Persuasion, Designing Persuasive Messages, Persuasive Advertising Appeals, Consumer Decision Making Process, Organisational and Household Decision Making, The Economic Model, Howard Sheth Model, The Nicosia Model, Webster and Wind Model,

Consumer Reference Groups, Reference Groups amongst Youngsters, Consumption related Reference Groups, Factors Affecting Reference Group Influence.

### **Unit V**

Family and Lifecycle, Stages in Family Life Cycle, Parental Styles and Consumer Socialization, Family's Supportive Roles, Family's Decision Making and Consumption Related Roles, Children's Influence on Social class and Lifestyles, Culture and Subcultures, Indian Core Values, Measuring Cultural Values, Influence of Culture on Consumer Behaviour.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects.*

### **Suggested Readings:**

1. Leon G. Schiffman & Leslie Lazar Kanuk. (2018). Consumer Behaviour, 12<sup>th</sup> edition, Pearson education.
2. Michael R. Solomon(2017). Consumer Behaviour, 12<sup>th</sup> edition, Pearson education.
3. David L. Loudon & Albert J. Della Bitta(2017), Consumer Behaviour, 4<sup>th</sup> edition, McGraw Hill Education
4. Wayne D. Hoyer; Deborah J. MacInnis and Pinaki Dasgupta (2008) Consumer Behavior, Dreamtech Press.

## MBAEL 314: DIGITAL MARKETING AND ANALYTICS

### **Course Objectives:**

1. *To help students understand the increased level of involvement of customers in product development.*
2. *To provide students understanding of how access is provided both on product delivery and communication front in the online platform.*
3. *To develop an understanding of the new customer path relevant to the digital setting.*
4. *To provide students with specifics of the various strategies those are employed at various stages of the customer path.*
5. *To make students aware of the analytics that goes into the evaluation and assessment of the efforts of the digital marketing team.*

### **Course Outcomes:** *After attending this course, the students shall be able to*

1. *Understand the extent of co-design based on customer feedback and also learn how more relevant products could be developed.*
2. *Chalk out strategies for better customer access with the nuances of the distribution and communication on the digital format.*
3. *Carve out various interventions required at each stage of the new customer path pertinent to the digital age.*
4. *Find and utilize the most apt strategic for a unique situation customer might encounter.*
5. *Assess the overall success of any digital efforts of the marketing team.*

## **CONTENT:**

### **Unit I**

**Customer Co-Design And Dynamic Pricing:** The Emergence of Digital Marketing; Product: Creating Customer Value Online; Digital Marketing Enhanced Product Development; Customer Co design; New Products Trends; Price: Changes in Pricing Strategies for Internet; Buyer and Seller Perspectives: Buyer View, Seller View; Pricing Strategies for Digital Marketing; Dynamics of Dynamic Pricing.

### **Unit II**

**The Internet For Distribution And Digital Communication:** Distribution Channel Overview; Types of Intermediaries; Distribution Channel Length and Functions: Functions of a Distribution Channel, Distribution System; Channel Management and Power; Classifying Online Channel Members; Distribution Channel Metrics; Overview of Digital Marketing Communication Issues; Integrated Digital Marketing Communication.

### **Unit III**

**New Frameworks For Marketing In The Digital Economy:** Marketing 4.0 in the Digital Economy: From Segmentation and Targeting to Customer Community Confirmation; From Brand Positioning and Differentiation to Brand Clarification of Characters and Codes; From Selling the Four P's to Commercializing the Four C's; From Customer Service Processes to

Collaborative Customer Care; Integrating Traditional and Digital Marketing; The New Customer Path: Understanding How People Buy: From Four A's to Five A's; Driving from Awareness to Advocacy: The O Zone; Marketing Productivity Metrics: Introducing PAR and BAR; Decomposing PAR and BAR; Driving up Productivity; Industry Archetypes and Best Practices: Four Major Industry Archetypes.

#### **Unit IV**

**Tactical Marketing Applications in The Digital Economy:** Human Centric Marketing for Brand Attraction: Understanding Humans Using Digital Anthropology, Building the Six Attributes of Human Centric Brands; Content Marketing for Brand Curiosity: Content is the New Ad, #Hashtag is the New Tagline; Omni channel Marketing for Brand Commitment: The Rise of Omni channel Marketing; Engagement Marketing for Brand Affinity: Enhancing Digital Experiences with Mobile Apps, Providing Solutions with Social CRM, Driving Desired Behavior with Gamification.

#### **Unit V**

**Digital Marketing Analytics:** Website Management & Optimization. Introduction to SEO. On-page & Off-page optimization. How Search Engines Work. Keyword Search. Analytics & Measurement. Introduction to Foundation PPC. How PPC fits into the Digital Strategy. Introduction to Display Networks. Increasing reach with Display Network. Reaching the Target Audiences. Keyword match types. Negative keywords. Managing Search Terms. Display Targeting options. Display Ad formats. Setting & measuring Goals. Bidding & Attribution. Reporting & Testing. Perspectives of Digital Analytics. Key Performance Indicators. Reports & Dashboards. The Digital Analytics Stack.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects.*

#### **Suggested Readings:**

1. Frost, R. et.al (2022). eMarketing: Digital Marketing Strategy, 9th Edition. Taylor & Francis Ltd.
2. Kotler, P. et.al. (2017). Marketing 4.0: Moving from Traditional to Digital. Wiley Publications.
3. Kaushik, A. (2013). Web Analytics 2.0: The Art of Online Accountability & Science of Customer Centricity, SYBEX.

## **MBAEL 315: CUSTOMER RELATIONSHIP MANAGEMENT**

### **Course Objectives:**

- 1. To help students in understanding customer needs and preferences*
- 2. To aid students in the formation of strategies to enhance customer satisfaction and loyalty*
- 3. To make students aware of strategies to increase customer retention and repeat purchases*
- 4. To provide knowledge for improving customer communication and engagement*
- 5. To help understand the driving strategies for business growth and profitability.*

### **Course Outcomes:** *After attending this course, the students shall be able to*

- 1. Develop a deep understanding of customer behavior and preferences.*
- 2. Effectively manage customer relationships and satisfaction.*
- 3. Retain customers and increase customer loyalty for the organization.*
- 4. Enhance communication and engagement with customers through effective CRM practices.*
- 5. Applying CRM strategies to drive business growth, improve profitability, and gain a competitive advantage.*

### **CONTENT:**

#### **Unit I**

Fundamentals of Customer Relationship Management Meaning and definition of CRM, benefits of CRM, reasons for adopting CRM, Conceptual Foundations of Customer Relationship Management. Types, stages and issues in CRM. Paradigm shift in approach towards Marketing.

#### **Unit II**

Dimensions of Customer Relationship Management Customer Satisfaction: meaning and definition, Customer Satisfaction Models, Measuring Customer Satisfaction, ISO guidelines. Customer Loyalty: Concept, Principles, significance and dimensions of Customer Loyalty,

Determinants and Categories of Customer Loyalty, Factors affecting Loyalty and Customer Loyalty Grid.

### **Unit III**

Service Quality: Concept and Dimensions, Service Quality Gaps and bridging of Gaps, Service Quality Measurement Scales. Information Technology in Customer Relationship Management Technological Developments in CRM. Information Technology Implementation in CRM.

### **Unit IV**

Emerging Dimensions and Dynamics in Customer Relationship Management Customer Recall, Retention and Experience Management. Service Failure and Service Recovery Management. Service Recovery Paradox. People Factor in Customer Relationship Management: role of Employee Satisfaction in Customer Satisfaction.

### **Unit V**

Application of Customer Relationship Management in Different Sectors, Growth of Service Sector in India, Characteristics of Service Businesses and Service Customers. Role of Social Media. Customer Relationship Management Practices in Service Sector. Customer Relationship Management Practices in Rural Markets.

***Pedagogy:*** Case Studies, Discussions, PowerPoint Presentations, Projects.

### **Suggested Readings:**

1. Sheth J.N., Atul P., &, Shainesh G. (2017): *Customer Relationship Management: Emerging Concepts, Tools and Applications, 12<sup>th</sup> edition*, Tata Mc Graw Hills.
2. Mullick N.H. (2016) : *Customer Relationship Management, 1<sup>st</sup> edition*, Oxford University Press.
3. Rai A. K. (2012): *Customer Relationship Management: Concepts and Cases, 2<sup>nd</sup> edition* Prentice Hall India.
4. Mukerjee K. (2006): *Customer Relationship Management: A Strategic Approach to Marketing, 1<sup>st</sup> edition*, Prentice Hall India.
5. Zikmund W. G., Mcleod R. , Gilbert F. W. (2002): *Customer Relationship Management: Integrating Marketing Strategy and Information Technology, 1<sup>st</sup> edition*, Wiley.

## **MBAEL 316: MARKETING RESEARCH**

### **Course Objectives:**

- 1. To develop critical thinking in order to understand research design.*
- 2. To provide the knowledge of questionnaire designing and sampling techniques.*
- 3. To enhance the abilities of understanding the statistical tools.*
- 4. To apply the predictive models in business research.*
- 5. To write the effective research report in business and management contexts.*

### **Course Outcomes:** *After attending this course, the students shall be able to*

- 1. Design and execute rigorous research studies in business and management.*
- 2. Apply acquired skills for data collection, analysis, and interpretation for making business decisions.*
- 3. Apply critical thinking and problem-solving abilities in conducting research.*
- 4. Effectively conduct literature reviews and synthesize relevant research findings.*
- 5. Undertake advanced research projects and dissertation work in the field of business management.*

## **CONTENT:**

### **Unit I**

The Marketing Research System: Definition of Marketing Research, Steps in Marketing Research Process, Research Design: Exploratory & Conclusive Research: Descriptive and Experimental, International Market Research.

### **Unit II**

Sampling Process in Marketing Research: Sampling Design and Procedure, Sampling Methods: Probability Sampling Techniques, Non-Probabilistic Sampling Techniques, Sample Size Determination, Measurement & Scaling, Primary Scale of Measurement: Nominal, Ordinal, Interval & Ratio, Comparative & Noncomparative Scaling Techniques, Scale Evaluation: Validity & Reliability of Measurement Scale.

### **Unit III**

Questionnaire Design, Process of Questionnaire Design, Fieldworks: Nature of Fieldworks, Selection, Training, Supervision, Validation and Supervision of Fieldworks, The Data Preparation: Questionnaire Checking, Editing, Coding, Transcribing, Data Cleaning.

### **Unit IV**

A General Procedure of Hypothesis Testing, Null Hypothesis & Alternative Hypothesis; Type-I & Type-II Errors; Sample Tests for a Population Mean- One Sample t-test, Comparison of Two Population Means: Independent Samples, Comparison of Two Population Means: Paired Samples.

## **Unit V**

Qualitative Research: Data Collection of Qualitative Research- Interviews, Observation & Documents, Qualitative Research Procedure: Focus Group Interview, Online Focus Group, Depth Interview, Projective Techniques, Other Methods of Qualitative Research: Narrative, Phenomenological, Grounded Theory, Ethnography & Case Study Method. Layout of Research Report; Steps in Report Writing.

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits*

### **Suggested Readings:**

1. Dash S., Malhotra, N.K. (2019): *Marketing Research: An Applied Orientation, 7<sup>th</sup> edition* , Pearson Education.
2. Cooper & Schindler (2018): *Business Research Methods, 12<sup>th</sup> edition*, Tata Mc Graw Hills.
3. Bajpai N. (2017): *Business Research Methods, 2<sup>nd</sup> edition*, Pearson Education.
4. Green, Tull & Albaum (2009): *Research for Marketing Decisions, 5<sup>th</sup> edition*, Prentice Hall India Learning Private Limited.
5. Levine , Krehbiel & Berenson (2012): *Business Statistics, 12<sup>th</sup> edition*, Pearson Education.
6. Luck D. & Rubin D. (2006): *Marketing Research*, Prentice Hall India Learning Private Limited.

## **MBAEL 411: MARKETING OF SERVICES**

### ***Course Objectives:***

- 1. To provide students an understanding of the basic concepts, scope, growth, characteristics, challenges and importance of services marketing in the dynamic business environment.*
- 2. To make students learn how to prepare marketing strategy for different services.*
- 3. To help students appreciate the role of the pricing, distribution and promotion strategies in marketing of services.*
- 4. To comprehend and grasp the designing of services and their process management.*
- 5. To develop an understanding of service productivity, quality and effective recovery system.*

### ***Course Outcomes: After attending this course, the students shall be able to:***

- 1. Understand the core concepts of services marketing and its growth prospects.*
- 2. Explain how marketing strategy influences creation, development and positioning of services.*
- 3. Analyse the pricing, distribution and communication strategies of services.*
- 4. Design and manage the service process through flowcharting, capacity and demand management.*
- 5. Apply tools to measure and improve upon service productivity, service quality and customer complaints.*

### **CONTENT:**

#### **Unit I**

**Nature and Scope of Services Marketing:** Introduction, meaning of services, unique characteristics, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries. **Services Marketing:** Introduction, concept and evolution of services marketing, meaning of service marketing, myths encountered in services, Marketing Framework and challenges for Service Businesses, need for service marketing, and growth in Services Marketing, consumer behavior in services context.

#### **Unit II**

**Service Management Trinity & Marketing Strategy for Services:** Introduction, Need for Segmentation of Services, Bases of Segmentation in Services, Segmentation Strategies in Service Marketing, Need for Targeting and Positioning of Services, Developing Service Product, Flower of Service, Branding Service Products, New Service Development, Service Differentiation Strategies, Positioning Strategies for Services.

#### **Unit III**

**Elements of Pricing, Distribution & Communication:** Pricing of Services, Pricing tripod, Revenue Management, Ethical Concerns in Pricing of services, Distribution of Services, Options for Delivery, Place and Time Decisions, Role of Intermediaries, Challenges of

Distribution, Role and Challenges of Services Communication, Marketing Communication Mix.

#### **Unit IV**

**Designing and Managing Services Process:** Flow Charting and Blueprinting Services Processes, Service Process Re-Design, Customer as Co-Producer, Managing Capacity, Analyzing Demand Pattern, Managing Demand, Inventory Demand Through Waiting Lines and Queuing Systems, Service Environment and its Dimensions, Understanding Consumer Response to Service Environment.

#### **Unit V**

**Service Productivity, Quality & Effective Recovery System:** Customer Complaining Behaviour, Principles of Effective Service Recovery System, customer responses to Effective Service Recovery System, Handling Abusive and Opportunistic Customer, Meaning of Service Quality, The Gaps Model, Measuring and Improving Service Quality, Hard Measures of Service Quality, Tools to Analyze and Address Service Quality Problems, Improving Service Productivity.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

#### **Suggested Readings:**

1. Bordoloi, S., Fitzsimmons, J.A. & Fitzsimmons, M.J. (2023). *Service Management: Operations, Strategy, Information Technology*, 9<sup>th</sup> edition, McGraw Hill.
2. Normann, R. (2000). *Service Management - Strategy & Leadership in Service Business*, 3<sup>rd</sup> edition, Wiley.
3. Zeithaml, V.A., Bitner, M. J., Gremler, D.D. & Pandit, A. (2018). *Services Marketing: Integrating Customer Focus across the Firm*, 7<sup>th</sup> edition, McGraw Hill Education.
4. Wirtz, J., Lovelock, C. & Chatterjee, J. (2017). *Services Marketing: People, Technology, Strategy*, 8<sup>th</sup> edition, Pearson.
5. Narang, R. (2015). *Rural Health Care Management: Issues and Challenges*, 1<sup>st</sup> edition, Excel India Publishers.

## **MBAEL 412: SALES AND DISTRIBUTION MANAGEMENT**

### **Course Objectives:**

1. *To provide students an understanding of fundamental concepts of sales management and the selling process.*
2. *To help students comprehend the concepts of sales forecasting, organisational design and sales territory design.*
3. *To develop an understanding of various aspects of salesforce recruitment, sales training, sales remuneration and sales audit.*
4. *To gain insights about the various aspects of distribution management.*
5. *To understand the importance of channel information system and strategies of channel influence.*

### **Course Outcomes:** *After attending this course the students shall be able to*

1. *Understand the concept of sales management and the selling process.*
2. *Explain how managers use the concepts of sales forecasting, organisational design and sales territory design.*
3. *Apply various aspects of salesforce recruitment, sales training, sales remuneration and sales audit.*
4. *Comprehend the different aspects of distribution management*
5. *Analyse the importance of channel information system and uses of strategies of channel influence.*

### **CONTENT:**

#### **Unit I**

Role and Importance of Sales Management, Types of Personal Selling, The Sales Management Process, Emerging Trends in Sales Management, Selling and Buying Styles, Selling Skills, Stages in the Selling Process, The Process & Methods of Prospecting, Pre-Approach & Approach Process, Methods of Sales Presentation, Handling Customer Objections, Closing the Sale and Follow Up.

#### **Unit II**

Forecasting Market Demand, The Forecasting Process, Sales Forecasting Methods, Sales Organization, Factors Influencing Structure and Design, Types of Organizational Design. Concept of Sales Territory, Designing and Allocation of Sales Territory, Criteria for Selecting Geographical Control Units, Territory Shapes, Workload Analysis, of Sales Quota, Methods of Setting Sales Quota, Types of Sales Quota.

#### **Unit III**

Sales Force Recruitment and Selection, Sources for Sales Force Recruitment, Planning for Sales Force Recruitment, Procedure of Sales Force Selection, Objectives Sales Training Program, Methods and Types of Sales Training, Sales Training Evaluation, Sales Force Compensation Plan, Objectives of a Sales Compensation Plan, Types of a Sales Compensation Plan, Sales Audit, Evaluating Sales Performance.

#### **Unit IV**

Distribution Management: - Role of Distribution Channel, Distribution Channel Strategy, Channel Design Process, Classification Schemes of Channel Flows, Channel Establishment Plan, Company Channel Design.

### **Unit V**

Channel Information System- Role and Benefits, Components of Channel Information System, Designing a Channel Information System, Channel Conflict, Conflict Resolution Mechanism, Strategies of Channel Influence.

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects.*

### **Suggested Readings:**

1. Johnston & Marshall (2022), *Sales Force Management*, 4<sup>th</sup> edition, Tata McGraw Hill.
2. Panda & Sahdev (2019), *Sales and Distribution Management*, 3<sup>rd</sup> edition, , Oxford publishing
3. Jobber & Lancaster (2018), *Selling and Sales Management*, 10<sup>th</sup> edition, Pearson Education
4. Havaladar (2017), *Sales and Distribution Management* 3<sup>rd</sup> edition, McGraw Hill
5. Still, Cundiff and Govoni (2017), *Sales and distribution Management*, 6<sup>th</sup> edition, Pearson Education
6. Stanton & Spiro (2007), *Management of Sales Force*, 12<sup>th</sup> edition, Tata McGraw Hill

## MBAEL 413: MANAGING RETAIL

### **Course Objectives:**

1. *To provide students an understanding of the basic concepts, scope, growth, characteristics, challenges, emerging trends and opportunities in retail business in the contemporary world.*
2. *To make students learn about retail formats and consumer shopping behaviour.*
3. *To grasp the concept of retail marketing strategy including its positioning and location.*
4. *To comprehend designing of store atmospherics and managing of store operations.*
5. *To develop an understanding of planning and buying merchandise assortment and developing appropriate pricing strategy.*

### **Course Outcomes:** After attending this course, the students shall be able to:

1. *Understand the core concepts, evolution, scope, nature and emerging trends in retail business.*
2. *Discuss retail customer shopping behaviour, retail mix and retail formats.*
3. *Analyse the importance of retail strategy, location & site selection and demand estimation.*
4. *Design store atmospherics and layout for effective store management.*
5. *Apply their understanding for merchandise buying and pricing and appreciate integration of appropriate technology in retail processes.*

### **CONTENT:**

#### **Unit I**

**Introduction to the Retailing System, Role, Relevance, Trend:** Characteristics of Retailing, Importance and Scope of Retailing, Evolution of Retail Competition. The Wheel of Retailing, the Accordion, Melting Pot Theory, The Retail Life Cycle, Organised v/s unorganised retailing, Structure of Indian Retail Industry, Changing Face of Retail Industry in India, Emerging Trends in Retailing, Role of FDI in Indian Retail.

#### **Unit II**

**Understanding Retail Customer in Emerging Retail Formats:** Shopping in socio-cultural context, Shopping Process and Behaviour, Delivering Value through Retail formats, Classification of Formats: Ownership based, Store based and Non-Store based Classification, Emerging Retail Formats, Multichannel Retailing, Meaning and Elements of Retailing Mix.

#### **Unit III**

**Retail Marketing Strategy; Segmentation & Positioning. Retail Location:** Importance, Process of Deciding Location, Trade Area Analysis, Analyzing the Site, Methods of Estimating Demand: Space-Sales Ratio Method, Analogue Method, Huff's Gravity Law, Multiple Regression Model, Site Selection.

#### **Unit IV**

**Store Atmospheric & Operations:** Storefronts and Entrances, Displays, Graphics, Lighting, Music, Odour. Layout and Design, Objectives and Elements of Layout, Visual Merchandising, Layout for E-retailers, CRM in Organized and Unorganized Retailing. Store Operations, Role of a Store Manager

## **Unit V**

**Planning & Buying Merchandise & Establishing Pricing Strategy:** Planning Merchandise Assortment, Category Management. Establishing a Pricing Strategy, Factors Affecting Pricing Decisions, Price Setting, Reference Price, Role of Technology in Retailing, Types of Technology used in Retailing, Interaction in Retail Technology: Trends & Challenges.

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Levy, M. & Weitz, B. A. & Grewal, D. (2018). *Retailing Management, 10<sup>th</sup> edition*, McGraw Hill/Irwin.
2. Sinha, P.K. and Uniyal, D.P. (2018). *Managing Retail, 3<sup>rd</sup> edition*, Oxford University Press.
3. Gibson, G.V. (2017). *Retail Management, 5<sup>th</sup> edition*, Pearson.
4. Berman, B., Evans, J.R., Chatterjee, P. & Srivastava, R. (2017). *Retail Management, 13<sup>th</sup> edition*, Pearson.
5. Mason, B.J. (2016). *Modern Retailing: Theory & Practices*, Business Publications.

## **MBAEL 414: INDUSTRIAL MARKETING**

### **Course Objectives:**

- 1. To provide students an understanding of basic concepts of B2B marketing and organisational buying behaviour.*
- 2. To help students comprehend the concepts of segmentation and demand estimation in business markets.*
- 3. To develop and understanding of various aspects of product quality, product lines, product strategies and pricing strategies.*
- 4. To gain insights about various aspects of managing relationships in business markets.*
- 5. To understand the marketing control process, its effectiveness and emerging trends in B2B marketing.*

### **Course Outcomes:** *After attending this course the students shall be able to*

- 1. Understand the concept of B2B marketing and organisational buying behaviour.*
- 2. Explain how managers perform segmentation and demand estimation in business markets.*
- 3. Apply the concepts of product quality, product lines, product strategies and pricing strategies.*
- 4. Build and manage relationships in business markets.*
- 5. Analyse the use of marketing control process, its effectiveness and emerging trends in B2B marketing.*

### **CONTENT:**

#### **Unit I**

A Business Marketing Perspective: Basic concepts and Perspective on B2B – Customer Types, Derived Demand, Characteristics of B2B and B2C markets; Classification of Goods; Understanding Organizational Buying Behaviour: - Buying Process, Forces determining behaviour – Buying Situations, Concept of TCO, KAM and Buying Centre.

#### **Unit II**

Segmenting Business Markets-Requirements, Bases for Segmenting, Macro Level and Micro Level, Segmentation Process in Business Markets, implementing a Segmentation Strategy, Role of Demand Estimation, Methods of Forecasting Demands in Business Markets

#### **Unit III**

Managing Products for Business Markets: -Product Quality & Customer Value, Product Policy, Types of Products Lines, Planning Industrial Product Strategy, Technology Adoption Life Cycle; Pricing Strategy for B2B Markets- Pricing Process, Value Based Pricing, Cost Determinants

#### **Unit IV**

Managing Relationships in Business Markets: - Types Of Relationships, Creating a Customer Relationship Management Strategy, Drivers of Relationship Marketing Effectiveness, Relationship Marketing Programs, Financial Impact of Relationship Marketing Programs.

## **Unit V**

Marketing Control Process: - Strategic Control, Annual Plan Control, Profitability Control, Efficiency and Effectiveness Control, Competitive Bidding, Open Bidding and Closed Bidding, Public Private Partnership, Emerging trends in B2B Marketing: E-commerce and Effects of Digital Technology, Green Practices for Sustainability.

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects.*

### **Suggested Readings:**

1. Michael D. Hutt, Dheeraj Sharma & Thomas W. Speh (2014) *Business to Business Marketing -A South Asian Perspective*, 11th edition, Cengage Learning.
2. Sharad Sarin (2017) *Business Marketing Concepts and cases* (1<sup>st</sup> edition), McGraw hills publications.
3. Robert P. Vitale, Waldemar Pfoertsch, Joseph Giglierano. (2010) *Business-To-Business Marketing -Analysis and Practices*, Pearson education.
4. Robert R. Reeder, Edward G. Brierty and Betty H. Reeder (1991), *Industrial Marketing - Analysis, Planning and control*, 2th edition, PHI Learning Private Ltd.

## MBAEL 415: RURAL MARKETING

### **Course Objectives:**

1. *To provide students a basic understanding of the rural market underscoring the fine shades of differences with the urban market.*
2. *To make students aware of the infrastructural factors like distribution, credit availability, etc. in rural markets.*
3. *To help students understand the rural consumer behaviour to facilitate segmenting and targeting of rural market.*
4. *To enable students grasp the nitty gritty of the distribution channels and strategies adopted in the rural setting.*
5. *To provide students elaborate know how of how some innovative companies transformed the distribution and related aspects of marketing in the rural setting.*

### **Course Outcomes:** *After attending this course, the students shall be able to*

1. *Understand the basics of rural marketing and make strategies pertaining to the rural markets.*
2. *Chalk out better operational plans that will be more relevant to rural realities.*
3. *Craft out better marketing mix strategies for rural marketing.*
4. *Facilitate better access to products and services in rural markets.*
5. *Develop out of the box ideas which can be implemented in rural markets.*

### **CONTENT:**

#### **Unit I**

**Introduction:** Definition, Scope of Rural Marketing, Concepts, Components of Rural Markets, Classification of Rural Markets, Rural versus Urban Markets, E-rural Marketing

#### **Unit II**

**Rural Marketing Environment:** Demographics, Support and Infrastructure Facilities, Rural Credit Institutions, Rural Retail System, Problems in Rural Marketing, Rural Demand, Rural Market Index.

#### **Unit III**

**Rural Consumer and Consumer Behaviour:** Lifestyle, Personality and Brand Belief, Opinion Leadership Process, Social Factors, Technological Factors, Economic Factors, Political Factors, Information Search and Pre-Purchase Evaluation, Segmenting, Targeting and Positioning, Product Strategy, Branding in Rural India, Various Media Channels.

#### **Unit IV**

**Distribution Strategy:** Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems – Wholesaling, Vans, Rural Mobile Traders, Haats/Shandies, Public Distribution System, Co-operative Societies, Prevalent Rural Distribution Models – Distribution Models of select FMCG Companies.

## **Unit V**

**Innovative Practices in Rural Areas:** Project Shakti- Direct Distribution to reach Rural India; Implementation Approach; Market Strategy; Challenges; ITC e-Choupal Story Profitable Rural Transformation; The paradox of Indian Agriculture; e choupal: Vision and Planning; e choupal operations: Participants and Processes; The Social Impact of e Choupals; Detractors, Risks and Limitations

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects.*

### **Suggested Readings:**

1. Prahalad, C.K. (2019). The Fortune at the Bottom of the Pyramid, Pearson.
2. Krishnamacharyulu, C. S. G. (2011). Rural Marketing: Text and Cases, 2/E. Pearson Education India.
3. Gopaldaswamy, T. P. (2009). Rural marketing-environment, problems. Vikas Publishing House.

## **MBAEL 416: LOGISTICS AND SUPPLY CHAIN**

### **Course Objectives:**

1. *To develop students' understanding about Fundamentals of logistics.*
2. *To provide the concepts about real life management of logistics.*
3. *To comprehend students knowledge about Strategic role of logistics and supply Chain in management.*
4. *To provide basic concepts in Supply Chain Management and allied functions.*
5. *To make students aware about Recent issues in Supply Chain Management*

### **Course outcomes:** *After attending this course, the students shall be able to*

1. *Gain understanding of the concept and principles of logistics.*
2. *Develop understanding of key activities performed by the logistics functions.*
3. *Understand the aspects of logistics management and its framework.*
4. *Comprehend the concept of outsourcing logistics.*
5. *Understand the role and importance logistics managers in strategic decisions making.*

### **CONTENT:**

#### **Unit I**

Logistics: Definition, Objectives – Elements- Activities Importance- The work of logistics- Logistics and marketing- Retail logistics-Emerging concept in logistics. Logistics Management, achievement of competitive advantage through logistics Framework-Role of Logistics management- Logistics management activities (in brief).

#### **Unit II**

Outsourcing logistics: Reasons; Third party logistics provider, Fourth party Logistics providers (4 pl), Role of logistics provider, Logistical packaging.

#### **Unit III**

Logistics Strategy: Strategic role of logistics – Definition-role of logistics managers in strategic decisions: Strategy options, Lean Strategy, Agile Strategies & Other strategies: Designing & Implementing logistical strategy

#### **Unit IV**

Concept & Definitions in Supply Chain, Objectives of a Supply Chain, Stages of Supply chain, Cycle view of Supply Chain Process, Decision Phases in Supply Chain Management, Key issues in SCM, Supply Chain Management Framework, Supply Chain Components, Flows in Supply Chain Management, Obstacles of streamlined SCM.

#### **Unit V**

Supply Chain Drivers and Obstacles, Resources & capacity Management, Procurement & supplier focus, Inventory Management, Operations Management, Distribution Management in SCM, Bullwhip effect. Overview of Customer Focus and Demand, Role of Computer / IT in Supply Chain Management, Future and emerging trends of SCM at Global platform

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects.*

**Suggested Readings:**

1. Saikumari V. (Author), Purushothaman S (2022) Logistics and Supply Chain Management, **Sultan Chand and Sons**
2. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management, Macmillan
3. Vinod V. Sople (2009) Logistic Management (2nd Edn.) Pearson Limited.
4. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
5. Agarwal D.K. - A Text Book of Logistics and Supply chain Management, Macmillan.

## **GROUP B : FINANCE**

### **MBAEL 321: FINANCIAL SYSTEMS AND INSTITUTIONS**

#### **Course Objectives:**

- 1. To introduce the students to nature, role and structure of the financial system in India along with the roles and functions of RBI and SEBI.*
- 2. To familiarize students with various financial intermediaries namely Banking institutions, Mutual funds, Insurance Companies & Housing Finance Companies.*
- 3. To impart knowledge about the functioning of Financial Markets, Stock Exchanges and Government Securities Markets.*
- 4. To provide understanding about various Short-term, medium-term and long-term, domestic as well as global financial instruments.*
- 5. To develop understanding about various financial services along with Financial Inclusion and Micro Finance.*

#### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Comprehend and understand the regulations, roles and functions of the Financial System.*
- 2. Gain a practical knowledge of the role of intermediaries across the spectrum of financial institutions.*
- 3. Efficiently formulate the financial strategies to operate in financial markets across the globe.*
- 4. Develop efficiency to use different financial instruments in domestic and global markets.*
- 5. Define and tackle the issues of Financial Services, Financial Inclusion and Micro-Finance.*

#### **CONTENT:**

##### **Unit I**

Introduction to Indian Financial System, Institutions and Markets: Nature, Role and Structure; Financial System and Economy; Financial Sector Reforms; Regulatory and Promotional Institution: Role of Reserve Bank of India (RBI), Role of The Securities Exchange Board of India (SEBI), Role of Ministry of Finance; Monetary Policy and Fiscal Policy.

##### **Unit II**

Introduction to Financial Institutions (Intermediaries); Banking Institutions – Scheduled Commercial Banks & Scheduled Cooperative Banks; Non-banking Institutions - Non-banking Finance Companies & Development Financial Institutions; Mutual Funds; Insurance, Role of IRDA and Housing Finance Companies, Role of NHR.

##### **Unit III**

Introduction to Financial Markets; Role of Stock Exchanges (NSE, BSE); Money market: meaning, constituents and functions; Recent trends in Indian money market. Capital market: primary and secondary markets, Meaning, functions and recent developments; Government securities market.

## Unit IV

Financial Instruments – Short, Medium and Long Term; T-Bills; Call Money Markets; Commercial Bills; Commercial Papers; Certificates of Deposit; Term Money; Shares; Debentures/Bonds including Floating Rate Bonds, Zero Coupon Bonds, Deep discount bonds; Warrants; Derivatives: Futures, Forwards, Options & swaps; Global Financial Markets – ADRs, GDRs & IDRs.

## Unit V

Introduction to Financial Services – Depositories, Custodial, Credit Rating, Factoring, Forfeiting, Merchant Banking, Leasing, Hire Purchase, Guaranteeing, Portfolio Management, Underwriting, Financial Inclusion and Microfinance; Venture Capital Funds.

**Pedagogy:** *Case Studies, Lecture Based Learning, Class Discussions, Field Visits, Power Point Presentations, Projects.*

### Suggested Readings:

1. Khan, M. Y. (2019). Indian Financial System, Eleventh Edition. India: McGraw-Hill.
2. Pathak, B.V. (2018). Indian Financial System: Markets, Institutions and Services, Fifth Edition. India: Pearson education.
3. Lange, H., Saunders, A., Cornett, M. M. (2015). Financial Institutions Management: A Risk Management Approach. Australia: McGraw-Hill Education (Australia) Pty Limited.
4. Fabozzi, F. J. (2015). Capital Markets: Institutions, Instruments, and Risk Management. United Kingdom: MIT Press.
5. Bhasin, N. (2014). Indian Financial System: Evolution and Present Structure. India: New Century Publications.
6. Bhole, L. M. (2009). Financial Institutions & Markets, Fifth Edition. India: McGraw-Hill Education (India) Pvt Limited.

## **MBAEL 322: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

### **Course Objectives:**

- 1 To develop a strategic and policy perspective by developing a robust understanding of the principles of Financial Investment decisions with respect to the risk and rewards of various avenues of investment and their management strategies.*
- 2 To present practical insights into the valuation of debt and equity securities and strategies to use various funds in portfolios*
- 3 To provide practical knowledge of Economy, Industry and Company analysis along with the use of fundamental and technical analysis*
- 4 To provide a thorough understanding of asset pricing models and their applications in portfolio management*
- 5 To provide a deep understanding of portfolio performance techniques along with providing the insights from behavioural finance*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1 Understand the principles of Financial Investment decisions with respect to the risk and rewards of various avenues of investment and their management strategies*
- 2 Gain practical insights into the valuation of debt and equity securities and strategies to use various funds in portfolios; gain workable knowledge of revising and rebalancing the portfolios.*
- 3 Acquire practical knowledge of Economy, Industry and Company analysis along with the use of fundamental and technical analysis with relevant real time data*
- 4 Learn the applications of asset pricing models in portfolio management*
- 5 Acquire the knowledge of portfolio performance techniques along with the insights from behavioural finance to better manage the portfolios; gain a basic understanding of the latest securities trading practices.*

### **CONTENT:**

#### **Unit I**

Concept and Objectives of Investment, Types of Securities and Avenues for Investment, Investment Management Process, Risk and Its Measurement, Value at Risk (VaR).

#### **Unit II**

Relationship between Risk and Return, Valuation of Securities, Equity Shares, Preference Shares and Bonds, Term Structure of Interest rates, Mutual Funds, Hedge Funds.

#### **Unit III**

Efficient Market Hypothesis, Testing for Market Efficiency, Economic & Industry Analysis, Company Analysis, Fundamental and Technical Analysis, Volatility, and Its Measurement.

#### **Unit IV**

Portfolio Theory – Diversification and Optimal Portfolios, International Portfolios, Capital Asset Pricing Models, Factors Models, Arbitrage Pricing Theory.

## **Unit V**

Measuring Portfolio Performance. Bond Portfolio Management and Interest Immunization, Foundations of Behavioural Finance, Prospect Theory, Market Anomalies, High Frequency Trading, Algorithmic Trading.

***Pedagogy:** Case studies from the relevant sectors and Industries, Projects, Inputs from Industry executives.*

### **Suggested Readings:**

1. Bodie, Kane et al (2019), Investments, 11th edition, McGraw-Hill
2. Reilly and Brown (2012), Analysis of Investments and Management of Portfolio, 10th edition, Cengage Learning
3. Haugen Robert A (2017), Modern Investment Theory, 5th Edition, Pearson
4. Sharpe, Alexander, and Bailey (2002), Investments, 6<sup>th</sup> Edition, Wiley press
5. Greenblatt and Titman (2001), Financial Markets and Corporate Strategy, 2nd Edition, TMH

## **MBAEL 323: MANAGEMENT OF BFSI (BANKING, FINANCIAL SERVICES, AND INSURANCE)**

### **Course Objectives:**

- 1. To provide an overview of financial services and financial system along with the regulatory framework governing the primary and secondary markets in India*
- 2. To develop a thorough understanding of the role of Depository services, Mutual fund industry and Insurance services available in India.*
- 3. To provide practical knowledge of risk management function in Banks, and develop a basic understanding of Securitization process and Credit rating in the context of India.*
- 4. To provide practical knowledge of services under Leasing and Hire purchase, Housing finance, and Factoring*
- 5. To provide an overview of alternative investment sources and new age financial technology (Fintech) firms.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Acquire an overview of financial services and financial system along with the regulatory framework governing the primary and secondary markets in India*
- 2. Develop a thorough understanding of the role of Depository services, Mutual fund industry and Insurance services available in India.*
- 3. Gain practical knowledge of risk management function in Banks, and develop a basic understanding of Securitization process and Credit rating in the context of India.*
- 4. Acquire practical knowledge of services under Leasing and Hire purchase, Housing finance, and Factoring.*
- 5. Learn about alternative investment sources and new age financial technology (Fintech) firms and their operations.*

### **CONTENT:**

#### **Unit I**

Financial Services: Introduction of Financial Intermediaries and Financial Services, Organisation of the Financial Service Industry, Various Financial Intermediaries, Recent Development in Financial Services, Financial Services in India. Financial Regulation: Need for Regulation of Financial Market, Theoretical and Economic Perspective of Regulation, International Regulatory Framework, Deregulation of Indian Financial System, Revolution of Financial Services, Financial System and Securitized Financial System, Functions of Stock Exchange, Debt Market, Government Securities Market, Regulation for Primary Markets, Regulations for Secondary Markets.

#### **Unit II**

Depository Services: Introduction to Depository Services, Depository Participants in India, Role of NSDL and CDSL, Services offered by Depository Participants, Products offered by Depository Participants, Process of Dematerialization, Difference Between Physical and Electronic Holding of Securities. Broking: Broking Services and Trading in Equity Broking

and Trading in Debt. Mutual Funds: Concept of Mutual Funds, Types of Mutual Funds, Advantages, Structure of Mutual Funds and tax treatment, SEBI and Mutual Funds Regulations. Insurance Services: Introduction, Types of Insurance, Life Products, Non-Life Products.

### **Unit III**

Risk Management in Commercial Banks: Credit Risk, Interest Rate Risk, Liquidity Risk; Capital Adequacy and Basel Norms. Debt Securitization and Corporate Advisory Services: Introduction, Securitization as a funding Mechanism, Securitization of Mortgaged and Non-Mortgaged Assets Issue Management; Credit Cards: Types, Settlement Process Mechanism. Credit Rating: Meaning of Credit Rating, Process of Credit Rating, and Factors affecting Rating, Types of Rating, Advantages and Disadvantages of Credit Rating, Methodology of Credit Rating.

### **Unit IV**

Leasing: Definition, Types of Leases, Advantages, Disadvantages, Leasing and Commercial Banking Sector, Risk in Leasing, Lease Proposal Analysis, Comparison Between Lease and Hire Purchase, Legal and Taxation Aspects of leasing, Lease Accounting and Reporting. Housing Finance: Introduction to Housing Finance, Housing Finance Schemes, Procedure of Loan-disbursement, Legal Framework of Housing Finance. Factoring: Meaning, Forms, Functions, Legal Aspects and Evaluation.

### **Unit V**

Alternative Investment Funds. Venture Capital: Meaning of Venture Capital, Nature, Scope, Regulatory Framework, Investment Process, Factors Affecting Venture Capitalist, Major Trends, and Reasons for Slow Growth, and Limitations of Venture Capital. Angel Investors and Private Equity Funds in India. Fintech firms and their services.

***Pedagogy:** Case studies from the relevant sectors and Industries, Projects, Inputs from Industry executives.*

### **Suggested Readings:**

1. Kumar, Sunil. (2020). Essentials of Banking and Insurance. JSR Publishing House
2. Suresh, P. and Paul, J. (2017). Management Of Banking and Financial Services. Fourth Edition, Pearson.
3. Denis, L and Tanna J J. (2012). Emerging Role of Financial Services Insurance and Banking. Manglam Publishers & Distributors.
4. Satyadevi, C. (2009). Financial Services Banking and Insurance. S.Chand.
5. Sengar, S. (2008). Banking, Insurance, and Financial Services. Anamol Prakashan.
6. Latest SEBI and RBI Circulations

## **MBAEL 324: WORKING CAPITAL MANAGEMENT**

### **Course Objectives:**

1. *To help students appreciate the need for working capital funding.*
2. *To provide a framework to understand the operating cycle and its components.*
3. *To help students understand the sources of working capital and its structuring.*
4. *To understand how to manage the inventory in the light of working capital management.*
5. *To understand the current framework under which working capital management operates.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Understand the terminology of working capital management and appraise the working capital requirements for different projects.*
2. *Apply various processes of working capital management.*
3. *Formulate comprehensive planning tools to optimally manage working capital.*
4. *Practically apply the concepts of inventory management.*
5. *Manage budgeting practices and formulate credit policies for the organizations.*

### **CONTENT:**

#### **Unit I**

Concept, Importance and kinds of working Capital, Factors Determining Working Capital, Estimating the requirements of Working Capital, Management of Cash – Motives for Holding cash and marketable securities, Cashless System, Managing the Cash Flows

#### **Unit II**

Types of Collection Systems, Cash concentration Strategies, Disbursement Tools, Investment in Marketable Securities; Forecasting Cash Flows.

#### **Unit III**

Managing Corporate Liquidity and financial Flexibility, Measures of Liquidity, Determining the Optimum Level of Cash Balance, Baumol's Model, Miller-orr Model, Receivables Management, Determining the optimum receivable Policy, Marginal Analysis, Credit analysis.

#### **Unit IV**

Inventory Management-kinds of Inventories, reasons and benefits, Costs of maintaining Inventory, Inventory Management techniques, ABC EOQ, Just in Time, Risks in Inventory Management.

#### **Unit V**

Financing of Working Capital, Integrating working Capital and Capital Investment Processes, Money Market in India, Banking system in India, Working capital Control and Banking

Policy in India, Instruments of Indian and International Money Market, Managing Short-term International transactions.

**Pedagogy:** *Case Studies, Lecture Based Learning, Class Discussions, Power Point Presentations, Projects.*

**Suggested Readings:**

1. Working Capital Management Text & Cases by V.K. Bhalla, S. Chand & Company
2. Working Capital Management Strategies & Technique by H. Bhattacharya, PHI
3. Working Capital Management by RP Rustogi, Taxmann's
4. Working Capital Management-Application & Cases by James S. Sagner, Willey
5. Essentials of Working Capital Management by James Sagner, Essential series, Willey

## **MBAEL325: CORPORATE TAX PLANNING**

### **Course Objectives:**

- 1. To enable the students to know the basic concepts and procedures of corporate tax planning and management under the provisions of Income Tax Act.*
- 2. To identify the scope of tax planning out of various aspects of business.*
- 3. To know how to comply with the procedural aspects of tax planning and management.*
- 4. To safeguard the organization from unnecessary tax related litigations by developing the insight of latest provisions of corporate tax in India.*
- 5. To ensure the maximum possible provisions of tax benefits are availed by the business concern.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Demonstrate understanding of the principles and concepts of Corporate Tax Planning, which will help them, identify and apply the best practices in Corporate.*
- 2. Synthesize and evaluate the impact of various Tax provisions.*
- 3. Optimally manage the corporate tax liability within the legal framework of Income Tax Act.*
- 4. Incorporate the latest tax planning practices in the form of investment into new projects.*
- 5. Indulge in corporate tax evasion and avoidance and to follow practice of real corporate tax planning and management only.*

## **CONTENT:**

### **Unit I**

Basic Concepts of Corporate Income Tax and GST, Tax Evasion and tax avoidance; Tax Planning and tax management, Residential Status of a Company and incidence of Taxation, Computation of Corporate Tax Liability.

### **Unit II**

Set off and Carry forward of Corporate losses, Scope for Tax Planning for setting up of new business:- Location of Business Undertaking, Nature and size of business, Form of business and Ownership pattern, Employees Remuneration

### **Unit III**

Tax Considerations in Specific Financial and Managerial Decision- Lease or own decision, Make or Buy decision, Repair/renewal or replacement of an asset, Capital structure decision, Dividend policy and tax consideration

### **Unit IV**

Double Taxation relief, Tax provisions relating to transfer pricing, Tax Planning relating to Amalgamation and Merger of Companies, Tax Planning with reference to sale of scientific research assets

## **Unit V**

Business tax procedure and management-Advance Tax, TDS and Interest, Tax Credit, Payments covered by TDS scheme, different situations of advance tax payment, Case Study

**Pedagogy:** *Case Studies, Lecture Based Learning, Class Discussions, Power Point Presentations, Projects.*

### **Suggested Readings:**

1. Singhanian, V. K. (2023-24). *Students Guide to Income Tax including GST*. Taxman Publications.
2. Abuja, G. (2023). *Simplified Approach to Corporate Tax Planning and Management*. Wolters Kluwer India Pvt.
3. Goyal, M. a. (2023-24). *Corporate Tax Planning & Management*. Sahitya Bhawan.
4. Dr. J. C. Varshney, N. G. (2021). *Corporate Tax Planning*. SBPD Publications
5. Singhnia, V. K. (2023). *Corporate Tax Planning and Business Tax Procedure*. Taxman Publications.

## **MBAEL 421: VALUATION AND ASSET PRICING**

### ***Course Objectives:***

1. To provide an overview of the concepts and theories of valuation of various financial securities and develop a strong foundation of the techniques used in the valuation of assets
2. To provide a comprehensive understanding of the elements of cash flow analysis and qualitative aspects affecting valuation of assets
3. To provide a thorough understanding of multiples' approach to valuation
4. To develop an understanding of the valuation of start - ups, Real Options and Intangibles
5. To develop an understanding of the techniques dealing with uncertainties in Valuation

### ***Course Outcomes:*** After attending this course, the students shall be able to:

1. Learn the concepts and theories of valuation of various financial securities and develop practical insights to apply the same for the valuation of various assets
2. Develop comprehensive understanding of the elements of cash flow analysis and qualitative aspects affecting valuation of assets
3. Develop a strong foundation to use multiples' approach to valuation
4. Apply the valuation fundamentals to the valuation of start - ups, Real Options, and Intangibles
5. Learn to apply the techniques dealing with uncertainties in Valuation decisions

## **CONTENT:**

### **Unit I**

Concepts in valuation, market risk and return, valuation and management of bonds, shares and their valuation, portfolio theory , asset pricing models Approaches to valuation – Discounted Cash Flow Valuation, Relative valuation, Contingent Claim Valuation, Asset Measurement, and valuation, measuring Financing Mix, Measuring Earnings and Profitability, Issues in analyzing Financial Statements.

### **Unit II**

Estimating Risk Parameters and Cost of Financing, Cost of Equity and Debt, Free Cash Flow to Equity, Project Free Cash Flow, Estimating Growth – Fundamental determinants of Growth, Qualitative aspects of Growth, Estimating Terminal Values, Adjusted Present Value approach.

### **Unit III**

Estimating Equity value per share, Principles of Relative Valuation, Earnings Multiples, book Value Multiples, Revenue Multiples and sector specific multiples, Valuing Financial Service firms.

### **Unit IV**

Valuing Young and Start up firms, Valuing venture capital and private equity stakes, Real options valuation, Valuation of Intangible assets and IPRs,

### **Unit V**

Valuing Equity in Distressed firms. Probabilistic approaches in Valuation – Scenario analysis, Decision trees, Simulations.

***Pedagogy:** Case studies from the relevant sectors and Industries, Projects, Inputs from Industry executives.*

### **Suggested Readings:**

1. Kapil S (2021). Financial Valuation and Modelling, Wiley.
2. Koller Tim et al., (2020). Valuation: Measuring and Managing the Value of Companies. 7<sup>th</sup> Edition, University Edition. Wiley.
3. Damodaran A. (2012). Investment Valuation: Tools and Techniques for Determining the value of any Asset, 3<sup>rd</sup> edition, Wiley Finance series.
4. Damodaran A. (2008). Damodaran on Valuation, 2<sup>nd</sup> Edition, Wiley Finance series, Wiley.

## **MBA EL 422: CORPORATE FINANCE**

### **Course Objectives:**

- 1. To provide an understanding of firm and equity value through comprehensive cash flow analysis*
- 2. To present practical insights into capital budgeting process and discuss the same in a realistic setting*
- 3. To provide a thorough knowledge of financing options facing a firm along with their impact on the capital structure of the firm*
- 4. To provide a thorough understanding of corporate actions and their impact on firm value*
- 5. To provide a deep understanding of corporate restructuring activities along with their strategic implications for the firm*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Understand the foundations of firm and equity valuation and can undertake comprehensive cash flow analysis for corporate decisions*
- 2. Apply practical insights into capital budgeting process and can execute the same in a realistic setting*
- 3. Use financing options facing a firm with short- and long-term viewpoint and can also analyse its impact on capital structure*
- 4. Analyse the impact of various corporate actions and their impact on firm value*
- 5. Understand corporate restructuring activities along with their strategic implications for the firm*

### **CONTENT:**

#### **Unit I**

The Firm and its structural set up, Corporate Financial Decisions, Firm Value and Equity Value, Equity Risk and expected returns, Free cash flow approach to equity and firm valuation. Incremental cash flows of projects.

#### **Unit II**

Investment in assets and Required Returns: Principle of Capital Investment, Capital Rationing, Inflation and Budgeting, Real options embedded in Projects, Creating value through required returns.

#### **Unit III**

Financing policies: Theory of Capital Structure, Making Capital Structure Decision, long term- financing, lease financing, Issuing securities, fixed – income financing, Hybrid financing, financing through private equity and venture capital, Choosing the right financing instrument.

#### **Unit IV**

Dividend Policies and signalling, stock dividend and share repurchase, effect of stock dividend, splits on shareholders' equity, capital market financing and risk management.

## **UNIT V**

Corporate Restructuring: Mergers for corporate control, Legal, and procedural aspects of merger decision; Takeover code; goodwill and valuation of shares, Determination of Exchange ratio, Corporate and distress restructuring.

***Pedagogy:** Case studies from the relevant sectors and Industries, Projects, Inputs from Industry executives.*

### **Suggested Readings:**

1. Mohanty, P, (2021). Business Valuation, Reprint Edition, Taxman
  2. Brealey and Myers, (2018). Principles of Corporate finance, 12<sup>th</sup> Edition, Mc Grawhill.
  3. Damodaran A (2015). Applied Corporate Finance, 4th Edition, Wiley.

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  4. Kishore, Ram, (2013), Strategic Financial Management, Taxman
  5. Horne, Van and Dhamija, S. (2011). Financial Management and Policy, 13 th edition, Pearson
  6. Robert Bruner, Kenneth Eades, et al, (2009), Case Studies in Finance, 6<sup>th</sup> edition. McGraw Hill
  7. DePamphillis D. (2007). Mergers, Acquisitions and Other Restructuring Activities. Academic Press Advanced Finance
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## **MBAEL 423: FINANCIAL ECONOMETRICS**

### **Course Objectives:**

- 1. To provide a comprehensive introduction to basic econometric concepts and techniques.*
- 2. To understand the Generalised Linear Regression Model*
- 3. To comprehend the two variable regression model*
- 4. To analyse the common challenges faced in conducting econometric analysis*
- 5. To understand and interpret the assumptions of formulating and testing econometric models in the light of actual empirical applications.*

### **Course Outcomes:** *After attending this course, the students shall be able to*

- 1. Understand the basic concepts of econometric analysis*
- 2. Understand the utility of simple and multiple regression models with its assumptions with emphasis on cross-section data.*
- 3. Identify common issues in econometric modelling.*
- 4. Formulate and test robust econometric models that can address common violations of OLS regression*
- 5. Apply knowledge about econometric techniques for analysing time series and panel data.*

### **CONTENT:**

#### **Unit I**

Definition and scope of Econometrics; Estimator and Estimation, Point and Interval Estimation; Simple and General linear Regression Model – Assumptions, Estimation (OLS) and Properties of Estimators; Gauss-Markov Theorem;

#### **Unit II**

Two variable regression: Interval estimation and hypothesis testing; Determining Growth Rate and Elasticity; Multiple Regression and General Linear Model Assumptions and Estimation of Parameters, R square and Adjusted R Square.

#### **Unit III**

Consequences and detection of multicollinearity, heteroskedasticity, and autocorrelation, and remedial measures.

#### **Unit IV**

Nature and features of Dummy Variable and features of dummy variables as regressors and its implications for the intercept and slope coefficients. Specification Error; Errors of Measurement.

#### **Unit V**

Basic Time Series Analysis: Concept of Stationarity, co-integration and Error-correction Model (ECM). Introduction to Panel Data Analysis: Introduction to panel data, pooled model, within and between estimators, fixed effects, random effects, Hausman specification test.

*Pedagogy: Discussions, Presentations, Projects, Hands-on practice*

**Suggested Readings:**

1. Madnani (2020). Introduction to Econometrics: Principles and Applications. (8<sup>th</sup> Edition)
2. Brooks, C. (2019). Introductory Econometrics for Finance. (4<sup>th</sup> edition) Cambridge University Press
3. Wooldridge, J. (2019). Introductory Econometrics: A Modern Approach (5<sup>th</sup> edition)
4. Gujarati, Porter & Gunasekar (2017). Basic Econometrics, fifth edition, McGraw Hill Education
5. Ramanathan, R. (2005). Introductory Econometrics with applications, S Chand Ltd.

## **MBAEL 424 INTERNATIONAL FINANCIAL MANAGEMENT**

### **Course Objectives:**

- 1. To develop conceptual framework within which financial decision of multinational firms can be analyzed*
- 2. To help students understand the parity conditions, foreign exchange exposure and risk management*
- 3. To impart knowledge about international investment decisions, foreign direct investment and international portfolio investment.*
- 4. To familiarize the students with the international financial environment and its implication on international business along with various international financing avenues available.*
- 5. To provide understanding about structuring of international trade, international taxation issues and international cash management practices.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Define and practically apply various concepts of international financial Management in firms facing dynamic global business environment*
- 2. Tackle the challenging issues of multifaceted risk management problems arising from gamut of foreign exchange exposures.*
- 3. Comprehend and analyze the international investment decisions*
- 4. Develop and implement innovative international financing strategies for firms participating in global financial markets using various financial assets optimally.*
- 5. Prepare the various documents required during international trade; address the issues of international taxation and international cash management.*

### **CONTENT:**

#### **Unit I**

Foundation of International Financial Management: Globalization and Multinational Firms; International Financial System, International Monetary System, Balance of Payments and Nature of Foreign Exchange Market, Exchange Rates, Spot and Forward rates.

#### **Unit II**

Parity Conditions in International Finance: Law of One Price, Purchasing Power Parity, Interest Rate Parity, Fisher Effect, International Fisher effect; Currency Risk Management Alternatives - natural and operating hedge, Currency market hedges – forward contract, futures contract, currency options, currency swaps. Foreign exchange exposure and risk management: economic exposure; transaction exposure; translation exposure.

#### **Unit III**

International Investment Decisions: Foreign Direct Investments, International Portfolio Investment, International Capital Budgeting: Factors affecting cash flows in Capital Budgeting Decisions, Cost of Capital; Risk reduction through diversification

#### **Unit IV**

International Financing Decisions, Overview of International Financial Markets, Multilateral Development Banks, International Banking, International Bond markets; International Equity Markets; Short Term Financing Strategy and Financing Options.

#### **Unit V**

Structuring International Trade Transactions- Draft, Bill of Lading, Letter of credit, Counter Trading, Factoring, Forfaiting; International Cash management practices- Bilateral and Multilateral Netting; International Tax Planning: Home Country vs. Subsidiary, Transfer Pricing.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

#### **Suggested Readings:**

1. Vij, M. (2022). *International Financial Management: Text & Cases* (4th Ed.). Taxmann Publication.
2. Eiteman, D., Stonehill, A., & Moffett, M. (2022). *Multinational Business Finance* (16th Ed.). Pearson Education.
3. Siddaiah, T. (2021). *International Financial Management: An Analytical Framework* (3rd Ed.). Pearson Publication.
4. Kapshe, S., & Apte, P. G. (2020). *International Financial Management* (8th Ed.). McGraw Hill.
5. Shapiro, A. C., & Hanouna, P. (2019). *Multinational Financial Management* (8th Ed.). Wiley Publication.
6. Krugman, P., Obstfeld, M., & Melitz, M. (2017). *International Finance: Theory & Policy* (10th Ed.). Pearson.
7. Sharan, V. (2017). *International Financial Management* (6<sup>th</sup> Ed.). PHI Learning Pvt. Ltd. Publication.

## **MBAEL 425: DERIVATIVES AND RISK MANAGEMENT**

### **Course Objectives:**

- 1. To provide an overview of the types of derivative instruments and discuss the institutional and regulatory aspects of derivatives trading.*
- 2. To provide a thorough understanding of option contracts as well as their pricing and applications*
- 3. To provide a thorough understanding of futures and forward contracts as well as their pricing and applications in hedging*
- 4. To provide a thorough understanding of swap contracts along with their pricing and valuation*
- 5. To develop an understanding of risk metrics for portfolios through simulation-based analysis*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Understand the types of derivative instruments and discuss the institutional and regulatory aspects of derivatives trading.*
- 2. Analyse various option contracts and can deal with their pricing and applications in several trading strategies*
- 3. Analyse futures and forward contracts and can use them for hedging*
- 4. Understand the basics of swap contracts along with their pricing and valuation issues*
- 5. Use risk metrics for portfolios through simulation-based analysis*

### **CONTENT:**

#### **Unit I**

Introduction to Derivative contracts- Forwards, Futures, Options and Swaps. Institutional and regulatory aspects of Derivatives trading.

#### **Unit II**

Types of Option contracts, Pricing of Options – Binomial Model and Black –Scholes – Merton Model, Option Greeks and their applications. Index Options.

#### **Unit III**

Pricing of Forwards and Futures; Hedging, Trading Strategies and Risk management using forwards and futures contracts. Currency Futures.

#### **Unit IV**

Swaps and their Applications. Equity and Currency Swaps. Pricing and valuation of swaps

#### **Unit V**

Value at risk: Normal linear VaR, Historical simulation, value at risk for option Portfolios, Quadratic model, Monte Carlo simulation, Stress Testing and Back testing. Mishaps in Derivative Markets.

***Pedagogy:** Case studies from the relevant sectors and Industries, Projects, Inputs from Industry executives.*

**Suggested Readings:**

1. Chance D M. (2019). An Introduction to Derivatives and Risk Management, 12<sup>th</sup> Edition, Cengage
2. Hull J C and Basu S (2013), Options, Futures and Other Derivatives, 8<sup>th</sup> Edition, Pearson
3. Wimott P. (2012). Quantitative Finance. Wiley & Sons.
4. Neftci, S.N. (2000). An Introduction to the Mathematics of Financial Derivatives. Academic Press.
5. Jarrow R. & Stuart T. (1995). Derivative Securities. South Western.

## **MBAEL 426: CORPORATE REPORTING AND GOVERNANCE**

### **Course Objectives:**

- 1. To understand the conceptual framework and importance of corporate governance and scan its evolution in Indian Industrial scenario*
- 2. To appraise the role of various stakeholders in maintaining the standards of corporate governance*
- 3. To appraise the mechanisms for ascertaining the accountability of managers and stockholders to uphold the standards of corporate governance*
- 4. To critically appraise the role of regulators and institutions in financial markets with respect to corporate governance*
- 5. To understand the interlinkages between corporate governance and sustainability and analyze the importance of corporate reporting in the light of corporate governance*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Learn the concepts and fundamentals of corporate governance and can discuss its relevance in the Indian context*
- 2. Develop comprehensive understanding of the roles and responsibilities of external and internal stakeholders in the context of corporate governance*
- 3. Appreciate the good corporate governance practices and can integrate these practices with their short- and long-term decisions during their roles as corporate managers.*
- 4. Assess the role played by regulatory bodies, exchanges, rating agencies, auditors and press in integrating corporate governance practices*
- 5. Relate the concepts of corporate governance to sustainability and corporate reporting*

## **CONTENT:**

### **Unit I**

Introduction to Corporate Governance: Role and purpose of corporations, Meaning, Significance of Corporate Governance Conceptual framework of Corporate Governance. Theories and Principles of Corporate Governance, Emergence of Corporate Governance in India, Pioneers in Good Governance Practices, Future of Corporate Governance in India.

### **Unit II**

The External Agents and Institutions of Corporate Governance: The purpose of the corporation, for whom does the corporation exist (shareholders, stakeholders, the community, and the state) and their role in Corporate Governance. The Internal Agents and Institutions of Corporate Governance: Role of Board of Directors, Managers, and Shareholders in Ensuring Corporate Governance, Corporate Social Responsibility.

### **Unit III**

Accountability of managers and stockholders: Defining and enforcing managers' duties, mechanisms of stock holders' accountability (through voting and proxy contests, derivative and class actions, takeovers, tender offers, and markets for corporate control).

#### **Unit IV**

Facilitators, Role Players, and Regulators: Role of regulators, government enforcement in Corporate Governance, Introduction to Indian and foreign initiatives, Role of auditors, investment bankers, rating agencies, exchanges and the financial press. Clause 49 of the listing agreement.

#### **Unit V**

Corporate Governance provision in the Companies Act 2013. Role of SEBI in Promoting Corporate Governance in India. Globalization and Corporate Governance, Emerging Trends in Corporate Governance. Sustainability Reporting, Triple Bottom Line Reporting, Corporate Social Responsibility Reporting (CSR Reporting), Fair Value Measurement, Integrated Reporting (IR), Business Responsibility Reporting.

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***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

#### **Suggested Readings:**

1. Narayan K R. (2021). Corporate governance in India – Challenges, Notion Press
  2. Fernando, Satheesh and Muralidharan. (2018). Corporate Governance: Principles, Policies and Practices, 3<sup>rd</sup> Edition, Pearson
  3. Franklin Ngwu (2017). Corporate Governance in Developing and Emerging Markets, Rutledge
  4. Prusty Twinkle (2008), Corporate Governance Compliance in Indian Industries: A Case Study. Regal Publications
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## GROUP C: HUMAN RESOURCE

### MBAEL 331: ORGANISATIONAL CHANGE AND DEVELOPMENT

#### **Course Objectives:**

1. *To develop students' understanding of change process.*
2. *To prepare them to plan and implement change with Organization Development interventions at individual, group, and organization level.*
3. *To make them equipped with the skills about various Techniques of organisational Diagnosis.*
4. *To identify Organization Development interventions to bring change at different levels of the organization.*
5. *To assess the effectiveness of OD Interventions.*

#### **Course outcomes:** *After attending this course, the students shall be able to:*

1. *Develop insight on the change process and identify reasons for change and explain different change model.*
2. *Design and develop approaches to manage change.*
3. *Assess OD consultant as a scope to practice by leading change from outside.*
4. *Apply OD interventions in different organizational contexts.*
5. *Evaluate use of OD interventions.*

#### **CONTENT:**

##### **Unit I**

**Organisational Change:** Levels and characteristics of Organizational change, Forces for Change, Planned Change, force field analysis, Models of Organization change - Kurt Lewin's model of change, Kotter's s model of Change, Resistance to Change, Approaches to Managing Organizational Change, Creating a Culture for Change, Organizational growth and its implication for change

##### **Unit II**

**Organizational Development (OD):** Concept, Scope, Historical Perspective, Ethics and Values driving OD, Characteristics, OD Process, Internal and external consultants, Competencies for OD professionals, Emerging and future OD competencies, Future of Organization Development

##### **Unit III**

**Organizational Diagnosis:** Techniques of organizational diagnosis - Questionnaires, interviews, workshops, task -forces and other methods; Collecting and analyzing diagnostic information; feeding back diagnostic information.

##### **Unit IV**

**OD Interventions:** Individual interventions – Coaching, Mentoring, 360 Feedback, Career Planning and Development; Team building interventions; Inter-group interventions- team

building, survey feedback, Grid OD ; Organization interventions; Relation with the client system; Action Research

## **Unit V**

**OD Evaluation:** Reasons for evaluation of OD interventions, Approaches to evaluation of OD - Summative evaluation, Return on Investment models, Kirkpatrick's four levels for evaluating training, Balanced scorecard, Control Group Experiment, Longitudinal evaluation, Formative evaluation.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Gareth, R., & Mary, M. (2017). Organizational Theory, Design and Change (7th Ed.). Pearson Education.
2. Wendell, F., Cecil, B., & Veena, V. (2017). Organization Development: Behavioral Science Interventions For Organizational Improvement (6th Ed.). Pearson Education
3. Cummings, T., & Worley, C. (2015). Organization Development and Change (10th Ed.). Cengage.
4. Anderson, D. L. (2013). Organization Development: The Process of Leading Organizational Change: The Process of Leading Organizational Change. Sage Publications.
5. French, W.L. and Bell, C.H., Organisation development, Prentice-Hall, New Delhi.
6. Harvey, D.F. and Brown, D.R., An experimental approach to organization development, prenticehall, Englewood Cliffs, N.J.
7. Hersey P., and Blanchard, H.B., Management of organisational behaviour: Utilising human resources, Prentice Hall, New Delhi.
8. Pareek U., Rao, T.V. and Pestonjee, D.M., Behavioural processes in organisations, Oxford and IBH., New Delhi.
9. Cummings, T. G., Theory of organization development and change, South Western.
10. Mclean Gary N., Organization Development, Berrett-Koehler Publishers Inc., San Francisco

## MBAEL 332: INDUSTRIAL AND MANAGERIAL PSYCHOLOGY

### **Course Objectives:**

- 1. To provide basic knowledge on psychological dimensions of people in work setting and how their behaviour affects the organizational environment and its outcomes.*
- 2. To give insight about Human Engineering and working conditions.*
- 3. To provide understanding of Job Satisfaction and Employee Counselling.*
- 4. To deliver the insights into understanding relationships between groups of employees in order to enhance organisational productivity.*
- 5. To give understanding of morale and fatigue and Stress management and develop an understanding on positive psychology and happiness.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Develop an understanding of psychological well-being of the individuals as employees of a business organisation; .*
- 2. Acquaint with the knowledge of psychological and environmental factors having bearing on individual and group performance.*
- 3. They shall develop insights to identify ways to handle job-related issues of inter personal conflicts, motivation and counsel employees for improving their performance*
- 4. Develop a work place environment that is conducive to expected performance.*
- 5. Manage Work place Stress and spirituality*

## **CONTENT:**

### **Unit I**

**Industrial Psychology:** Concept, nature, scope, development of Industrial psychology, Scientific Management principles, Hawthorne Studies, Time Motion & Fatigue study. **Personality** – Concept, intellectual and personality traits, Psychological testing – nature, purpose, classification of psychological tests, steps in test development.

### **Unit II**

**Human Engineering:** Concept, new trends in human engineering, principles of performance **Working conditions** – Psychological factors relating to accidents, Accident proneness, reduction in accidents, human & economic costs of accidents

**Industrial safety** and safety measures, elements of safety and health programmes.

**Job Satisfaction:** Meaning, concept, significance & measurement of job satisfaction, impact of job satisfaction on productivity and motivation

**Employee Counselling** – Meaning, need, scope, qualities of a counsellor, types of counselling and process.

### **Unit III**

**Work environment:** Concept and meaning, requirement of suitable work environment, Quality of worklife (QWL).

**Morale** – Meaning, nature, importance, determinants, measuring morale, techniques to improve morale and productivity, morale and job satisfaction.

**Fatigue** – Concept, nature and feature, types of fatigue, symptoms and causes of fatigue, effect on work & productivity, remedies to handle fatigue.

### **Unit IV**

**Workplace Stress:** Definition, nature, types and consequences of stress, indicators of managerial stress (stressors), managing stress at workplace, stress reduction interventions, job performance and stress, stress vulnerability, decision making under stress, Burnout. Learning experience from real life case studies

### **Unit V**

**Workplace Spirituality:** Positive Psychology and Happiness, mind sciences for creativity, role of intentions in decision making, The Positive Psychology of Emotional Intelligence, Value based social engagement

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Rai, A. (2023). Positive Psychology: The Psychological Bases of Positivity in Life (Sakaratomak Manovigyan: Jeevan mein Sakaratomakta ke Manovaiigyanik Aadhar). Motilal Banarsidass Publishing House.
2. Pradhan, M and N. Javed. (2022). Holistic Health and Happiness. Anu Books.
3. Arnold, J., Coyne, I., Randall, R., & Patterson, F. (2020). Work Psychology: Understanding Human Behaviour in the Workplace (7th Ed.). Pearson Education.
4. Compton, W.C. and Edward H. (2020). Positive Psychology. Third Edition. Sage.
5. Compton, W.C. and Edward H. (2020). Positive Psychology. Third Edition. Sage.
6. Gladding, S., & Batra, P. (2018). Counselling (8th Ed.). Pearson Education.
7. Ratnam, V., & Dhal, M. (2017). Industrial Relations (2nd Ed.). Oxford University Press.
8. Cary L. Cooper and Edwin A. Locke, Industrial and organisational Psychology, Blackwell publication
9. Schein, E. H., Organisational Psychology, Prentice Hall Inc.
10. Sharan A. K., Encyclopaedia of Industrial Psychology, Anmol publication
11. Spector, P. (2016). Industrial and Organizational Psychology: Research and Practice (1st Ed.). Wiley.
12. Swanson, J., & Fouad, N. (2019). Career Theory and Practice: Learning Through Case Studies (4th Ed.). Sage Publications.

## **MBAEL 333: TALENT MANAGEMENT AND RETENTION**

### **Course Objective:**

- 1. To impart an understanding of talent management through insights on strategies for acquisition, engagement, and retention of talent in organization.*
- 2. To familiarize the students with tools and techniques involved in making Competency.*
- 3. To give insight about Employee Engagement, and Retention strategies.*
- 4. Principles of Adult Learning.*
- 5. Development and Implementation of Training.*

### **Course outcomes:** *After attending this course, the students shall be able to:*

- 1. Describe organization's approach to manage talent and its alignment with business strategy.*
- 2. Demonstrate ability to map competency based on job analysis.*
- 3. Devise strategies to develop, engage, and retain talent.*
- 4. Illustrate an understanding of training need identification and design training proposal.*
- 5. Relate training methods, tools and techniques of training evaluation with different training programme requirements and evaluate its effectiveness.*

### **CONTENT:**

#### **Unit I**

Elements of talent Management, Talent Management System and Approach, Talent Management Assessment Tools, HR Planning, creating a Talent Management System, Forces impacting Talent Management, Institutional Strategies for dealing with Talent Management issues, Information Technology to support Talent Management System.

#### **Unit II**

Define competencies and types, Competency mapping- Developing Competency models, Personal competency framework, Lancaster Model of Managerial competency, Competency based Applications, Formation of Competency framework.

#### **Unit III**

Attraction, Employee Engagement, and Retention strategies, Developing a Career strategy, Career Life-cycle, Succession Management, Fostering opportunities for growing career, Coaching and Mentoring as career development tools.

#### **Unit IV**

Principles of Adult Learning, Kolbs' learning Cycle, Objective, Need of Training Need Analysis, TNA model, Framework for conducting TNA, Output of TNA, Approached to TNA. Design of Training, Developing Objectives, Drafting training proposal, Training methods, and Aids, Qualities of an Effective Trainer.

## Unit V

Development and Implementation of Training, Evaluation of Training models, Evaluation Design, Evaluating Transfer of training on the Job, Techniques & Problems in Measurement of Training, Cost-benefit analysis of training, Feedback,. Key areas of training: Onboarding, Diversity Training, Prevention of Sexual Harrassment Training,

Team training, Cross-cultural Training. Employee and Management Development, Approaches to Management Development, Management Development Implications, Training for executive level management.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Wilcox Mark (2020), Effective Talent Management: Aligning Strategy, People and Performance, Routledge
2. Berger Lance A & Berger Dorothy R. (2018), THE TALENT MANAGEMENT HANDBOOK, 3rd Edition , McGraw Hill Education
3. Lance A. Berger and Dorothy R. Berger, The Talent Management Handbook, McGraw-Hill.
4. Michael Armstrong, A Handbook of HRM Practice, Kogan Page.
5. Jane Yarnall, Strategic Career Management, Butterworth-Heinemann, UK.
6. Allan Schweyer, Talent Management Systems, Wiley.
7. Jack J. Phillips and Lisa Edwards, Managing Talent Retention, Pfeiffer.
8. William Macey, Benjamin Schneider, Karen Barbera, and Scott A. Young, Employee Engagement, Wiley- Blackwell.
9. L. R. Craig, Training & Development Handbook. New York: ASTO/McGraw Hill.
10. Taylor. ,& Lippitt. Management Development & Training Handbook. UK: McGraw Hill.

## **MBAEL 334: PERFORMANCE MANAGEMENT AND HR AUDIT**

### **Course Objectives:**

- 1. To impart an understanding of concept, process, system and strategies for managing performance of employees at different levels in organization.*
- 2. To develop understanding about various performance appraisal methods.*
- 3. To give insight about Performance Management system.*
- 4. To develops insight on the evaluation aspects of HR Audit, processes and its alignment to the business.*
- 5. To provide understanding about concept of Balance Score Card for measuring performance of organisation.*

### **Course outcomes:** *After attending this course, the students shall be able to:*

- 1. Design performance management system in organization that supports its mission and strategy.*
- 2. Compare different performance management practices and define their attributes.*
- 3. Identify limitations and problems of performance appraisal methods.*
- 4. Describe different approaches to HR Audit.*
- 5. Design a Balanced Scorecard and relate to HR functions, organization strategy and customer satisfaction.*

### **CONTENT:**

#### **Unit I**

Conceptual Framework of Performance Management, Performance management process, Objectives of performance management system, Performance management and performance appraisal, Linkage of performance management system with other HR practices.

#### **Unit II**

Components of Performance Management System, Performance planning, Ongoing support and coaching, Performance measurement and evaluation, Performance management and appraisal, Methods of performance appraisal, Appraisal

Communication, Measuring Performance, Conducting Performance Reviews, Improving Performance, 360-degree feedback, Identifying potential for development.

#### **Unit III**

Performance management feedback, Counselling and Coaching, Performance management documentation, Managing Performance at Organization and individual level, Managing Team Performance, Performance management and Pay, Performance Management Development Program, Performance Management Training, Evaluating Performance Management, Use of technology and e-PMS, Performance management practices in Indian organizations.

#### **Unit IV**

HR Audit: Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, and Benefits of Human Resource Audit, Role of

HRD Audit in Companies, Methods and its limitations, HRD Score card, Audit of HR Planning , Audit of HR Development, Audit of Training, Audit of Industrial Relations, Audit of HR Climate.

### **Unit V**

Balance Scorecard: Balance Scorecard as a Measurement system, Development of the Balanced Scorecard- Balanced Scorecard Team, Balanced Scorecard Development Plan, Development Phase, Communication, Balanced Scorecard and Strategy, Values and Balanced Scorecard, Developing Performance Objectives and Measures, Measures for the Customer, Measures for the employee learning and growth, Employee feedback on Balanced Scorecard, Cause and effect linkages, Embedding Balance Scorecard, Balanced Scorecard and Compensation, Reporting Balanced Scorecard results.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Human Resource Development Insights. (2021). India: SAGE Publications.
2. Pareek, U., Rao, T. V. (2015). Designing and Managing Human Resource Systems. India: CBS Publishers & Distributors
3. Rao, T. V. (2014). HRD Audit: Evaluating the Human Resource Function for Business Improvement. India: SAGE Publications.
4. Armstrong, M. & Baron, A., Performance management and development, Jaico Publishing House, Mumbai.
5. Armstrong, M., Performance management, Key strategies and practical guidelines, Kogan Page, London.
6. Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education.
7. Robert B., Performance management, McGraw-Hill Education India.
8. Rao, T.V., Performance management and appraisal systems, HR tools for global competitiveness, Response Books, A division of Sage Publications.
9. John McConnell, Auditing your Human Resources Department
10. Paul R. Niven, Balance Scorecard, John Wiley & Sons, Inc.

## **MBAEL 335: INDUSTRIAL RELATIONS AND DISPUTE SETTLEMENT**

### **Course Objectives:**

- 1. To help students understand the importance of maintaining harmonious employee-employer relations.*
- 2. To promote productivity, efficiency, and ensuring fair treatment among employees.*
- 3. To develop equitable treatment of employees and resolve conflicts through negotiation.*
- 4. To aid students in learning the importance of collective bargaining.*
- 5. To make students aware about labour laws and regulations.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Enhance employee satisfaction and engagement in an organization.*
- 2. Increase productivity and efficiency gains by fostering positive employee-employer relations*
- 3. Resovle Conflict in the organization through negotiation, mediation, and arbitration mechanisms*
- 4. Compliance with labour laws and focus on industrial relations*
- 5. Improve organizational reputation by being a fair and responsible employer, attracting talented individuals and fostering positive stakeholder relationships.*

## **CONTENT:**

### **Unit I**

Industrial Relations: Concept, nature, significance, participants to IR, approaches of IR – Unitarist, Pluralistic, Gandhian, Marxist & Dunlop 's, Requirements of a good IR programme, changing dimensions of IR in India.

### **Unit II**

Industrial Conflicts & Disputes: Concept, nature, causes and forms of disputes, impact of conflicts and disputes on industrial relations Industrial Dispute Act,1947 – Objective, authorities, power and procedures of authorities, provisions rated to strikes, lock-outs and unfair labour practices, layoff, retrenchment and closure, penalties.

### **Unit III**

Trade Unionism: Concept, need, development and forms of unions, level of unions, union issues, role of union in mergers and acquisitions Trade Union Act, 1926 - Definitions, objectives, provisions relating to registration & recognition of unions, rights and liabilities of unions, dissolution of unions, penalties and procedures.

### **Unit IV**

Collective Bargaining: Meaning, objective, functions, types of bargaining, bargaining process, Essentials of successful collective bargaining, Collective bargaining in Indian context.

### **Unit V**

Worker's Participation in Management – Concept, significance, pre-requisites of WPM, levels and forms of WPM, WPM in Indian context. Grievance Redressal – Concept, significance, types of grievances, settlement procedure of grievance and its impact on IR.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

#### **Suggested Readings:**

1. Mamoria C. B., (2022): Dynamics of Industrial Relations, 16th edition, Himalaya Publication
2. Chabra T.N., (2018): Human Recourse Management Concept and Issues, 1st edition Dhanpat Rai Publications.
3. Monappa A., (2017): Industrial Relations and Labour Laws, 2nd edition, McGraw Hill Publication
4. Yoder D., (2016): Personnel Management & Industrial Relations, 5th edition, Prentice Hall Inc.
5. Rao S. P., (2011): Essentials of Human Recourse Management & Industrial Relations, 2nd edition, Himalayan Publications.

## **MBAEL 431: NEGOTIATIONS & COMPENSATION MANAGEMENT**

### **Course Objectives:**

- 1. To provide understanding of concept, process and techniques for Negotiation.*
- 2. To provide insights into the compensation management administration of the organisations .*
- 3. To develop understanding of Compensation payment under the light of prevailing HR legislations.*
- 4. To get insight about the Legal provisions related to Payment of Bonus and Wages.*
- 5. To provide understanding of Legal provisions related to Equal remuneration and Payment of gratuity and Wages.*

### **Course outcomes:** *After attending this course, the students shall be able to:*

- 1. Negotiate on various issues and analyse their causes and consequences.*
- 2. Gain applicable insights to develop policies resulting in equitable compensation at various level of organisation.*
- 3. To formulate and operationalize the plans and policies to ensure compliance of various act related to payment of compensation.*
- 4. Ensure the compliances of provisions related to Payment of Bonus and Wages.*
- 5. Effective implementation of Legal provisions related to Equal remuneration and Payment of gratuity and Wages in an organisation.*

### **CONTENT:**

#### **Unit I**

**Negotiations:** Concept, process of negotiation, levels of negotiation, issues in negotiation, gender negotiations, and negotiations related to compensation, negotiation skills, communication and administration of negotiations, breakdown of negotiations – causes and consequences.

#### **Unit II**

**Compensation Management:** Meaning, concept, significance, process, forms of pay, financial and non-financial compensation, factors affecting employee remuneration, components of remuneration, wage structures, designing of optimal pay structure, essentials of compensation system, incentive plans.

**Executive Compensation** – Concept, components and factors affecting executive compensation, principles of executive compensation, designing and complexities of executive compensation plans.

#### **Unit III**

**Workmen Compensation Act,1923**

Objectives and application, Definitions – dependent, employer, partial and total disablement, workman injury, accident provisions regarding Employer’s liability, amount of compensation and its computation, compensation distribution, notice and claims, procedures before authorities – Commissioners.

**Payment of Wages Act, 1936** – Objective, scope and application, definitions, provisions relating to responsibility for fixation of pay, fixation of wage periods, deductions from wages, remedies available to worker, power of authorities, penalty for offences.

#### **Unit IV**

**Minimum Wages Act, 1948:** Scope, objectives and application, concept of minimum, living and fair wages, determination of minimum wages, authorities – the advisory body, remedy to worker or non-payment.

**Payment of Bonus Act, 1965:** Objective, scope and application, definitions, provisions relating to computation of bonus, eligibility and disqualifications for bonus, minimum and maximum amount of bonus, set-on and set-off of allocable surplus as bonus, bonus linked with productivity or production.

#### **Unit V**

**Equal Remuneration Act, 1976:** Application, provisions related to payment of remuneration at equal rates to men and women, register to be maintained, role of inspectors, Central Advisory Committee – composition, term of office, cessation of membership, Penalties.

**Payment of Gratuity Act, 1972:** **Applicability** of the act, Definitions – employee, employer, continuous service, payment of gratuity, forfeiture of gratuity, employer’s duty to determine and pay gratuity, recovery of gratuity, penalties.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

#### **Suggested Readings:**

1. Labour Laws (2019 edition), Taxmann Publication
2. Kolb, D. M., Porter, J. L. (2015). Negotiating at Work: Turn Small Wins Into Big Gains. Germany: Wiley.
3. Cohen, Negotiating Skills for Managers, McGraw Hill
4. Carrel, Negotiating Essentials: Theory, Skills and Practice, Pearson Education
5. Misra S. N., Labour and Industrial Law (29th edition), Central Law Publication
6. Srivastava S. C., (Rev. 2006) Labour Law and Labour Relations: Cases & Materials
7. Monappa A., Industrial Relations and Labour Laws, McGraw Hill Publication
8. Ghosh P. & Nandan S., Industrial relations and labour Laws, McGraw Hill Publication

## **MBAEL 432: CROSS CULTURAL MANAGEMENT AND INTERNATIONAL HRM**

### **Course Objectives:**

1. *To develop an insight on the impact of culture on managerial effectiveness.*
2. *To build cognitive framework to understand cross-cultural management issues in the global organizations.*
3. *To develop an insight on issues related to international HRM practices.*
4. *To get insight about the diversity and barriers.*
5. *To provide understanding about Key HR Challenges face by organisations working internationally.*

### **Course outcomes:** *After attending this course, the students shall be able to:*

1. *Compare and analyse cultural differences with respect to managerial behaviour through different frameworks.*
2. *Identify problems in cross-cultural management and design ways to address them.*
3. *Describe workforce diversity in multi-national organizations and give insight about Cross cultural influence and Technology.*
4. *Design organization structure, systems, and HR practices to encourage inclusion.*
5. *Manage Human Resource in International Organisation*

## **CONTENT:**

### **Unit I**

The Concept and characteristics of Culture, Culture and Behaviour, Layers of Culture, Cultural determinism, Relativism, Ethnocentrism, Organization culture, Dimensions of Culture and their influence on Organization

### **Unit II**

Cross Cultural concept and issues in Organizations, Cross Cultural Differences, Cross Cultural Analysis, Cross Cultural Framework by Harry Triandis, Geert Hofstede, Trompenaars and Hampden, Clyde Cluckhohn, T.E. Hall, GLOBE study on national culture, Mapping cross-cultural differences

### **Unit III**

Culture and Strategy, Cross cultural influence and Technology, Culture and styles of Management, Cross Cultural Decision Making, Cross Cultural Communication and Negotiation, Conflicts and cultural differences, Managing Cross Cultural Teams, Culture and Leadership

### **Unit IV**

Diversity and inclusion: Culture and diversity, Ensuring cultural diversity and its importance, Barriers to cultural diversity, Diversity Management, Approach of inclusion, Ethical issues in cross-cultural management, Developing intercultural relationships

### **Unit V**

International HR: Key HR Challenges facing organisations working internationally, Core functions of IHRM and Managing Diversity- Recruitment, Selection Process, Expatriates (International Adjustment), Expatriation & Repatriation Management, Performance Appraisal, Cross Cultural Training & Development, Compensation, International Industrial Relations, Quality Circles, Participative Management

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

**Suggested Readings:**

1. Mahadevan, J. (2023). Cross-cultural Management: A Contemporary Approach. India: SAGE.
2. Thomas, D. C., & Peterson, M. F. (2014). Cross-cultural management: Essential concepts. Sage Publications.
3. Marie-Joelle Browaeys and Roger Price (2010). Understanding Cross-cultural Management. Pearson
4. Marie-Joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson
5. Dipak Kumar Bhattacharya : Cross cultural management, Text and cases, PHI Learning Private Limited
6. G. Hofstede, Cultures and Organizations : Software of the mind, McGraw-Hill
7. Puffer, S.: Management Across Cultures. Insights from Fiction & Practice, Blackwell Business
8. Schneider, S. C, Barsoux, J. : Managing across cultures, Prentice Hall/Financial Times,
9. Deresky Helen : International Management; Managing Across Borders and Cultures, Pearson Education India
10. Gannon Martin J. and Newman Karen: The Blackwell Handbook of Cross- Cultural Management

## **MBAEL 433: TEAM WORK AND LEADERSHIP**

### **Course Objectives:**

1. *To develop an awareness of the knowledge, skills, and attributes necessary for an effective leader.*
2. *To give understanding about the importance of teamwork.*
3. *To get better leverage on the diverse competencies of people in teams.*
4. *To provide understanding about the various approaches to Leadership.*
5. *To give insight about the Influence Tactics for Leaders.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Develop critical understanding of theories and concepts of teamwork and leadership.*
2. *Understand techniques to develop teamwork and leadership behaviour.*
3. *Demonstrate individual behaviour as a team member and leader.*
4. *Engage and collaborate virtual teams, self-managed teams.*
5. *Manage and lead people effectively.*

## **CONTENT:**

### **Unit I**

**Teams:** Developing effective teams, Self-managed teams model, Guidelines for creating teams, Influences on team effectiveness, Teamwork skills in the workplace, Characteristics of effective teams, Inclusive teams - division of labour, respect and unity, Building high Performance Teams, Reasons for team failure, Effective Team Performance.

Managing Virtual Teams, Peer and self-assessment, mitigating conflict, Virtual Team Technology- online collaborating tools and communication technology, Global corporate Virtual teams.

### **Unit II**

Collaboration in the workplace, Building a collaborative team environment, Team members roles for effective group collaboration, Communicating in team based organizations, Listening effectively in groups, Preparing, conducting and contributing to productive meetings, Setting team goals and objectives, Aligning individual strengths with team goals, Trust building in business teams, Becoming a cohesive group, Groupthink, Techniques for group decision making, Building and contributing to team culture, Team conflict, Collaborative problem solving, Team creativity, Robot and human teamwork-issues and challenges.

### **Unit III**

Concept of Leadership, Characteristics of the Leader, Importance of Context for Leadership, Perspectives on Effective Leadership Behaviour, Managing the Work, Managing Relations,

Leadership and Emotions, Leadership and Ethics, Culture and Leader effectiveness (GLOBE study)

#### **Unit IV**

Approaches to Leadership: Trait Approach, Behavioural Theories, Ohio state Leadership Studies, Michigan Studies, Group dynamics Studies, Rensis Likerts's Management System, The Leadership Grid, Contingency Theories-TannebaumSchmidt Continuum, Fiedler's Contingency Model, House Mitchell Path Goal Theory, Vroom Yetten Contingency Model and Hersey-Blanchard Tridimensional Leader Effectiveness Model

Contemporary leadership- Charismatic leadership, Transformational leadership, Authentic leadership, Servant leadership, Responsible Leadership.

#### **Unit V**

Influence Tactics for Leaders, Influential Process and Managerial Effectiveness, Impression Management, Defensive behaviour, Leadership in Teams and Self Managed Group, Leading Meetings, Developing Leadership Skills – Leadership Development Strategy, Lean leadership- concept, principles, lean leadership at different organization levels, and methods for continuous improvement.

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

#### **Suggested Readings:**

1. Lake, D., Baerg, K., Paslawski, T. (2015). Teamwork, Leadership and Communication: Collaboration Basics for Health Professionals. Canada: Brush Education.
2. John C. Maxwell, Teamwork, Jaico.
3. Uday K. Halder, Leadership and Teambuilding, Oxford University Press.
4. Alison Hardingham and Jenny Royal, Teamwork in practice, Jaico.
5. Hellriegel, Slocum, and Woodman, Organizational Behavior, South-Western.
6. Jerald Greenberg and Robert A. Baron, Behavior in Organization, Prentice Hall.
7. Hersey, P., Blanchard. K. H., & Johnson, D. E. (2001). Management of Organizational Behaviour:
8. Leading Human Resources. Prentice Hall.
9. Peter A. Topping, Managerial Leadership, McGraw Hill

## **MBAEL 434: STRATEGIC HRM AND HR ANALYTICS**

### **Course Objectives:**

1. *To develop student perspective on design and implementation of human resource management strategies.*
2. *To give insight on the HR analytics helps to make better decisions.*
3. *To equips the students to capture HR metrics and analyse the data in order to develop meaningful interpretation that helps in decision making.*
4. *To provide them understanding about Concept and Evolution and tools of Human Capital Metrics and Analytics.*
5. *To make them able to assess External forces and Internal factors.*

### **Course outcomes:** *After attending this course, the students shall be able to:*

1. *Compare the strategic approach from traditional HRM.*
2. *Skilled in using Strategic HRM Tools.*
3. *Formulate policies in light of HR strategy aligned to business strategy.*
4. *Identify and interpret HR metrics for evidence-based HRM.*
5. *Analyse and evaluate data to optimize and synchronize the delivery of HR service.s*

### **CONTENT:**

#### **Unit I**

Concepts and principles of Strategic HRM, Strategic HRM models, Developing and Implementation of HR strategy, Strategic Role of HR, Impact of Strategic HRM on organization performance.

#### **Unit II**

Formulation of Strategic HRM, Strategic HRM tools- Strategic Map, HR Scorecard, Digital Dashboard, Linking HRM and customer outcomes, Capability building perspective- leadership development and talent management, Organization and Human resource capabilities, Options for Human Capital acquisition.

#### **Unit III**

HR Strategies: Human Capital Management strategy, High Performance strategy, Corporate Social Responsibility strategy, Organization Development strategy, Employee engagement strategy, Knowledge management strategy, Employee engagement strategy, Talent management strategy, Learning & Development strategy, Reward strategy, Employee relations strategy

#### **Unit IV**

Concept and Evolution of Human Capital Metrics and Analytics, Analytics and Prediction. Importance of HR Analytics. Steps of Analytics, Descriptive, Prescriptive analysis, and Causal analysis, HCM: 21Model, Value chain for HCM: 21Model, Predictive HCM for strategy formulation and implementation, Accountability and Communication with HCM.

#### **Unit V**

External forces and Internal factors, Risk assessment, Employee Value Proposition, Scenario Planning, Capability Planning, Process Optimization, Integrated Delivery, Predictive Measurement - Analytics from existing data, Data integration- linkages and feedbacks, Use of workforce analytics to improve decision making,

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

**Suggested Readings:**

1. Nijjer, S., Raj, S. (2020). Predictive Analytics in Human Resource Management: A Hands-on Approach. United Kingdom: Taylor & Francis.
2. Smith, T. (2013). HR Analytics: The What, why and how.... United States: CreateSpace Independent Publishing Platform.
3. Armstrong, Michael, Strategic Human Resource Management, Kogan Page.
4. Storey, J., Wright, P., Ulrich, D., Strategic Human Resource Management, Routledge Companions.
5. Greer, Charles R., Strategic Human Resource Management, Pearson.
6. Agarwala, T., Strategic Human Resource Management, Oxford University Press.
7. Jac Fitz-enz, The New HR Analytics, AMACOM, NY.
8. Gene Pease, Boyce Byerly and Jac Fitz-enz, Human Capital Analytics: How to Harness the Potential of Your Organization's Asset, John Wiley & Sons.
9. Bhattacharyya, D.K., HR Analytics: Understanding Theories and Applications, Sage.
10. Edwards, M.R. and Edwards, K., Predictive HR Analytics, Kogan Page.

## MBAEL 435: EMPLOYEE WELFARE & SOCIAL SECURITY

### **Course Objectives:**

1. To give insight about the various welfare facilities and services provided to employees.
2. To make their life worth living and how these create a sense of belongingness and loyalty towards the organisation.
3. To give insight about how these schemes improve the efficiency of the employees.
4. To create a conducive work environment
5. To enhance industrial productivity and peace.

### **Course Outcomes:** After attending this course, the students shall be able to:

1. Recognize the importance of various social welfare schemes.
2. Enhance productivity through healthy and satisfied workforce working in congenial environment.
3. Be proficient in devising plans to give the welfare benefits of Maternity, Employees State Insurance and Provident Fund.
4. Assess the scope of application of the Factory Act.
5. Compliance with various legislations.

## **CONTENT:**

### **Unit I**

**Employee Welfare:** Meaning, concept, features, objectives, rationale of employee welfare, types of welfare activities, approaches to labour welfare – functional theory, religion theory, social theory, paternalistic theory, placating theory, principles of employee welfare.

### **Unit II**

**Industrial Health & Hygiene:** Concept, nature and significance of employee health, components of employee health – mental & physical, noise control at workplace, importance of hygiene maintenance at work, hygiene and health of worker, workplace hygiene policies and procedures.

### **Unit III**

**Social security:** Concept, nature, scope and significance, Social insurance and social assistance. Social security schemes in India.

**Maternity Benefit Act, 1961** – Objectives and benefits, provisions related to employment of or work by women during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payments, leave, dismissal in absence during pregnancy, forfeiture of maternity benefits.

### **Unit IV**

**Factories Act, 1948:** Definitions, authorities under the factories act, health, safety, provisions relating to hazardous process, welfare, working hours, working hours for adult, employment of young persons, women and child labour ,annual leave with wages, penalties and procedure.

## **Unit V**

**Employees State Insurance Act, 1948:** Objectives, definitions – personal injury, wages, partial and permanent disablement, Administration – Corporation, Standing committee and Medical benefit council, finance and audit, contributions, benefits and penalties.

**Employees Provident Fund and Miscellaneous Act, 1952** – Objectives, Definitions, Central board, State board, Executive committee, Board of trustees, Contribution to the scheme, employees provident fund scheme, Employee pension scheme, appeals to the EPF appellate tribunals, recovery officer, penalties.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Labour Laws (2019 edition), Taxmann Publication
2. S. N. Misra, Labour and Industrial Law (29th edition), Central Law Publication
3. Monappa A., Industrial Relations and Labour Laws, McGraw Hill Publication
4. Ghosh P. & Nandan S., Industrial relations and labour Laws, McGraw Hill Publication
5. Padhi, P. K. (2017). Labour and Industrial Laws. India: Prentice Hall India Pvt., Limited.

## **GROUP D: INTERNATIONAL BUSINESS**

### **MBAEL 341: EXPORT IMPORT PROCEDURES AND DOCUMENTATION**

#### **Course Objectives:**

1. *To provide students an understanding of concepts of export business and the steps in export process.*
2. *To develop an understanding of various institutions facilitating foreign trade and export business*
3. *To help the students comprehend the roles and functions of various autonomous bodies and councils in promoting exports from India.*
4. *To gain insights about the various documentary procedures required in export-import business.*
5. *To understand the strategies and financing methods used in export-import business.*

#### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Understand the concept of export business and learn how to export*
2. *Analyse the facilities and schemes by the various institutions facilitating foreign trade and export business*
3. *Identify the opportunities and facilities by various autonomous bodies and councils for prospective exporters and importers.*
4. *Learn about the various documents used in export-import business and their applications.*
5. *Learn the applications of financing procedures and export-import strategies in foreign trade.*

#### **CONTENT:**

##### **Unit I**

Introduction to Foreign Trade, Framework of Foreign Trade, Concept of Export/ Import, Exporting as an Entrepreneur, Sequential steps in the Export Process, Registration Process with various bodies, Concept of IEC, Composition of India's Export and Import, Direction of India's Export, Trade Balance, Trade Deficit

##### **Unit II**

Role and Functions of various Government bodies in promoting Exports from India, Ministry of Commerce and Industry, Export Promotion Councils, Export Credit Guarantee Corporation, Director General of Foreign Trade Directorate General of Commercial Intelligence and Statistics, India Trade Promotion Organization, Federation of Indian Exporters Organization, Export Import Bank, State Trading Corporations of India Ltd.

##### **Unit III**

Role and Functions of various Autonomous Bodies in Promoting exports from India: -, Commodity Boards, Export Inspection Councils, Marine Products Export Development

Authority, Agriculture and Processed Food Export Development Authority, Service Institutions, Freight Investigation Bureau.

#### **Unit IV**

Export Import Documentation, Process of Documentation, Commercial Export Documents, Principal Commercial Documents, Auxiliary Commercial Documents, Regulatory Documents, Export Marketing, Processing an Export Order, Negotiation of Documents, Role of Bank in an Export / Import Transaction.

#### **Unit V**

Export Import Strategies, Methods of Financing Exporters, Factoring, Credit Insurance, Risks associated with Exports / Imports, Management of Risks in Export / Import Business, Export Incentives, Highlights of Foreign Trade Policy, Export Promotional Initiatives under Foreign Trade Policy.

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects*

#### **Suggested Readings:**

1. Ministry of Commerce: Foreign Trade Policy (2023)
2. ParasRam (2017)Export: What, Where and How?, Anupam Publications.
3. Paul and Aserkar(2013), Export Import Management, 2nd edition, Oxford publishing
4. A. Kumar(2008), Export and Import Management, Excel books
5. Handbook of Procedures (Vol I & II). ITC (HS) Classification of Export and Import Items (latest).
6. Various Issues of Import Export Times (IMPEX) (latest edition)

## **MBAEL 342: FOREIGN EXCHANGE MANAGEMENT**

### **Course Objectives:**

1. *To develop conceptual framework within which management of foreign exchange in multinational firms can be analyzed.*
2. *To familiarize the students with the international financial environment and its implication on international business.*
3. *To provide understanding of foreign exchange markets and their products.*
4. *To help students understand management of foreign exchange risk and its management.*
5. *To comprehend the dynamics of international financial decision making in Indian companies*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Define and practically apply various concepts of foreign exchange Management in firms facing dynamic global business environment*
2. *Tackle the challenging issues of multifaceted risk management problems arising from gamut of exposures.*
3. *Develop and implement innovative financial strategies for firms participating in global financial markets using various financial assets optimally.*
4. *Prepare multinational financial portfolio for organizations*
5. *Understand the foreign exchange trading by Indian companies*

## **CONTENT:**

### **Unit I**

Foundation and scope of International Financial Management: Globalization and Multinational Firms; International Business Methods; International Financial System, International Monetary System, Balance of Payments

### **Unit II**

Foreign Exchange Market, Exchange Rates, Spot and Forward rates. Foreign exchange markets: currency futures and options. Theories of foreign exchange rate movement and international parity conditions. Parity Conditions in International Finance: Law of One Price, Purchasing Power Parity, Interest Rate Parity, Fisher Effect, International Fisher effect.

### **Unit III**

Currency Risk Management Alternatives - natural and operating hedge, Currency market hedges – forward contract, futures contract, currency options, currency swaps. Foreign exchange exposure and risk management: economic exposure; transaction exposure; translation exposure.

### **Unit IV**

International Investment Decisions; Foreign Direct Investments, International Portfolio Investment, International Capital Budgeting: Factors affecting cash flows in Capital Budgeting Decisions, Cost of Capital; Risk reduction through diversification

## **Unit V**

International Financing Decisions, Overview of International Financial Markets, Multilateral Development Banks, International Banking, International Bond markets; International Equity Markets; development of strong currencies (Dollar and Euro) and its implications for Indian companies.

***Pedagogy:*** Case studies, Discussion, Presentations, Projects, Simulations

### **Suggested Readings:**

1. *Madhu Vij (2021). International Financial Management, 4<sup>th</sup> Edition, Taxman*
2. *Siddaiah (2021). International Financial Management: An Analytical Framework, 3<sup>rd</sup> Edition, Pearson Education.*
3. *Eun & Resnick (2021). International Financial Management, 8<sup>th</sup> Edition, McGraw-Hill Education*
4. *P.G. Apte (2020). Global Financial Management, 8<sup>th</sup> edition, McGraw-Hill Education*
5. *Alan C. Shapiro & Atulya Sarin (2008) Foundations of Multinational Financial Management, 6<sup>th</sup> Edition Wiley*

## **MBAEL 344: INTERNATIONAL MARKETING**

### **Course Objectives:**

- 1. To provide students an understanding of fundamental concepts of international marketing and the various aspects of globalisation*
- 2. To help the students comprehend the concept of international market selection, cross-cultural classifications, international trade patterns and international market evaluation.*
- 3. To develop an understanding of the various modes of entry to international markets.*
- 4. To gain insights about product strategies for international markets and branding for international markets.*
- 5. To understand the various pricing approaches for international markets and the distribution policies in international markets.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Learn the basic concepts in international market and the application of globalisation*
- 2. Explain how managers use the concept of international market selection, cross-cultural classifications, international trade patterns and international market evaluation*
- 3. Analyse and use the various modes of entry to international markets.*
- 4. Develop a thorough understanding of product strategies for international markets and branding for international markets.*
- 5. Analyse the various pricing approaches for international markets and the distribution policies in international markets.*

## **CONTENT:**

### **Unit I**

Concept of Globalization, Effect of Globalization on Marketing Domain, Concept of International Marketing, Domestic Marketing v/s International Marketing, Evolutionary Process of Global Marketing. Types of International Marketing: Export / International / Multinational / Global / Local Marketing. Ethnocentric, Polycentric, Geocentric, Regiocentric (EPRG) Approach.

### **Unit II**

International Market Identification, Evaluation and Selection, International Marketing Research, Cross Cultural Behavior, Emic and Etic Approach, Hofstede's Cultural Classification, Trompenaar's Cultural Classification, International Trade Patterns, Identification of International Markets, Segmentation of International Markets, Methods of International Markets Evaluation

### **Unit III**

Entry Mode Decisions, **Various** Modes of Entry in International Markets: Exports (Direct and Indirect, Piggybacking, International Licensing, Franchising and Leasing, International Strategic Alliances and Management Contracts, Overseas Turnkey Projects, International JV's, Wholly Owned Foreign Subsidiaries. Factors affecting selection of Entry Modes.

#### **Unit IV**

Product Strategy for International Markets, Product Identification & Developing Products for International Markets, International Product Standardization, International Product Adaptation, International Product Launch Strategies, International Product Life Cycle, Branding for International Markets, Strategies for Building Global Brands.

#### **Unit V**

Pricing Approaches for International markets, Factors Affecting Pricing Decisions in International market, Communication Strategy in International Market, Tools for International Marketing Communication, Terms of Delivery in International Transactions, Concept of Distribution Channels in International Market, Factors Affecting Selection of Distribution channels, Structure of International Distribution Channels.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects.*

#### **Suggested Readings:**

1. Keegan(2018), Global Marketing, 9th edition, Pearson education
2. Bhattacharya (2015), International Marketing Management – An Indian Perspective, Sultan Chand& Sons
3. Joshi (2014), International Marketing, 2nd edition, Oxford University Press
4. Lee and Carter(2012), Global Marketing Management, 3rd edition, Oxford University Press
5. Cateora, Graham &Salwan (2008), International Marketing, 13th edition, McGraw Hill.
6. Onkivit , Shaw(2008), International Marketing: Strategy and Theory, 5th edition,Routledge

## **MBAEL 344: EMERGING ECONOMIES AND MARKETS**

### **Course Objectives:**

- 1. To develop a thorough understanding of the Emerging Economies and markets.*
- 2. To help students understand the unique economic, political, cultural and social set ups for BRICET.*
- 3. To assist students in comprehending the challenges and opportunities faced by multinational firms operating in emerging markets.*
- 4. To provide students knowledge regarding the evolution and growth of emerging market MNCs.*
- 5. To support students by highlighting the ethical and social issues in emerging economies.*

### **Course Outcomes:** After attending this course, the students shall be able to:

- 1. Identify and define characteristics of emerging markets.*
- 2. Point out and discuss the sources of growth that shape the behavior of emerging market economy – BRICET.*
- 3. Explain and interpret trade and exchange rate policies affecting Multinational firms and industries in emerging market economies*
- 4. Identify and evaluate the future prospects of business development for emerging market MNCs.*
- 5. Develop an understanding of property rights, corruption and bureaucracy and their influence on operations of businesses in emerging markets.*

## **CONTENT:**

### **Unit I**

Introduction: Emerging Economies and Markets, Perspectives for evaluating emerging market potentials, Market Liberalization and Economic challenges in emerging markets. Concept development and framework tools to consider in Emerging Markets. Local adaptation and global integration. Common problems of emerging economies throughout the Globe.

### **Unit II**

Emerging Economies and Markets in BRICET: (BRICS + Eastern Europe and Turkey). Africa – Cracking the next growth market: Thinking different and local mass market competitive advantage

### **Unit III**

Opportunities and challenges *faced by multinational firms operating in emerging markets.* Affordability and sustainability: Disruptive business models. Competing in Emerging Markets. Developed Country Companies Going to Emerging Markets.

### **Unit IV**

Evolution of emerging market MNCs, competition in newly industrializing contexts. Filling in the missing pieces and localizing the business model, Competitive strategies for engaging local competitors, business model implications

## **Unit V**

New emerging market innovation centers: challenges/opportunities to global firms, Ethical dilemmas for entering into emerging markets. Handling corruption.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. The Challenges of Technology and Economic Catch-up in Emerging Economies. (2021). United Kingdom: OUP Oxford.
2. Emerging Market Multinationals and Europe: Challenges and Strategies. (2019). Germany: Springer International Publishing.
3. Kolodko, G.W. (2019). Emerging Market Economies: Globalization and Development. United Kingdom: Taylor & Francis Group.
4. Prahalad, C.K. (2019). *The Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits*. Pearson Education
5. Ogendo, J. L. (2017). Emerging Economy MNEs: Exploring the Integration of Knowledge Transfer and Strategy for Sustainable Performance. Germany: Springer International Publishing.
6. Casanova, L., Cornelius, P. K., Dutta, S. (2017). Financing Entrepreneurship and Innovation in Emerging Markets. United Kingdom: Elsevier Science.
7. Looney, R. E. (2014). Handbook of Emerging Economies. United Kingdom: Taylor & Francis.

## **MBAEL 441: INTERNATIONAL BUSINESS MANAGEMENT**

### ***Course Objectives:***

- 1. To provide students a theoretical foundation of business management in the context of globalization*
- 2. To help students understand the STEPIN environment in which the international business operates.*
- 3. To assist students in comprehending the various theories of International Trade.*
- 4. To skill students to apprehend the various regional economic groupings along with the ethical and social responsibility of international business.*
- 5. To provide students with country selection strategies as well as the basic knowledge of all functional areas in international business.*

### ***Course Outcomes: After attending this course, the students shall be able to:***

- 1. Explain and analyze the stages, approaches and types of International Business in which an organization operates.*
- 2. Appraise the implications of differing political, economic, social and legal environment on the functioning of a global firm*
- 3. Explore and apply the various trade theories and comprehend the trends in world trade*
- 4. Analyze the importance of Trade Blocks, Regional Economic Groups, ethical and social responsibilities of international business.*
- 5. Align and reorganize the Global Business strategies in the wake of dynamic shifts in the global trade*

### **CONTENT:**

#### **Unit I**

Globalization and International Business: an overview of Globalization and International Business, Types of International Business, International Business Approaches, Framework of International Business, Internationalization Process, Factors affecting decision for international business.

#### **Unit II**

Comparative Environmental Frameworks and International Business Environment Analysis: Political, Economic, Social, Technological, Environmental and Legal factors; Local, National and Global Perspectives; Macro, Industry and Internal Approaches.

#### **Unit III**

Theories of International Trade: Mercantilism, Absolute Advantage, Comparative Advantage, Factor Endowment, New Trade, International Product Life Cycle, Competitive Advantage; Trends in World Trade, Multinational Corporations.

## **Unit IV**

International Economic Integrations: Theoretical Framework & Forms, Major Regional Trade Agreements, Ethical and Social Responsibility of International Business

## **Unit V**

International strategy – Country Evaluation and Selection, International Marketing, International Finance, Global Operations & Supply Chain Management, International Human Resource Management, Global E-business.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Hill, C. (2023). *International Business* (13th Ed.). McGraw Hill.
2. Kumar, A. (2023). *The Global Trade Paradigm: Rethinking International Business in the Post-Pandemic World* (1st Ed.). HarperCollins India.
3. Daniels, J., Radebaugh, L., Sullivan, D., & Salwan, P. (2022). *International Business* (16th Ed.). Pearson Education.
4. Joshi, R. M. (18<sup>th</sup> impression 2022). *International Business*. Oxford University Press.
5. Singh, C. K., & Rakshit, P. (2022). *International Trade & Business Management 'EXIM Business Practices'* (1st ed.). Dreambook Publishing.
6. Sumati, V. (2019). *Fundamentals of International Business* (4th Ed.). Pearson.
7. Rao, P. S. (2019). *International Business Text and cases* (5th Ed.). Himalaya Publishing House.
8. Aswathappa, K. (2017). *International Business* (6th Ed.). McGraw Hill.
9. John, J. W., & Kenneth, L. W. (2017). *International Business: The challenges of Globalization* (8th Ed.). Pearson.

## **MBAEL 442: GLOBAL CULTURE DIVERSITY**

### **Course Objectives:**

- 1. To make student aware about the different perspective of Culture*
- 2. To equip student with the understanding of Cultural competency*
- 3. To provide insight about the International HRM*
- 4. To provide understanding of working with the international teams*
- 5. To provide understanding about the Global Advertising*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Understand the various aspects of cultural dimensions and their relevance.*
- 2. Understand the multicultural competencies, management task and cross culture coordination.*
- 3. Understand the various aspects of International HRM*
- 4. Work with the international Teams*
- 5. Design and understand the Global Advertisement.*

### **CONTENT:**

#### **Unit I**

Defining culture: Examine the different perspectives of culture, Cultural dimensions

Explore Hofstede's Dimensions of Culture, OCTAPACE model, Value orientations and Dimensions, Reconciling cultural dilemmas, Culture and Styles of Management, Management tasks and cultural values.

#### **Unit II**

Cultural Competency Instrument, Complexity of Culture, Privilege, National Cultures and Global Diversity, Cross-Cultural Communication, Development of Multicultural Competencies, Diversity Training, Skill Development

#### **Unit III**

International HRM, Staffing, Cross Cultural Coordination, Managing Workforce diversity and culture, Culture and corporate structures ,Culture and Leadership ,Culture and Strategy Cultural change in Organizations, Culture and marketing.

#### **Unit IV**

Working with International teams, Groups processes during international encounters, Conflicts and cultural difference, Understanding and dealing with conflicts – Developing Intercultural relationships

#### **Unit V**

The Role of Culture in Global Advertising: marketing communication process, impact of humor and cultural values upon the effectiveness of communications,

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

**Suggested Readings:**

1. Marie-joelle Browaeys and Roger Price , (2019), Understanding Cross-Cultural Management, Pearson.
2. David C.Thomas (2018), Cross Cultural Management, 2/e, Sage Publications.
3. Parissa Haghirian (2013), Multinationals and Cross-Cultural Management: The Transfer of Knowledge within Multinational Corporations , Routledge International Business
4. Richard Mead: International Management-Cross cultural Dimension, 3<sup>rd</sup> Ed., Wiley-Blackwell

## **MBAEL 443: INTERNATIONAL LOGISTICS MANAGEMENT**

### **Course Objectives:**

- 1. To provide students an understanding of fundamental concepts of global operations management and global supply chain management.*
- 2. To help the students comprehend the theories of international logistic system, freighting methods of shipping conferences, liners and tramp operations.*
- 3. To develop an understanding of various aspects of shipping industry and logistics operators.*
- 4. To gain insights about the various global port operations and types of ships used in global trade.*
- 5. To understand the international contract terms and containerization concepts.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

- 1. Understand and use the concept of global operations management and global supply chain management.*
- 2. Explain how managers use the theories of international logistic system, freighting methods of shipping conferences, liners and tramp operations.*
- 3. Analyse the characteristics of shipping industry and logistics operators.*
- 4. Develop a thorough understanding of global port operations and types of ships used in global trade.*
- 5. Analyse the use of international contract terms and containerization concepts.*

## **CONTENT:**

### **Unit I**

Global Operations Management, Concept of Operations Management, Strategic Options for Transnational Operations, Global Integration vs Local Responsiveness, Value Chain Concept, Concept of Global Supply Chain Management, Managing Global Supply Chain, Physical Distribution Management, Warehousing, Inventory Management, Packing and Unitization.

### **Unit II**

International Logistics System, Concept and Critical Elements of a Logistics System, International Transport System, World Shipping, Shipping Conferences, Freighting Methods of Shipping Conferences, United Nation Code of Conduct for Liner Conferences, Liners and Tramp Operations.

### **Unit III**

Characteristics of Shipping Industry, Open Registry System, Downside of flag of Convenience (FOC) System, The Shippers Association, Role of Intermediaries in Shipping Industry, C& F Agents, Freight Forwarders, Third Party Logistics Operators, Fourth Party Logistics Operators, Inbound and Outbound Logistics, Ocean Freight Structure.

### **Unit IV**

Overview of Ports, Global Port Operations, Major Ports Across the Globe, International Shipping Routes, Overview of Indian Coastline, Major and Minor Ports in India, Types of Ships in Global Trade, Global Logistics Companies.

### **Unit V**

Purpose and Scope of International Contract Terms, Structure of International Contract Terms, Role of Incoterms in Contract of Sale, Details of Incoterms 2000 and 2010, Concept and Benefits of Containerization, Types of Containers, Global Trade and Containerization, Container Leasing Practices, Inland Container Depots.

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Bowerox and Closs (2017) , Logistical Management, McGraw Hill Edition
2. Ram Singh (2015),International Trade Logistics, 1st edition, Oxford Publishing
3. Sople (2012), Logistics Management, 3rd edition, Pearson Edition
4. Wood , Barone , Murphy and Wardlow(2002) ,International Logistics, 2nd edition, Amacom
5. International Logistics – David , Biztantra Edition

## **MBAEL 444: GLOBAL OUTSOURCING**

### **Course Objectives :**

1. *To introduce the students to the various aspects of global outsourcing.*
2. *To provide them understanding about the various models of outsourcing*
3. *To give them understanding about the Suppliers core capabilities & strategies for sustainability and growth*
4. *To skill them with Leveraging and Organizational learning processes in outsourcing*
5. *To give insight about the various vendor selection techniques*

### **Course Outcomes :** *After attending this course, the students shall be able to:*

1. *Assess the impact of global sourcing on business , analyse the benefits a firm gets*
2. *Associate risks when the firm engages in international outsourcing.*
3. *Devise a plan to outsource a system from client perspective and offer a plan from client viewpoint.*
4. *Implement enterprise business model*
5. *Select supplier on the basis of benefits and risk capabilities*

### **CONTENT:**

#### **Unit I**

Overview of Global Sourcing Marketplace , Concept of Sourcing , Outsourcing , Offshoring, Nearshoring, Global Sourcing, Drivers and benefits of Sourcing , Offshoring and Outsourcing , Risks of Sourcing , Future Trends of Offshoring and Outsourcing.

#### **Unit II**

Models of Sourcing , Time & Material based model , Exchange based model , Netsourcing model , Joint Venture model , Enterprise partnerships model , Identifying the right processes for Outsourcing , Impact of operational and structural risks on outsourcing decisions.

#### **Unit III**

Country attractiveness for outsourcing , Criteria for selecting locations , Suppliers core capabilities & strategies for sustainability and growth , Overview of vendors and intermediaries, client specific capabilities, process capabilities, human resource capabilities .

#### **Unit IV**

Leveraging expertise , Organizational learning processes in outsourcing, Enterprise partnership business model , Excellence competency model , Four Phased implementation model.

#### **Unit V**

Vendor Selection Strategies , Supplier selection options and associated benefits and risks , Sole supplier option , Prime contractor option , Best of breed option , Panel option , Client sourcing capabilities , Relative capabilities of domestic and offshore supplier .

***Pedagogy:*** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.

**Suggested Readings:**

1. Schniederjans M, Schniederjans A - Outsourcing and Insourcing in an International Context (PHI Learning)
2. Oshri , Kotlarsky & Willcocks - The Handbook of Global Outsourcing and Offshoring , 3<sup>rd</sup> Edition (Palgrave)
3. Brown and Wilson - The Black Book of Outsourcing : How to Manage Changes , Challenges and Opportunities (Wiley)

## **MBAEL 445: INTERNATIONAL TRADE AND GEO-POLITICS**

### **Course Objectives:**

1. *To provide a framework for understanding global change in the political economy.*
2. *To provide insights from international relations.*
3. *To deliver insights from political science and makes the reader understand how such relations can influence business operations.*
4. *To provide an understanding for addressing real world problems using historical reflection, conceptual discussion and in-depth case studies.*
5. *To explore key events that have shaped the evolution of globalisation since the advent of 19th century.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Comprehend the geo political environment.*
2. *Analyse the political, social, economic, technological and environmental shifts that have taken place as a result of globalisation.*
3. *Identify and appraise the economic forces that drive production, investment and growth globally.*
4. *Analyse various geopolitical events in order to modify and manipulate strategic business decisions.*
5. *Develop and propose a business and/or investment strategy for an organization that wants to expand internationally facing geopolitical uncertainties.*

### **CONTENT:**

#### **Unit I**

Introduction to Geopolitics, framework to Understand Geopolitics – Geography, Geopolitics, Geostrategy, Visualisation of Global Space, The evolution of globalisation.

#### **Unit II**

Theories of Geopolitics Heartland Theory (Halford J Mackinder), Rimland Theory (Nicholas J Spykman), Theory of Air Power Supremacy (Alexander Seversky).

#### **Unit III**

Governing the global system, Future of State and State System, Global power shifts, Global Civil Society, Reordering the World System.

#### **Unit-IV**

Contemporary Issues in Geopolitics - Global Environmental Issues, Geopolitics of Energy Globalization and Geopolitical, Boundary Issues

#### **Unit V**

Contesting globalisation, Conflict and instability, Responding to disruptive forces, Corporate responses to a changing global environment

***Pedagogy:*** *Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings**

1. Kennedy, Paul (2021). The Rise and Fall of the Great Powers, Daily Telegraph
2. Flint, C. (2016). Introduction to Geopolitics. London: Taylor & Francis.
3. Huntington, S. P. (2011), The Clash of Civilizations and the Remaking of World Order. New York: Simon & Schuster.
4. Galbraith, K. (2009), Globalisation: Making Sense of an Integrating World. New Delhi: Viva Book
5. Agnew, John (2003), Geopolitics- Revisioning World Politics, Routledge: London 2. Blouet,
6. Brian W. (2001), Geopolitics and Globalization in the Twentieth Century, Reaktion Books: London

## **GROUP E: INFORMATION SYSTEMS MANAGEMENT**

### **MBAEL 351: SYSTEMS ANALYSIS AND DESIGN**

#### ***Course Objectives:***

- 1. To make students aware about the methodologies, techniques, and tools used to analyse, design, and implement information systems.*
- 2. To summarize the concepts of Process modelling and Data Flow Diagram.*
- 3. To give insight about the relationship between business requirements and the technical aspects of systems development.*
- 4. To develop an understanding of Project Planning and Scheduling.*
- 5. To provide understanding about the emerging trends and technology like mobile application development, artificial intelligence and machine learning.*

#### ***Course Outcomes: After attending this course, the students shall be able to:***

- 1. Analyse business requirements, design effective information systems, and manage the development process from start to finish.*
- 2. Understand the Data models and System Design method.*
- 3. Analyse System Development methods.*
- 4. Know and practice various techniques of project planning and scheduling.*
- 5. Utilise skills needed to adapt to emerging technologies and trends in the field.*

#### **CONTENT:**

##### **Unit I**

**Introduction to System Analysis and Design:** Overview of information systems, The role of system analysts, System development life cycle (SDLC), Requirement Analysis and Gathering, Identifying user requirements, Functional and non-functional requirements, Techniques for gathering requirements (interviews, surveys, observation, etc.), Documenting requirements using use cases, user stories, or requirements specifications.

##### **Unit II**

**Process Modeling:** Data Flow Diagrams (DFDs), Flowcharts, Unified Modeling Language (UML) diagrams, such as activity diagrams and sequence diagrams, Business Process Model and Notation (BPMN), Data Modeling Entity-Relationship (ER) diagrams, Normalization techniques, Data dictionaries, Conceptual, logical, and physical data models

##### **Unit III**

**System Design Methods:** Structured design methodologies, Object-oriented design methodologies, User interface design principles & guidelines, Designing system outputs, inputs, and controls, System Implementation and Testing, Implementation strategies, Software testing techniques, Quality assurance and quality control, Creating test plans & test cases, System Deployment & Maintenance, Deployment strategies, Change management, System documentation & user training, System maintenance & enhancements, Project Management for System Development

##### **Unit IV**

**Project planning and scheduling:** Risk management, Estimation techniques (e.g., expert judgment, analogy, parametric), Team management and communication, Agile and Iterative Development Methodologies, Overview of Agile methodologies (e.g., Scrum, Kanban, Extreme Programming), Iterative development and incremental delivery, Agile roles, artifacts, and ceremonies, Agile principles and values

## **Unit V**

**Emerging Trends and Technologies:** Service-oriented architecture (SOA), Cloud computing and distributed systems, Mobile application development, Artificial intelligence and machine learning in system design.

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Valacich, J., & George, J. (2020). *Modern Systems Analysis and Design* (9th Ed.). Pearson.
2. Sajja, P. S. (2018). *Essence of Systems Analysis and Design: A Workbook Approach* (1st Ed.). Springer.
3. Dennis, A., Wixom, B., & Roth, R. (2018). *Systems Analysis and Design* (7th Ed.). Wiley.
4. Singh, B. (2016). *Systems Analysis and Design* (1st Ed.). New Age International Private Limited.
5. Shelly, G. B., & Rosenblatt, H. J. (2011). *Systems Analysis and Design* (9th Ed.). Heinle.

## MBA EL 352: DATA-BASE MANAGEMENT SYSTEM

### **Course Objectives:**

1. To make student able for design, implementation, and administration of databases
2. To develop an understanding of Database Administration and Security
3. To comprehend the principles and techniques used to store, manage, and retrieve data.
4. To provide understanding about principles of Distributed Database
5. To give understanding about Big Data Analytics

### **Course Outcomes:** After attending this course, the students shall be able to:

1. Analyse business requirements, design effective information systems, and manage the development process from start to finish
2. Understand the Data models and system Design method.
3. Execute Data warehousing and Business intelligence.
4. Know working with cloud and distributed Databases
5. Equipped students with the skills of Big Data Analysis

### **CONTENT:**

#### **Unit I**

**Introduction to Database Management:** Overview of database management systems (DBMS), Types of databases, Roles & responsibilities of a database administrator (DBA), Data Modeling & Database Design, Entity-Relationship (ER) modeling, Normalization techniques, Data dictionaries and metadata, Conceptual, logical, and physical database design. Relational Database Management Systems (RDBMS), Relational data model and terminology.

Structured Query Language (SQL) for data definition, manipulation, and retrieval, Indexing and query optimization, Data integrity and constraints (e.g., primary keys, foreign keys, unique constraints).

#### **Unit II**

**Database Administration and Security:** Database backup & recovery strategies, Performance monitoring & tuning, User & role management, Data security & privacy, Transaction Management & Concurrency Control, ACID properties of transactions. Transaction isolation levels, Concurrency control techniques, Deadlock detection & resolution

#### **Unit III**

**Data Warehousing and Business Intelligence:** Overview of data warehousing concepts, ETL (Extract, Transform, Load) processes, Star and snowflake schema design, Introduction to business intelligence and reporting tools,

#### **Unit IV**

**Distributed and Cloud Databases:** Principles of distributed databases, Data replication and partitioning strategies, Consistency and availability trade-offs (e.g., CAP theorem), Overview of cloud-based database services (e.g., Amazon RDS, Google Cloud SQL)

## Unit V

**Big Data and Data Processing Frameworks:** Overview of big data concepts & technologies, Hadoop ecosystem & MapReduce, Introduction to distributed data processing frameworks (e.g., Spark, Flink), Data streaming & real-time processing, Emerging Trends & Technologies in Database Management, In-memory databases, Graph databases & graph query languages. New SQL databases, Role of artificial intelligence & machine learning in database management

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### Suggested Readings:

1. Silberschatz, A., Korth, H., & Sudarshan, S. (2021). *Database System Concepts* (7th Ed.). McGraw Hill.
2. Sciore, E. (2020). *Database Design and Implementation* (2nd Ed.). Springer.
3. Hoffer, J., Venkataraman, R., & Topi, H. (2019). *Modern Database Management* (13th Ed.). Pearson.
4. Ramez, E., & Shamkant, N. (2017). *Modern Database Management* (7th Ed.). Pearson.
5. Morris, S., & Coronel, C. (2014). *Database Systems: Design, Implementation, & Management* (11th Ed.). Course Technology Inc.

## **MBAEL 353: IT SERVICES AND OUTSOURCING**

### **Course Objectives:**

1. *To provide student with understanding of IT Services and Outsourcing.*
2. *To develop an understanding of various outsourcing relations.*
3. *To provide the skills for IT vendor selection and management*
4. *To provide understanding about IT governance models and compliances*
5. *To give insight about the Outsourcing Challenges, Common challenges in IT outsourcing*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Effectively plan, implement and manage IT services,*
2. *Navigate the complexities of IT outsourcing partnerships.*
3. *Manage IT vendor selection*
4. *Understand various IT governance models and related compliances.*
5. *Understand the key considerations, challenges, and best practices associated with IT services and outsourcing*

### **CONTENT:**

#### **Unit I**

**Introduction to IT Services and Outsourcing:** Overview of IT services and outsourcing, Evolution of IT outsourcing, Types of IT services and providers, IT Sourcing Strategies, Insourcing, outsourcing, and co-sourcing, shared services and captive centers. Cloud computing and as-a-service models (e.g., SaaS, PaaS, and IaaS). IT Outsourcing Models and Contracts

#### **Unit II**

**IT Outsourcing Models and Contracts:** Types of outsourcing relationships (e.g., strategic, tactical), Contract structures (e.g., fixed price, time and materials, performance-based), Service Level Agreements (SLAs) and Key Performance Indicators (KPIs)

#### **Unit III**

**IT Vendor Selection and Management:** Vendor selection criteria and processes, Vendor evaluation and due diligence, Establishing and managing vendor relationships, IT Service Management Frameworks, IT service management best practices (e.g., ITIL, COBIT), Service delivery and support processes, IT service quality and performance measurement

#### **Unit IV**

**Governance, Risk, and Compliance in IT Outsourcing:** IT governance models and structures, Risk management in IT outsourcing, Compliance and regulatory considerations (e.g., data privacy, cybersecurity), IT Outsourcing Project Management, IT project management best practices, Managing projects in outsourced environments, Communication and collaboration in virtual teams

Change Management and Organizational Considerations, Change management in IT outsourcing, Impact of outsourcing on organizational culture and structure, Workforce transition and knowledge transfer, managing

## Unit V

**Outsourcing Challenges:** Common challenges in IT outsourcing (e.g., cost overruns, poor performance, cultural differences), Strategies for addressing outsourcing challenges, Dispute resolution and renegotiation, IT Outsourcing Trends and Future Directions, Emerging trends in IT outsourcing, Role of innovation and digital transformation in outsourcing, Sustainable outsourcing and social responsibility

**Pedagogy:** *Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Readings:**

1. Beulen, E., & Ribbers, P. (2021). *Managing Information Technology Outsourcing* (3rd Ed.). Routledge.
2. Howard, F. (2018). *Rethinking IT Outsourcing* (1st Ed.). Larchmont Publishing.
3. Sanker, G. (2017). *IT Change management: A practitioner's guide* (1st Ed.). Stationery Office Books.
4. Aubert, B., & Rivard, S. (2016). *Information Technology Outsourcing* (1st Ed.). Routledge.
5. Sparrow, E. (2012). *Successful IT Outsourcing: From Choosing a Provider to Managing the Project* (1st Ed.). Springer

## **MBAEL 354: ENTERPRISE SYSTEMS AND APPLICATIONS**

### ***Course Objectives:***

1. To provide student with understanding of Enterprise Systems and Applications specially Enterprise Resource Planning (ERP)
2. *To develop an understanding of Customer Relationship Management (CRM) Systems*
3. To give knowledge about Supply Chain Management (SCM) Systems
4. *To provide understanding about Enterprise Knowledge Management (EKM) Systems*
5. *To provide insight of Cloud-based enterprise systems and services, AI and machine learning.*

### ***Course Outcomes: After attending this course, the students shall be able to:***

1. Analyze architecture, components, and best practices for implementing and managing various types of enterprise systems specially Enterprise Resource Planning.
2. Access various Customer Relationship Management (CRM)
3. Evaluate, select, and implement various popular Supply Chain Management (SCM) Systems
4. *Understand and implement Enterprise Knowledge Management (EKM)*
5. *Use the cloud based enterprise system, AI and machine learning in core business processes.*

### **CONTENT:**

#### **Unit I**

Introduction to Enterprise Systems and Applications, Benefits and challenges of implementing enterprise systems, Types of enterprise systems (e.g., ERP, CRM, SCM)

Enterprise Resource Planning (ERP) Systems: Overview of ERP systems and their components, Key business processes supported by ERP systems, Popular ERP systems (e.g., SAP, Oracle, Microsoft Dynamics)

#### **Unit II**

Customer Relationship Management (CRM) Systems, Overview of CRM systems and their components, Key business processes supported by CRM systems, Popular CRM systems (e.g., Salesforce, Microsoft Dynamics CRM, Hub Spot)

#### **Unit III**

Supply Chain Management (SCM) Systems, Overview of SCM systems and their components, Key business processes supported by SCM systems, Popular SCM systems (e.g., SAP SCM, Oracle SCM, JDA)

#### **Unit IV**

Enterprise Knowledge Management (EKM) Systems: Overview of EKM systems and their components, Key business processes supported by EKM systems, Popular EKM systems (e.g., OpenKM, Documize, eXo)

#### **Unit V**

Cloud-based enterprise systems and services (e.g., SaaS, PaaS, IaaS), Mobile enterprise applications and BYOD (Bring Your Own Device), Artificial intelligence and machine learning in enterprise systems, Internet of Things (IoT) and Industry IV.0

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

**Suggested Readings:**

1. Peelen, E. (2022). *Customer Relationship Management* (1st Ed.). Pearson
2. Misra, S., Mukherjee, A., & Roy, A. (2022). *Introduction to IoT* (1st Ed.). Cambridge University Press.
3. Lisdorf, A. (2021). *Cloud Computing Basics: A Non-Technical Introduction* (1st Ed.). APress.
4. Shekar, S. (2021). *Design Knowledge Management System*. India: Amazon Digital Services LLC – KDP Print US.
5. Husain, S., Ermine, J. (2021). *Knowledge Management System: Concepts, Technologies and Practices*. United Kingdom: Emerald Publishing Limited.
6. Leon, A. (2019). *Enterprise Resource Planning* (4th Ed.). McGraw Hill.
7. Rai, A.K. (2013). *Customer Relationship Management: Concepts & Cases* (2nd Ed.). PHI Learning Pvt. Ltd.

## MBAEL 355: SOCIAL NETWORK ANALYTICS

### **Course Objectives:**

1. *To understand the concept of semantic web and related applications.*
2. *To learn knowledge representation using ontology.*
3. *To extract and mining Data in web social network*
4. *To understand human behaviour in social web and related communities.*
5. *To learn visualization of social networks*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Develop semantic web related applications.*
2. *Represent knowledge using ontology.*
3. *Extract and mining Data in web social network*
4. *Predict human behaviour in social web and related communities.*
5. *Visualize social networks*

### **CONTENT:**

#### **Unit I**

**Introduction to Semantic Web:** Limitations of current Web, Development of Semantic Web, Emergence of the Social Web, Social Network analysis: Development of Social Network Analysis, Key concepts and measures in network analysis, Electronic sources for network analysis: Electronic discussion networks, Blogs and online communities, Web-based networks, Applications of Social Network Analysis.

#### **Unit II**

**Modelling, Aggregating And Knowledge Representation:** Ontology and their role in the Semantic Web: Ontology-based knowledge Representation, Ontology languages for the Semantic Web: Resource Description Framework, Web Ontology Language, Modelling and aggregating social network data: State-of-the-art in network data representation, Ontological representation of social individuals, Ontological representation of social relationships, Aggregating and reasoning with social network data, Advanced representations.

#### **Unit III**

**Extraction And Mining Communities in Web Social Networks:** Extracting evolution of Web Community from a Series of Web Archive, Detecting communities in social networks, Definition of community, Evaluating communities, Methods for community detection and mining, Applications of community mining algorithms, Tools for detecting communities social network infrastructures and communities, Decentralized online social networks, Multi-Relational characterization of dynamic social network communities.

#### **UNIT IV**

**Predicting Human Behaviour And Privacy Issues:** Understanding and predicting human behaviour for social communities, User data management, Inference and Distribution, Enabling new human experiences, Reality mining, Context, Awareness, Privacy in online

social networks, Trust in online environment, Trust models based on subjective logic, Trust network analysis, Trust transitivity analysis, Combining trust and reputation, Trust derivation based on trust comparisons, Attack spectrum and countermeasures.

## **Unit V**

**Visualization And Applications Of Social Networks:** Graph theory, Centrality, Clustering, Node-Edge Diagrams, Matrix representation, Visualizing online social networks, Visualizing social networks with matrix-based representations, Matrix and Node-Link Diagrams, Hybrid representations, Applications, Cover networks, Community welfare, Collaboration networks, Co-Citation networks.

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Books:**

1. Tanmoy Chakraborty (2021), **Social Network Analysis. Wiley**
2. Rokia Missaoui & Idrissa Sarr (2015), **Social Network Analysis - Community Detection and Evolution (Lecture Notes in Social Networks) Hardcover**
3. Furht, B. (2010). Handbook of Social Network Technologies and Applications, 1st Edition, Springer.
4. Mika, P. (2007). Social Networks and the Semantic Web, First Edition, Springer.

## MBAEL 451: SOFTWARE PROJECT MANAGEMENT

### **Course Objectives:**

1. *To make students aware about the Software Project Management & Software Development Life Cycle (SDLC).*
2. *To give understanding on Project Execution and Control*
3. *To develop understanding about Software Quality Assurance and Testing*
4. *To provide knowledge on various Project management software and tools*
5. *To provide understanding about Intellectual property and software licensing.*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *To effectively plan software development projects.*
2. *Understand the Project Execution and Control.*
3. *Analyse Software Quality Assurance and Testing.*
4. *Know various techniques of Project management software and tools.*
5. *Analyse Intellectual property and software licensing and Ethical Considerations.*

### **CONTENT:**

#### **Unit I**

Introduction to Software Project Management: Overview of software projects and their characteristics, Role of the software project manager, Software development life cycle (SDLC), Project Initiation and Planning, Project scope, definition and management, Estimation techniques (e.g., expert judgment, analogy, parametric)

#### **Unit II**

**Project scheduling and resource allocation:** Work Breakdown Structure (WBS) and Gantt charts, Project Execution and Control, Monitoring and controlling project progress, Earned Value Management (EVM) and performance measurement, Change management and configuration control.

Risk management and mitigation, Software Development Methodologies, Traditional (Waterfall) development methodologies, Agile development methodologies (e.g., Scrum, Kanban, Extreme Programming), Hybrid development methodologies, Selecting the appropriate methodology for a project

#### **Unit III**

**Quality Assurance and Testing:** Software quality assurance principles & practices, Software testing techniques (e.g., unit testing, integration testing, system testing), Test planning & test case development, Defect tracking & management, Team Management & Communication

Building & managing software development teams, Leadership styles & skills for software project managers, Communication and collaboration tools and techniques, Conflict resolution and negotiation

#### **Unit IV**

**Software Project Management Tools:** Project management software and tools (e.g., Microsoft Project, Trello, Asana), Version control systems (e.g., Git, Subversion), Continuous integration and continuous deployment (CI/CD) tools (e.g., Jenkins, GitLab CI), Project

Closure and Post-Mortem Analysis, Project closeout procedures, Lessons learned and post-mortem analysis, Project documentation and archiving

## **Unit V**

**Legal and Ethical Considerations in Software Project Management:** Intellectual property and software licensing, Contract management and negotiation, Ethical considerations in software development and project management, Emerging Trends and Challenges in Software Project Management, Global and distributed software development teams, The impact of emerging technologies on software project management (e.g., AI, machine learning, IoT), Future of software project management

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Books:**

1. Hughes, B. (2017). Software Project Management 6e. United Kingdom: McGraw-Hill Education.
2. Software Project Management. (2017). India: Laxmi Publications Pvt Limited.
3. Villafiorita, A. (2016). Introduction to Software Project Management. United States: CRC Press.
4. Murray, A. (2016). The Complete Software Project Manager: Mastering Technology from Planning to Launch and Beyond. Germany: Wiley.
5. Ahmed, A. (2016). Software Project Management: A Process-Driven Approach. United States: CRC Press.
6. Mahfuz, A. S. (2016). Software Quality Assurance: Integrating Testing, Security, and Audit. United Kingdom: CRC Press.

## **MBAEL 452: DECISION SUPPORT SYSTEMS AND EXECUTIVE INFORMATION SYSTEMS**

### **Course Objectives:**

- 1. To understand the fundamentals of Decision Support Systems (DSS), DSS development life cycle and methodologies.*
- 2. To develop proficiency in Executive Information System (EIS) and its various components.*
- 3. To gain knowledge about data warehousing concepts, data integration techniques, data visualization principles, and reporting tools.*
- 4. To explore Group Decision Support Systems, and collaborative decision-making and communication.*
- 5. To stay updated on the latest trends and technologies in Decision Support Systems and Executive Information Systems*

### **Course Outcomes:** After attending this course, the students shall be able to:

- 1. Demonstrate a comprehensive understanding of Decision Support Systems (DSS), its components and DSS development life cycle and methodologies.*
- 2. Apply the concepts of Executive Information System (EIS) in an organization.*
- 3. Implement data warehousing and integration techniques, utilize data visualization principles, and leverage reporting tools.*
- 4. Utilize GDSS and collaboration tools effectively in group decision-making scenarios.*
- 5. Analyze and assess emerging trends and technologies in DSS & EIS.*

### **CONTENT:**

#### **Unit I**

**Introduction to Decision Support Systems (DSS):** Overview of DSS and their role in organizations, Components of DSS (e.g., database, model base, user interface), Types of DSS (e.g., data-driven, model-driven, knowledge-driven), DSS Development and Methodologies

DSS development life cycle and methodologies, DSS design and prototyping, DSS evaluation and maintenance, DSS Modeling and Analysis Techniques: Quantitative and Qualitative models and techniques, Sensitivity and scenario analysis.

#### **Unit II**

**Introduction to Executive Information Systems (EIS):** Overview of EIS and their role in organizations, Components of EIS (e.g., data warehouse, data visualization, reporting), Relationship between EIS and DSS, EIS Development and Implementation, EIS development life cycle and methodologies, EIS design and prototyping, EIS evaluation and maintenance

#### **Unit III**

**Data Warehousing and Data Integration:** Overview of data warehousing concepts, ETL (Extract, Transform, Load) processes, Data integration techniques and tools, Data Visualization and Reporting, Principles of data visualization and dashboard design, Reporting and data visualization tools (e.g., Tableau, Power BI, QlikView), Key performance indicators (KPIs) and performance measurement

#### **Unit IV**

**Business Intelligence (BI) and Analytics:** Overview of BI and analytics concepts Data mining and predictive analytics techniques, Big data analytics and tools (e.g., Hadoop, Spark), Group Decision Support Systems (GDSS) and Collaboration Tools, GDSS's role in organizations, GDSS technologies and tools (e.g., brainstorming, voting, ranking), Collaborative decision-making and communication

## **Unit V**

Emerging Trends and Technologies in DSS and EIS, Artificial intelligence and machine learning in DSS and EIS, Mobile decision support and EIS, Cloud-based DSS and EIS, Future directions in DSS and EIS research and practice

***Pedagogy:** Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Books:**

1. Bhatia, P. (2019). Data Mining and Data Warehousing: Principles and Practical Techniques. India: Cambridge University Press.
2. Charulatha, B.S. (2018). Data Mining and Data Warehousing. India, Charulatha Publications Private Limited.
3. Sauter, V. L. (2014). Decision Support Systems for Business Intelligence. Germany: Wiley.
4. Goyal, A. P. (2014). Management Information Systems: Managerial Perspectives, 4th Edition. India: Vikas Publishing House.
5. Chopra, B., Krishan, B., Bhambri, V. (2014) Business Analytics. India: Khanna Publishing House.

## MBAEL 453: INFORMATION SYSTEMS STRATEGY

### **Course Objectives:**

1. *To understand the strategic importance of IT in organizations and knowing about the frameworks for aligning IT and business strategies.*
2. *To develop skills in IT investment evaluation and prioritization.*
3. *To acquire knowledge about enterprise architecture principles and its components.*
4. *To gain insights into the role of data and analytics in organizational strategy.*
5. *To understand digital business models and strategies as well as KPIs.*

### **Course Outcomes:** After attending this course, the students shall be able to:

1. *Demonstrate a comprehensive understanding of the strategic importance of IT in organizations and properly align IT and business strategies.*
2. *Apply IT portfolio management techniques, and gain proficiency in IT service management.*
3. *Implement enterprise architecture principles and effectively apply IT sourcing strategies and manage IT vendors.*
4. *Utilize data and analytics strategies in organizational contexts and gain insights into digital transformation principles.*
5. *Analyse and assess digital business models and strategies, manage innovation in IT, measure IT performance and optimally review IT strategy.*

### **CONTENT:**

#### **Unit I**

**Introduction to Information Systems Strategy:** Overview of information systems, Strategic importance of IT in organizations, IT and competitive advantage, Business and IT Alignment, Frameworks for aligning IT and business strategies (e.g., strategic alignment model, balanced scorecard), IT governance models and structures, Role of the Chief Information Officer (CIO), IT Strategy Development, IT strategic planning process, Identifying IT goals and objectives, Assessing IT capabilities and resources

#### **Unit II**

**Developing an IT roadmap:** IT Portfolio Management, IT investment evaluation and prioritization, IT project portfolio management, IT risk management, IT Service Management, IT service management frameworks (e.g., ITIL, COBIT), IT service delivery and support, IT service quality and performance measurement

#### **Unit III**

**Enterprise Architecture:** Principles and components of enterprise architecture, Enterprise architecture frameworks (e.g., TOGAF, Zachman), Designing and implementing enterprise architecture, IT Sourcing and Vendor Management, IT sourcing strategies (e.g., insourcing, outsourcing, co-sourcing), IT vendor selection and management, IT outsourcing models and contracts, Cloud computing and its impact on IT sourcing

#### **Unit IV**

**Data and Analytics Strategy:** Role of data and analytics in organizational strategy, Data management and governance, Business intelligence and analytics tools and technologies, Big data and advanced analytics (e.g., machine learning, AI),

Digital Transformation and Innovation, Principles of digital transformation, Emerging technologies and trends (e.g., AI, IoT, blockchain, cybersecurity), Implications of Data Security

## **Unit V**

**Digital business models and strategies:** Innovation management in IT, IT Strategy Implementation and Monitoring, Change management and organizational culture, IT performance measurement and KPIs, IT strategy review and continuous improvement

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### **Suggested Books:**

1. Arnold, I. (2022). *Enterprise Architecture Function: A Pattern Language for Planning, Design and Execution*. Switzerland: Springer International Publishing.
2. Ekman, P. (2021). *Management and Information Technology After Digital Transformation*. United Kingdom: Taylor & Francis.
3. Pearlson, K. E., Saunders, C. S., Galletta, D. F. (2019). *Managing and Using Information Systems: A Strategic Approach*. United Kingdom: Wiley.
4. Kaplan, J. (2018). *Strategic IT Portfolio Management: Managing Enterprise Transformation*. United Kingdom: CreateSpace Independent Publishing Platform.
5. Morabito, V. (2015). *Big Data and Analytics: Strategic and Organizational Impacts*. Germany: Springer International Publishing.
6. Minelli, M., Chambers, M., Dhiraj, A. (2013). *Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses*. United Kingdom: Wiley.

## **MBAEL 454: INFORMATION SYSTEMS AUDITING AND CONTROL**

### **Course Objectives:**

1. *To make students understand the fundamental concepts of IS auditing and control.*
2. *To make students gain knowledge about auditing network and infrastructure security,*
3. *To help students acquire skills in auditing application systems.*
4. *To help students gain knowledge about auditing business continuity planning and management and also develop skills in IS audit reporting.*
5. *To explore emerging trends and challenges in IS auditing,*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Demonstrate a comprehensive understanding of IS auditing and control concepts.*
2. *Apply information systems controls, including general controls, application controls, and environmental and physical controls.*
3. *Implement auditing practices for application systems, including auditing commercial off-the-shelf (COTS) and custom-developed applications.*
4. *Conduct audits of business continuity planning and management and prepare audit reports, communicate findings, provide recommendations for control improvements, and effectively follow up on audit findings.*
5. *Analyse and assess emerging trends and challenges in IS auditing, including cybersecurity risks and auditing Internet of Things (IoT).*

### **CONTENT:**

#### **Unit I**

**Introduction to Information Systems Auditing and Control:** Overview, Role of the IS auditor, IS audit process and its objectives, IS Auditing Standards and Frameworks (e.g., ISACA, ISO/IEC), Control frameworks (e.g., COBIT, ITIL, COSO), Compliance with legal and regulatory requirements (e.g., GDPR, HIPAA, Sarbanes-Oxley)

IS Audit Planning and Risk Assessment, Audit planning and scope definition, Risk assessment and materiality, Audit sampling and testing methodologies, IT Governance and Management, IT strategic planning and alignment with business objectives, IT resource management and performance measurement

#### **Unit II**

**Information Systems Controls:** General controls (e.g., access control, change management, backup and recovery), Application controls (e.g., input, processing, output controls), Environmental and physical controls (e.g., data center security, disaster recovery)

IT Infrastructure and Operations Auditing: Network and infrastructure security auditing, Operating systems and database management system auditing, Cloud computing and virtualization auditing,

#### **Unit III**

**Application Systems Auditing:** Application development and maintenance auditing, Software acquisition and implementation auditing, Auditing commercial off-the-shelf (COTS) and custom-developed applications, Information Security Auditing, Information

security management and governance, Security policies, procedures, and standards, Incident response and management

#### **Unit IV**

**Business Continuity and Disaster Recovery Auditing:** Business continuity planning and management, Disaster recovery planning and testing, Backup and recovery strategies and technologies, IS Audit Reporting and Follow-Up, Audit report preparation and communication, Recommendations for control improvements, Audit follow-up and corrective action monitoring

#### **Unit V**

**Emerging Trends and Challenges in IS Auditing:** Cybersecurity risks and auditing, Auditing Internet of Things (IoT) and mobile devices, Impact of artificial intelligence and machine learning on IS auditing

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

#### **Suggested Books:**

1. Evans, A. (2022). *Enterprise Cybersecurity in Digital Business: Building a Cyber Resilient Organization*. United Kingdom: Taylor & Francis
2. Peret, P. (2022). *Information System Audit: How to Control the Digital Disruption*. United States: CRC Press.
3. Davis, R. E. (2021). *Auditing Information and Cyber Security Governance: A Controls-Based Approach*. United States: CRC Press.
4. Belaisaoui, M., Sahid, A., Maleh, Y., Alazab, M. (2021). *IT Governance and Information Security: Guides, Standards and Frameworks*. (n.p.): CRC Press.
5. Otero, A. R. (2018). *Information Technology Control and Audit*, Fifth Edition. United States: CRC Press.
6. Ahmed, A., Hingarh, V. (2013). *Understanding and Conducting Information Systems Auditing*. Germany: Wiley.
7. Weber, R. (2007). *Information Systems Control and Audit*. Pearson Education.

## **MBAEL 455: ARTIFICIAL INTELLIGENCE AND BUSINESS**

### **Course Objectives:**

1. *To understand the application of artificial intelligence (AI) in the business world.*
2. *To get insight about the Natural Language Processing (NLP), Text Analytics, Computer Vision and Image Recognition.*
3. *To provide understanding about the AI in Marketing, Customer Analytics, Operations, Supply Chain Management and Financial Services*
4. *To make students aware about the Ethical and Social Implications and challenges in implementing AI*
5. *To get comprehending understanding of AI Governance, Regulation and Future trends*

### **Course Outcomes:** *After attending this course, the students shall be able to:*

1. *Demonstrate a comprehensive understanding of AI and its applications in contemporary business world.*
2. *Apply NLP techniques, including sentiment analysis, text classification, and text generation and also utilize computer vision techniques for image classification, object detection, and understand their applications.*
3. *Implement AI-powered Marketing, Financial services, Operations management and Supply Chain management in the organisation.*
4. *Evaluate ethical considerations in AI algorithms and analyse the impact of AI on employment and society.*
5. *Analyze legal and ethical frameworks for AI, industry standards, and guidelines and also stay updated on future trends in AI*

### **CONTENT:**

#### **Unit 1**

**Introduction to Artificial Intelligence, Machine learning and its Business Implications:** Definition, history, and evolution of AI; AI applications in different industries; Introduction to machine learning algorithms; Supervised, unsupervised, and reinforcement learning, Data preprocessing and feature engineering; Business opportunities and challenges posed by AI; AI-driven business models; Strategic implications of AI adoption.

#### **Unit 2**

**Natural Language Processing (NLP), Text Analytics, Computer Vision and Image Recognition:** Introduction to NLP and its application; Sentiment analysis and text classification; Text generation and chatbots; Understanding computer vision and its role in business; Image classification and object detection.

#### **Unit 3**

**AI in Marketing, Customer Analytics, Operations, Supply Chain Management and Financial Services:** AI-powered customer segmentation, Personalization and recommendation systems; Predictive analytics for customer behaviour; AI optimization techniques for operations, Predictive maintenance and quality control; Supply chain analytics and demand forecasting; AI in investment and portfolio management, Fraud detection and risk assessment Algorithmic trading and robo-advisors

## Unit 4

**Ethical and Social Implications and challenges in implementing AI:** Bias and fairness in AI algorithms; Privacy and data protection concerns; AI's impact on employment and society; Organizational challenges in implementing AI; Change management and workforce upskilling; Evaluating AI projects and measuring success

## Unit 5

**AI Governance, Regulation and Future trends:** Legal and ethical frameworks for AI, Industry standards and guidelines; Government policies and regulations; Reinforcement learning and advanced AI techniques; AI and Internet of Things (IoT); AI's role in emerging technologies (e.g., blockchain, quantum computing)

*Pedagogy: Case Studies, Discussions, PowerPoint Presentations, Projects, Field visits.*

### Suggested Books:

1. Patel, A. A., Arasanipalai, A. U. (2021). Applied Natural Language Processing in the Enterprise. (n.p.): O'Reilly Media.
2. Finlay, J. (2020). An Introduction To Artificial Intelligence. United Kingdom: CRC Press.
3. Chakraborty, U. (2020). Artificial Intelligence for All: Transforming Every Aspect of Our Life. India: BPB PUBN.
4. Chesterton, S. (2019). Artificial Intelligence and Machine Learning for Business: How Modern Companies Approach AI and ML in Their Business and how AI and ML are Changing Their Business Strategy. United Kingdom: Independently Published.
5. Sterne, J. (2017). Artificial Intelligence for Marketing: Practical Applications. Germany: Wiley.
6. Rodrigues, M., Teixeira, A. (2015). Advanced Applications of Natural Language Processing for Performing Information Extraction. Germany: Springer International Publishing.