

Master of Business Administration

Course Structure & Syllabus (1st to 4th Semester)



**Department of Management Studies National
Institute of Technology Hamirpur
Hamirpur (HP)–177005, India**

(Implemented from AY-2024-25 onwards)

Course Structure of Master of Business Administration (MBA)

SEMESTER-I

Sr.No.	Course No.	Course Name	Teaching Schedule			Hours/ week	Credit
			L	T	P		
1	MB-611	Management Principles and Organizational Behavior	4	0	0	4	4
2	MB-612	Business Analytics	4	0	0	4	4
3	MB-613	Management & Cost Accounting	4	0	0	4	4
4	MB-614	Marketing Management	4	0	0	4	4
5	MB-615	Production & Operations Management	4	0	0	4	4
6	MB-616	Decision Science Lab	0	0	2	2	1
Total			20	0	2	22	21

SEMESTER-II

Sr.No	Course No.	Course Name	Teaching Schedule			Hours/ week	Credit
			L	T	P		
1	MB-621	Consumer Behavior	4	0	0	4	4
2	MB-622	Legal Environment of Business	4	0	0	4	4
3	MB-623	Human Resource Management	4	0	0	4	4
4	MB-624	Corporate Finance	4	0	0	4	4
5	MB-625	Managerial Computational Lab	0	0	2	2	1
6	MB-70X	Institute Elective*	4	0	0	4	4
Total			20	0	2	22	21

* Institute open elective is to be offered by DoMS for other master degree students

- After 2nd semester, students are required to go for an Industrial training during the summer break for a period of 6-8 weeks.

SEMESTER-III

Sr.No	Course No.	Course Name	Teaching Schedule			Hours/ week	Credit
			L	T	P		
1	MB-631	International Business	4	0	0	4	4
2	MB-632	Strategic Management	4	0	0	4	4
3	MB-633	Research Methodology	4	0	0	4	4
4	MB-634	Managerial Economics	4	0	0	4	4
5	MB-7MN	Programme Elective-I	3	0	0	3	3
6	MB-7MN	Programme Elective-II	3	0	0	3	3
7	MB-796	Industrial Training *	-	-	-	-	2
Total			22	0	0	22	24

* To present the learning/experiences gained and/or project done during the Industrial Training done after the 2nd Semester

Programme Elective-I & II: List of Programme Electives is given in the Annexure.

SEMESTER-IV

Sr.No	Course No.	Course Name	Teaching Schedule			Hours /Week	Credit
			L	T	P		
1	MB-7MN	Programme Elective-III	3	0	0	3	3
2	MB-7MN	Programme Elective-IV	3	0	0	3	3
3	MB-7MN	Programme Elective-V	3	0	0	3	3
4	MB-7MN	Programme Elective-VI	3	0	0	3	3
5	MB-7MN	Programme Elective-VII	3	0	0	3	3
6	MB-7MN	Programme Elective-VIII	3	0	0	3	3
7	MB-799	Major Project	-	-	-	-	6
Total			18	0	0	18	24

Programme Elective-III to VIII: List of Programme Electives is given in the Annexure.

ANNEXURE
LIST OF PROGRAMME ELECTIVES

Institute Elective

Sr.No.	Course No.	Course Name
1	MB-701	Commercial Law
2	MB-702	Research Methods and Statistics
3	MB-703	Business Accounting

- Programme Elective- I (3rd Semester) and Programme Electives- III to V (4th Semester) will be selected from any one of the available four specializations
- Programme Elective- II (3rd Semester) and Programme Electives- VI to VIII (4th Semester) will be selected from any one of the available three specializations

Programme Elective (3rd and 4th Semester)

Sr.No.	Course No.	Course Name
1	MB-711	Product and Brand Management
2	MB-712	Advertising Management
3	MB-713	Sales and Distribution Management
4	MB-714	International Marketing
5	MB-715	Digital Marketing
6	MB-716	Marketing Research
7	MB-717	Services Marketing
8	MB-718	Retail Management
9	MB-719	E-Commerce
10	MB-720	Financial Risk Management
11	MB-721	Security Analysis and Portfolio Management
12	MB-722	Financial Institutions and Services
13	MB-723	Behavioral Finance
14	MB-724	Project Management Control
15	MB-725	Fixed Income Securities
16	MB-726	International Financial Management
17	MB-727	Corporate Structuring and Valuation
18	MB-728	Smart Operation in Industry 4.0
19	MB-729	Services Operations Management
20	MB-730	Six Sigma and Lean Manufacturing
21	MB-731	Product Lifecycle Management
22	MB-732	Operations Strategy
23	MB-733	Warehouse Operations
24	MB-734	Logistics and Supply Chain Management
25	MB-735	Total Quality Management
26	MB-736	Productivity Management
27	MB-737	Personality Development and Leadership
28	MB-738	Industrial Relations and Labor Laws

29	MB-739	Performance and Compensation Management
30	MB-740	Training Development and Professional Growth
31	MB-741	Organizational Change and Development
32	MB-742	Negotiation and Counseling
33	MB-743	Strategic Human Resources Management
34	MB-744	Human Resource Development

Syllabus:
MBA I Semester
Core Courses

Course Name: **Management Principles and Organizational Behavior**
Course Code: **MB-611**
Course Type: **Core**

Contact Hours/Week: **4L** Course Credits: **04**

Course Objectives

- Cover the basic concepts of management and identify the key competencies needed to be an effective manager.
- Understand individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.
- Understand the organizational system, including organizational structures, culture, human resources, and change

Course Content

Basics of Management, Development and evolution of management thoughts, Nature and Functions of management, managerial skills, roles & functions; The Nature and Purpose of Planning, Objectives, Strategies, Policies, and Planning premises, Importance of Planning, Concept and Techniques of Forecasting, Strategic and Tactical Decisions, Decision Making Process, Rationality and Creativity in Decision Making; Organizing - Meaning of organization, Organization structure, Span of management, Line and staff relationship, Departmentalization, Delegation-Centralization and decentralization of authority, Directing & Controlling- Principle of directing, Essence of coordination, Planning and Control, different techniques for planning and control.

Organizational Behavior (OB): Concept, nature, conceptual foundations, disciplines that contribute to the field of OB, challenges & Opportunities for OB, attitudes & job satisfaction, values and its dimensions; Personality: Concept, nature, types and theories of personality shaping (MBTI and Big Five Model), other personality types. Perception: Concept, nature, process, importance, management and behavioral applications of perception, errors in perception, perception and decision making, errors in decision making; Motivation: Concept, principles, theories – content, process & contemporary, Monetary and non- monetary motivation, applications of motivation. Leadership: Concept, functions, styles, and theories of leadership-trait, behavioral, and situational; Group Dynamic: Definition of Group, stages of Group Development, Punctuated Equilibrium Model, Group Structure, Group Decision Making, understanding work teams; Organizational power, concept of power, sources of power, classification of power, contrasting leadership & power, dependence a key to power. Organizational Conflict: views of conflict, conflict process, negotiation & bargaining strategies. Managing Change, concept of change, change as a natural process, Importance & Causes of change – social, economic, and technological, managing change.

Course Outcomes

- Upon successful completion of the course, the students will be able to
- CO1: Discuss and communicate the management evolution and how it will affect future managers.
 - CO2: Practice the process of management's four functions: planning, organizing, leading, and controlling.
 - CO3: Analyze management issues as related to organizational behavior.
 - CO4: Examine the differences and similarities between leadership, power, and management.
 - CO5: Assess the impact that these behavioral dynamics play on the behavior within organization.

Books and References

1. Essentials of Management by Koontz H., Wehrich H., Tata Mc Graw Hill.
2. Fundamentals of Management: Essential Concepts and Applications by Robbins S.P. and Decenzo D.A., Pearson Education.
3. Organizational Behavior by Robbins, S.P., Prentice Hall of India.
4. Organizational Behavior by Luthans, F., McGraw Hill.
5. Human Behavior at Work: Organizational Behavior by Davis, K., Tata McGraw-Hill Publishing Co.

Course Name: Business Analytics	
Course Code: MB-612	
Course Type: Core	
Contact Hours/Week: 4L	Course Credits: 04
Course Objectives	
<ul style="list-style-type: none"> • To give an exposure to statistical and operations research techniques to support business decisions. • To learn to calculate and apply measures of location and measures of dispersion • How to apply discrete and continuous probability distributions to various business problems. • Perform Test of Hypothesis and understand the concept of p-values • Learn important parametric as well as non-parametric test for Independence as well as Goodness of Fit. • To learn the concept of Linear programming and its uses in decision making 	
Course Content	
<p>Introduction to basic statistics (measures of central tendency, measures of dispersion, measures of shape and relative location - Skewness and Kurtosis), Chebyshev's Theorem; Probability: Theory of Probability, Addition and Multiplication Law, Bayes' Theorem Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions; Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation; Linear Programming: Formulation and applications, solution through graphical method and Simplex method, sensitivity analysis, Transportation and assignment problems. Data analytics – introduction to analytics, sources of data, data quality issues, dealing with incomplete or missing data, data classification; Analytics - Descriptive analytics, predictive analytics (univariate and multivariate analysis).</p>	
Course Outcomes	
Upon successful completion of the course, the students will be able to	
CO1: Explain basic statistical concepts and OR techniques	
CO2: Explain measures of central tendency, dispersion and asymmetry, correlation and regression analysis & Linear Programming.	
CO3: Independently calculate basic statistical parameters (mean, measures of dispersion, correlation coefficient, indexes)	
CO4: Based on the acquired knowledge to interpret the meaning of the calculated statistical indicators	
CO5: Choose a statistical and OR method for solving practical problems	
Books and References	
<ol style="list-style-type: none"> 1. Statistics for Management by Levin and Rubin, Pearson. 2. Statistical Techniques in Business and Economics by Lind, Marchal, Wathen, McGraw Hill. 3. Operations Research by Sharma, J.K., Pearson. 4. Operations Research - An Introduction by Taha, H., Prentice-Hall. 5. Business Statistics by Sharma J.K., Pearson Education. 	

Course Name: Management and Cost Accounting	
Course Code: MB-613	
Course Type: Core	
Contact Hours/Week: 4L	Course Credits: 04
Course Objectives	
<ul style="list-style-type: none"> • To familiarize the students with financial statements and principles underlying them and to develop their skills in reading Annual Reports. • To acquaint them in brief with accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications. • To lay a foundation for developing their skills in interpreting financial statements. 	
Course Content	
<p>Meaning and characteristics of accounting, Generally Accepted Accounting Principles, Concepts and Conventions, Systems of Accounting, Journalizing Transactions, Rules of Debit and Credit, Relationship between Journal and Ledger, Trial Balance- methods of preparing a Trial balance. Concept of Depreciation, Causes, Features, Meaning and Methods of Depreciation. Financial Statements: Meaning, Types, Nature and Limitations of Financial Statements, Analysis and Interpretation of Financial Statements, Steps Involved in Financial Statements Analysis, Ratio Analysis, Classification of Ratios, Fund Flow Statement, Preparation of Fund Flow Statement, Cash Flow Statement.</p> <p>Basic cost Concepts, Inventory Valuation, Budgetary control – meaning, need, objectives, types; Standard costing and variance analysis (Materials, labor); marginal costing and its application in managerial decision making. Meaning, objectives and importance of Cost Accounting, differentiation between Cost and Financial Accounting, ways of classifying costs, Unit or Output Costing, Cost Sheet preparation. Material Costing: meaning, objectives and essential requirements of inventory control, material classification, techniques of Inventory Control: ABC Technique, VED analysis and Inventory levels (minimum, maximum and reorder levels) and Economic Order Quantity (EOQ), different methods of pricing material issues (FIFO, LIFO and Simple Average method).</p>	
Course Outcomes	
<p>Upon successful completion of the course, the students will be able to</p> <p>CO1: Critically analyze and provide recommendations to improve the operations of organizations through the application of management accounting techniques;</p> <p>CO2: Demonstrate the need for a balance between financial and non-financial information in decision making, control and performance evaluation applications of management accounting;</p> <p>CO3: Demonstrate mastery of costing systems, cost management systems, budgeting systems and performance measurement systems.</p> <p>CO4: Evaluate complex ideas and tolerate ambiguity in managerial and organizational problem-solving.</p>	
Books s and References	
<ol style="list-style-type: none"> 1. Accounting for Management by Maheshwari, S.N., Maheshwari, S.K., Vikas Publishing House. 2. Management Accounting by Khan, M.Y. and Jain, P.K., McGraw Hill. 3. Accounting for Managers by Singhal, A.K. and Ghosh Roy, H.J., JBC Publishers, New Delhi. 4. Management Accounting by Pandey, I.M., Vikas Publishing House. 5. Advanced Cost Accounting by Jain, S.P and Narang, K.L., Kalyani Publishers. 	

Course Name: Marketing Management	
Course Code: MB-614	
Course Type: Core	
Contact Hours/Week: 4L	Course Credits: 04
Course Objectives	
<ul style="list-style-type: none"> • To impart knowledge about the basic concepts of marketing, marketing mix and its strategies. • To introduce the fundamental concepts of marketing relevant to micro and macro environment and consumer behavior • To enable students to understand the factors related to product and pricing mix, distribution and communication channels 	
Course Content	
<p>Marketing Concept: Definitions, importance, scope & core concepts of marketing: need, wants and demands; segmentation, targeting and positioning; offering and brand, impression and engagements; value and customer satisfaction; marketing channels; Philosophies of marketing management- the production, the product, the selling, the marketing, the holistic marketing concept; Concepts and components of marketing mix; Marketing management tasks; Micro and macro marketing environment; Customer value and Consumer behavior: The value delivery process; The value chain; Strategic business units and growth assessment; The Customer: Customer life cycle and stages; Consumer buying behavior, Consumer buying decision process, Organizational buying behavior, consumer and industrial markets; Products and Pricing: The basic concepts of a product; product mix and product line decisions; branding decisions; new product development process; innovation diffusion process, Product life cycle strategies; Pricing: meaning and significance of price; factors influencing pricing; general pricing approaches; pricing practices and strategies; Distribution and Communication: Marketing channels and its functions; Channel design decisions; designing marketing channel; Integrated marketing communication, concepts and elements of promotion mix; deciding the promotion mix; Basics of international marketing; Emerging issues and trends in Marketing</p>	
Course Outcomes	
Upon successful completion of the course, students will be able to	
CO1: Understand basic concepts of marketing and its components	
CO2: Describe business problems with respect to cross cultural differences in consumers taste and preferences	
CO3: Apply marketing strategies with respect to marketing in solving real life business problems	
CO4: Assess the results obtained by solving above problems	
Books and References	
<ol style="list-style-type: none"> 1. Marketing Management by Kotler, P. and Keller, K.L, Pearson. 2. International Marketing by Srinivasan, R., Prentice Hall of India. 3. Marketing Management by Saxena, R., McGraw Hill. 4. Marketing: A Managerial Introduction by Gandhi, J.C., McGraw Hill. 5. Principles of Marketing by Kotler, P., Prentice Hall of India. 6. Marketing Management by Raju, J.K. and Patil, H., Himalaya. 7. Marketing Management-Indian Cases by Gupta, P., Aggarwal, A., Majra, H., Pearson. 	

Course Name: Production and Operations Management	
Course Code: MB-615	
Course Type: Core	
Contact Hours/Week: 4L	Course Credits: 04
Course Objectives	
<ul style="list-style-type: none"> • Students learn how PPC deals with setting goals for production and also Preparation of Production plan • To enable students to understand the principles, practices and areas of application in production planning and control. • Learn what is forecasting, the steps in forecasting, problems in method of exponential smoothening problems 	
Course Content	
<p>Overview of Production and Operation Management: Brief history of Production and Operation Management, Service Revolution: Definition, Factors Affecting Operations Management, Role- Scope and Function of Production and Operation Management, Criteria of Performance for the Production and Operation Management, Operation Strategies, Effect of Growth of Service Sector on Operations Management; Functional Subsystems of Organizations: Definition, Systems of Production System; Flow - Job - Batch Manufacturing, Strategic Management and Productivity Enhancement, Corporate Strategies: Generic Competitive & Functional Strategies, GDP and its Impact, World class Manufacturing; Demand Forecasting: Introduction, The Strategic Importance of Forecasting, Benefits, Cost implications and Decision making using forecasting, Qualitative Forecasting Methods (Educated Guess, Consensus, Delphi Method, Historical Analogy, Market Research) Quantitative Forecasting (Linear Regression, Moving Average, Weighted Moving Average, Exponential Smoothing with Numerical); Facility Location and Facility Layout: Facility Location, Factors Affecting Location Decisions, Quantitative Techniques in Facility Location (Factor Rating Method, Centre of Gravity Method, Load Distance Method, Break Even Analysis Method), GIS in Plant Location, Facility Layout: Principles of Facility Layout, Types of Layout (Process Layout, Product or Line Layout, Fixed Position Layout), Concepts of Line Balancing, Merits and Demerits of Product and Process Layout; Production Planning and Control: Concepts of Capacity Planning, Aggregate Planning, Master Production Scheduling, Concepts of Push System & Pull System, Job Shop Scheduling and its Criteria (Mean Flow Time, Mean Tardiness, Number of Tardy Jobs), Single Processor Job Shop Scheduling (Due Date Method, Shortest Processing Time Method). Concepts of two machines scheduling (Johnson's Rule); Inventory Management: Introduction to Supply Chain Management & Logistics Management, Basic Concepts, Lead time, Safety Stock, Elements of Inventory Costs, ABC Analysis, Concepts of Inventory Models, Fixed Order Quantity Model, Fixed Order Period Model, EOQ Model, EOQ with Quantity Discount.</p>	
Course Outcomes	
Upon successful completion of the course, the students will be able to	
CO1: Apply the decision models to various real time problems.	
CO2: Solve and analyze problems using different forecasting techniques.	
CO3: Evaluate and rank capacity locations, plan and schedule production by solving the problems	
Books and References	
<ol style="list-style-type: none"> 1. Modern Production/ Operations Management by Buffa, E.S., Sarin R.K., John Wiley & Sons. 2. Production and Operations Management by Chary S.N., McGraw Hill. 3. Operations Management by Heizer, J., Reader, B., Rajashekharan, J., Pearson. 4. Operations Management -Theory and Practice by Mahadevan, B., Pearson. 	

Course Name: Decision Science Lab	
Course Code: MB-616	
Contact Hours/Week: 2P	Course Credits: 02
Course Objectives	
<ul style="list-style-type: none"> • To provide skills for working on data with the help of basic and advanced analytical software • To provide skills entering, processing and synthesizing the data • To enable the students to use and interpret results of univariate analysis 	
List of Practical	
<ol style="list-style-type: none"> 1. Working with data – entry and editing 2. Processing and synthesizing the data and checking of descriptive statistics. 3. Working through the above techniques with the help of advanced analytical tools 4. Analyzing the data with the help of advanced analytical tools 5. Drawing inferences and conclusions to practical business problems based on output of the tools 	
Course Outcomes	
Upon successful completion of the course, the students will be able to	
CO1: Understand the basics of data entry and editing	
CO2: Develop the understanding of skills required for processing and analysis of data	
CO3: Able to work with and interpret the data related to practical business problems	

Syllabus:
MBA II Semester
Core Courses

Course Name: Consumer Behavior	
Course Code: MB-621	
Course Type: Core	
Contact Hours/Week: 4L	Course Credits: 04
Course Objectives	
<ul style="list-style-type: none"> • To understand various components consumer behavior and its application in different areas of marketing • To explain the relevant concepts upon which the discipline of consumer behavior is based and • To illustrate how consumer behavior concepts are used by marketing practitioners to develop and implement effective marketing strategies 	
Course Content	
<p>Introduction: Definition, market analysis components, reasons for studying consumer behavior, relationship between consumer behavior and behavioral sciences; applications of consumer behavior in different areas of marketing; Motivation & Consumer Behavior: Motivation theories and their application; measurement of motivation and motivation research; Consumer perspectives- Psychological perspectives and Sociological perspectives; Culture, Subcultures, Social Class, Reference Group and Family Influences on Consumer Behaviour, Family life cycle; Diffusions of Innovations; Meaning and application of perception; application of absolute and differential threshold in consumer behavior; Meaning and nature of personality; Personality theories and their application; self-concept; Consumer Learning and consumer research; attitudes and their characteristics; different models of attitudes; measurement of attitudes; Communication and Decision Making: Structure and process and communication; audience and source dimensions in consumer communication; medium and source dimensions; consumer decision making views; Consumer Decision Process; Family decision making; Meaning, scope and characteristics of organizational markets; industrial markets and its features; types of industrial buying decision process; Cross cultural consumer behavior-an international perspective.</p>	
Course Outcomes	
Upon successful completion of the course, students will be able to	
CO1: Understand different facets of consumer behavior	
CO2: Relate theories of motivation and perception to the real business situation as applied in consumer behavior	
CO3: Acquaint themselves with the communication and consumer decision making	
CO4: Acquaint themselves about the application of consumer behavior in special types of markets	
Books and References	
<ol style="list-style-type: none"> 1. Consumer Behavior by Schiffman, L.G., Kanuk, L. and Joseph, W., Pearson. 2. Consumer Behaviour and Advertising Management by Khan, M., New Age International Publishers. 3. Consumer Behavior: Building Marketing Strategy by Hawkins, M., McGraw Hill. 4. Consumer Behaviour by Batra, S.K. and Kazmi, S.H.H., Excel Books. 5. Marketing Management by Kotler, P. and Keller, K.L, Pearson. 6. International Marketing by Srinivasan, R., PHI. 	

Course Name: Legal Environment of Business	
Course Code: MB-622	
Course Type: Core	
Contact Hours/Week: 4L	Course Credits: 04
Course Objectives	
<ul style="list-style-type: none"> • Discusses fundamental concepts, principles, and rules of law that apply to business transactions. • To discuss the function and operation of the courts, business crimes, contract law etc. • The application of the Uniform Commercial Code to business activities and recent developments in business law, such as cyber law and electronic commerce etc. 	
Course Content	
<p>The Indian Contract Act, 1872: Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Breach of Contract, Damages for breach of a contract, Quasi contracts. Special contracts – indemnity & guarantee, bailment and pledge; The Sale of Goods Act, 1930: Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach. The Negotiable Instrument Act, 1881: Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheque, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheque, Bouncing of Cheque; The Companies Act, 1956: Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up. The Consumer Protection Act, 1986: Aims and Objects of the Act, Redressal Machinery under the Act, Procedure for complaints under the Act, Remedies and Appeals, Enforcement of orders and Penalties; The Indian Partnership Act, 1932: Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms; The Information Technology Act, 2000; The Right to Information Act, 2005- Salient features, Obligation and Designation of Public Information officer, Duties of a PIO.</p>	
Course Outcomes	
Upon successful completion of the course, the students will be able to	
CO1: Demonstrate an understanding of the Legal Environment of Business.	
CO2: Apply basic legal knowledge to business transactions.	
CO3: Communicate effectively using standard business and legal terminology	
Books and References	
<ol style="list-style-type: none"> 1. General Laws & Procedures by Kapoor, N.D. and Rajni A., Sultan Chand & Sons. 2. Business Law by Kuchhal, M.C., Vikas Publication. 3. Business Law including Company Law by Gulshan, S.S., Excel Books. 4. Principles of Mercantile Law by Singh, A., Eastern Book Company 	

Course Name: Human Resource Management	
Course Code: MB- 623	
Course Type: Core	
Contact Hours/Week: 4L	Course Credits: 04
Course Objectives	
<ul style="list-style-type: none"> • To provide an overview of human resource management and the role it plays in organizations. • To teach the basic principles of human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively • To providing a basic legal and conceptual framework for managers, the course will introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today’s increasingly complex workplace. 	
Course Content	
<p>Nature of personnel management: and its evolution into HRM; historical context in India and abroad, understanding the nature & scope of HRM, context of HRM, integrating HR strategy with business strategy; Human resources planning: nature, importance of HRP. Factors affecting HRP, the process, barriers, human resources information systems (HRIS), HR accounting and audit, analysis of work, designing jobs and analysis; job analysis, its process & methods, job design, recruiting talent; nature, purpose & importance of recruitment, factors governing recruitment, process, evaluation & control, philosophies of recruitment, selecting right talent; nature, process, methods, barriers & evaluation; Training and development: orientation its evaluation and problems, training & development; nature of T&D, inputs to T&D, training process, making training effective, management development, career development, talent management, appraising & managing performance; nature, process, methods, challenges & legal issues, employee engagement & empowerment, job evaluation, purposes and methods; Compensation Management; its philosophy, components, theories, importance, factors affecting compensation policy, compensation plans and business strategy, compensation plans, challenges, concept of wages, incentives & performance-based pay; types of schemes, group incentives, managing other employee benefits & services; why are they required, types its administration, compensating top management; Organizational welfare, providing safe & healthy environment, employee welfare, managing separations; Termination of employment: retirement, resignation, and termination of contract: layoff and exit interviews.</p>	
Course Outcomes	
Upon successful completion of the course, the students will be able to	
CO1: Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.	
CO2: Administer and contribute to the design and evaluation of the performance management program.	
CO3: Develop, implement, and evaluate employee orientation, training, and development programs	
Books and References	
<ol style="list-style-type: none"> 1. Human Resource Management by Aswathappa, Tata McGraw Hill. 2. Human Resource Management by Rao V.S.P., Vikas Publication. 3. Human Resource Management by Dressler, Prentice Hall 	

Course Name: Corporate Finance	
Course Code: MB-624	
Course Type: Core	
Contact Hours/Week: 4L	Course Credits: 04
Course Objectives	
<ul style="list-style-type: none"> • Familiarizing students with the financial objectives, functions and financial environment of business. • Imbibing knowledge about the decisions and decision variables involved in building the asset and liability side of balance sheet of the firm • Developing the analytical skills by associating the tools and techniques with the situation • Developing skills for interpretation business information and application of financial theory in financing and investing related decisions, with special emphasis on working capital management 	
Course Content	
<p>Financial Management: An Overview Finance and Related Disciplines; Scope of Financial Management; Objectives of Financial Management and Emerging role of Finance Managers in India. Time Value of Money: Rationale; Techniques. Risk and Return: Conceptual Framework of Risk and Return: Type of Risks, Capital Asset Pricing Model (CAPM). Capital Budgeting – Principles and Techniques: Nature of Capital Budgeting and Capital Budgeting Practices in India Capital Budgeting – Additional Aspects Net Return Value; Internal Rate of Return; Profitability Index Methods.</p> <p>Concept and Measurement of Cost of Capital: Importance and concept; Measurement of Specific Costs; Computation of Overall Cost of Capital; and Cost of Capital Practices in India. Operating Leverage; Financial Leverage; and Combined Leverage. Capital Structure Cost of Capital and Valuation: Capital Structure Theories; Net Income Approach; Net Operating Income (NOI) Approach; Modigliani-Miller (MM) Approach; and Traditional Approach. Dividend and Valuation: Irrelevance of Dividends; and Relevance of Dividends. Determinants of Dividends Policy Factors; Dividend Policy in India. Working Capital Management; Working Capital Planning; Monitoring and Control of Working Capital; Working Capital Financing; Managing the Components of Working Capital; Cash Management; Receivable Management; Inventory Management.</p>	
Course Outcomes	
<p>Upon successful completion of the course, the students will be able to</p> <p>CO1: Describe the financial environment within which organizations must operate and discuss the function of capital markets.</p> <p>CO2: Explain alternative sources of finance and investment opportunities and their suitability in particular circumstances.</p> <p>CO3: Assess the factors affecting investment decisions and opportunities presented to an organization</p> <p>CO4: Select and apply techniques in managing working capital</p> <p>CO5: Analyze a company’s performance and make appropriate recommendations</p>	
Books and References	
<ol style="list-style-type: none"> 1. Financial Management by Khan, M.Y & Jain, P.K, McGraw Hill. 2. Financial Management by Pandey, I. M., Vikas Publishing House. 3. Financial Management by Chandra and Prasanna, McGraw Hill. 	

Course Name: Managerial Computational Lab	
Course Code: MB-625	
Contact Hours/Week: 2P	Course Credits: 02
Course Objectives	
<ul style="list-style-type: none"> • To familiarize students with process of research • To provide skills for working with multiple variables at the same time with the help of basic and advanced analytical software • To enable the students to use and interpret results of multivariate analysis 	
List of Practical	
<ol style="list-style-type: none"> 1. Introduction to research process using advanced statistical software 2. Explaining steps of research process with real life data 3. Explaining with the data the steps from Problem identification to interpretation 4. Processing and synthesizing the data with multiple variables the help of advanced statistical software 5. Analyzing the data using various multivariate techniques with the help of advanced statistical software 6. Drawing inferences and conclusions to the discussed problem(s) based on software output 	
Course Outcomes	
Upon successful completion of the course, the students will be able to	
CO1: Understand the basics of research and its complete process practically	
CO2: Develop the understanding of skills required for processing and analysis multiple variables at a time	
CO3: To seek solutions to complex business world problems	

Syllabus:
MBA III Semester
Core Courses

Course Name: **International Business**

Course Code: **MB-631**

Course Type: **Core**

Contact Hours/Week: **4**

Course Credits: **04**

Course Objectives

- To impart knowledge about the basic concepts and dimensions of international business
- To introduce different trade theories, determination of export performance
- To enable students to understand the different international business environment, international market selection

Course Content

Basic Concepts and dimensions of International Business, Foreign market entry modes, Large, Medium, and Multinational Enterprises, Trade Theories: Foreign trade, Productivity Possibility Curve, Principles of Absolute Advantage, Relative Advantage, Exchange Ratios and Trade, Factor Endowment Theory, Value Chain Framework Benefits of International Business and Marketing, Determinations of export performance. Environment of International Business Political and legal environment, Cultural environment, Financial environment, Variables in international societal environment, Customer behavior and product policy, Perspectives of consumer behaviour, Psychological & Social perspectives, New product development, Market segmentation, Product Positioning, Product Adoption, International product life cycle, International product policy, International marketing mix; Advertisement and Promotion, Role of Advertising, Regulation, Media, Standardized international marketing, Decision making framework, Communication and publicity, International market selection; Factors affecting international market selection, Market segmentation, Market selection process, Market research, Techniques in market research, International marketing planning; Risk in international business, importance, types of international risk, variables affecting international risk, international marketing risks, country risk assessment, checklist for international business risk

Course Outcomes

Upon successful completion of the course, students will be able to

- CO1: Understand basic dimensions of international business
- CO2: Describe business problems with respect to international cultural differences in consumers taste and demands
- CO3: Apply international marketing strategies with respect to solving real life international business problems
- CO4: Assess international business environment and market selection process

Books and References

1. Marketing Management by Kotler, P. and Keller, K.L., Pearson.
2. International Marketing by Srinivasan, R., PHI.
3. Marketing Management by Saxena, R., McGraw Hill.
4. International Marketing by Cateora, P.R., Gilly, M.C., Graham, J.L. McGraw Hill.
5. International Business-Text and Cases by Cherunilam, F., PHI.

Course Name: Strategic Management	
Course Code: MB-632	
Course Type: Core	
Contact Hours/Week: 4L	Course Credits: 04
Course Objectives	
<ul style="list-style-type: none"> • To describe the practical and integrative model of strategic management process that defines basic activities in strategic management • To demonstrate the knowledge and abilities in formulating strategies and strategic plans • To analyze the competitive situation and strategic dilemma in dealing with dynamic global business environment in terms of rapidly changing market trends and technological advancement • To evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences 	
Course Content	
<p>Overview of Strategic Management: Evolution, nature, and objectives of strategic management, concept of strategy, levels at which strategy operates, strategic decision making, schools of thought on strategy formation; Strategy Formulation: Hierarchy of strategic intent: strategic intent, vision, mission, business definition, goals and objectives, environmental appraisal (characteristics of environment, internal vs external environment, environmental sectors, environmental scanning: sources of information and methods). organizational appraisal (Dynamics of internal environment, organizational capability factors and approaches); Strategies in Action: Corporate - level strategies; Business - level strategies; Strategic analysis and choice (Process of strategic analysis and choice, SWOT Matrix, Porter's Five force Model, BCG matrix, IE matrix. Concept of contingency strategies and strategic plan; Strategy Implementation: Activating strategies (Characteristics and barriers to strategy implementation, interrelationship between strategy formulation and implementation, resource allocation and strategic budgeting, factor and difficulties of resource allocation), Structural implementation (structure and strategy: structure from strategy perspective), behavioral implementation (corporate culture and strategic management), functional and operational implementation (functional strategies, plans, policies, operational implementation); Strategic evaluation: An overview of Strategic evaluation and control (Nature, importance, participants, barriers, requirements and techniques of effective control), strategic control, operational control; Strategic enablers: IT and Strategy; E- business and strategy. Practical work: role-play as executives making strategic decisions under various scenarios to understand the complexity of strategic decision-making; develop innovative strategic solutions for any business of your choice.</p>	
Course Outcomes	
<p>Upon successful completion of the course, the students will be able to</p> <p>CO1: Understand the strategic decisions that organizations make and have an ability to engage in strategic planning.</p> <p>CO2: Explain the basic concepts, principles and practices associated with strategy formulation and implementation</p> <p>CO3: Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.</p> <p>CO4: Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.</p>	
Books and References	
<ol style="list-style-type: none"> 1. Strategic Management by Kazmi, A. and Kazmi, A., McGraw Hill. 2. Strategic Management Concepts: A Competitive Advantage Approach by David F.R. and David F.R., Pearson. 3. Strategic Management: The Indian Context by Srinivasan R., PHI. 4. Strategic Management Theory by Hill C.W.L. and Jones, G.R., Houghton Mifflin. 5. Strategic Management by Hitt, M.A., Ireland, R.D. and Hoskisson, R.E., South- Western College Publishing. 6. Strategic Management by Hunger, J.D. and Wheelen, T.L., Addison-Wesley 	

Course Name: Research Methodology	
Course Code: MB-633	
Course Type: Core	
Contact Hours/Week: 4L	Course Credits: 04
Course Objectives	
<ul style="list-style-type: none"> • Understand some basic concepts of research and its methodologies • Select and define appropriate research problem and parameters • Organize and conduct research in a more appropriate manner • Write a research report and thesis 	
Course Content	
<p>Research: – Definition, Meaning, Importance and classification of research; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches. Research applications in functional areas of Business, Emerging trends in Business research. Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process. Literature Review and research gap identification, Concept of Scientific Enquiry: – Formulation of Research Problem, research Question, research objectives, Research design: Concept, features of a good research design, Use of a good research design; types, Concept of Cross-sectional and Longitudinal Research, Experimental Design: Concept of Cause, Causal relationships. Concept of Independent & Dependent variables, extraneous variable, Control group. Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research, Concept of Construct, Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application. Questionnaire Design. Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample, sampling frame, Sampling errors, non-sampling errors, Methods to reduce the errors, Sample Size constraints, non-response. Types of Sampling techniques. Determining size of the sample, Types of data: Primary vs secondary data, Data Analysis: Editing, Coding, Tabular representation of data, Graphical Representation of Data, Parametric Non-Parametric test, Normality, Cross tabulations, Chi-square test; Concept of Hypothesis & Hypothesis Testing. Test of Significance: Small sample tests: t (Mean, proportion) and Analysis of Variance: One way and two-way Classifications, Bi-variate Analysis: Linear Regression Analysis: relationship between correlation and regression co-efficient, Concept of Moderation and Mediation. Interpretation of the given data and report preparation. Ethical Issues in Research. Impact Factor of the Journal, H index and I10 Index.</p>	
Course Outcomes	
Upon successful completion of the course, the students will be able to	
CO1: Understand the strategic decisions that organizations make and have an ability to engage in strategic planning.	
CO2: Explain the basic concepts, principles and practices associated with strategy formulation and implementation	
CO3: Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.	
CO4: Analyze and evaluate critically real-life company situations and develop creative solutions, using a strategic management perspective.	
Books and References	
1. Business Research Methods by Cooper, D.R. and Schindler, P., McGraw Hill.	
2. Research Methods for Business by Sekaran, U., Wiley.	
3. Research Methodology by Kothari, C.R., New Age International.	
4. Marketing Research an Applied Orientation by Naresh K. Malhotra and Satyabhusan Das, Pearson Education.	

Course Name: Managerial Economics Course Code: MB-634 Course Type: Core	
Contact Hours/Week: 4L	Course Credits: 04
Course Objectives <ul style="list-style-type: none"> • List the different goals and constraints that firms face • Apply the economic way of thinking to individual decisions and business decisions • Measure the responsiveness of consumers' demand to changes in the price of a good/service and income • Understand the different costs of production and how they affect short and long run decisions 	
Course Content	
Introduction to Managerial Economics: Nature and Scope of Managerial Economics, Basic Assumptions, Kinds of economic decisions, Relationship with other areas, Theories of firm: Forms of ownership, objectives of business firm. Consumer behaviour demand and supply: consumer choice and its assumptions, Demand, types of demand, law of demand, supply and law of supply, Elasticity of demand (Types, Degrees and importance), Elasticity of supply (Degrees and determinants); Demand Forecasting: meaning, Types; Need for forecasting, forecasting techniques; Cost concepts: Kinds of cost, determinants of cost, cost in the short run and long run, concepts of revenue, Break Even Analysis, economies of scale and economies of scope; Factors of production, production function with one variable input, returns to the Variable Factor (increasing, diminishing and negative), and production function with two variable input; isoquants and characteristics, returns to scale; Types of different competitive situations - Price-Output determination in Perfect Competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run; product pricing: types, pricing based on firm's objectives, input pricing; Macroeconomics: circular flow of economic activities and income; Unemployment; inflation, business cycle. Practical work: Short projects to analyse market trends, demand-supply dynamics, pricing strategies, and competition in various industries: set prices for products/services based on elasticity analysis. Understand how changes in price affect demand and revenue, and optimize pricing strategies accordingly, Quizzes and tests assessing theoretical knowledge and analytical skills	
Course Outcomes Upon successful completion of the course, the students will be able to CO1: Understand the roles of managers in firms CO2: Analyze the demand and supply conditions and assess the position of a company CO3: Design competition strategies, including costing, pricing, product differentiation, and market environment CO4: Analyze real-world business problems with a systematic theoretical framework.	
Books and References <ol style="list-style-type: none"> 1. Managerial Economics by Geetika, Piyali Ghosh, Purba Roy Choudhary, McGraw Hill. 2. Managerial Economics by Vanita Agrawal, Pearson. 3. Managerial Economics by Truett, C. J. and Truett, D. B., South Western Publication. 4. Managerial Economics by Ahuja, H.L., S. Chand 	
Other suggested readings <ol style="list-style-type: none"> 1. Managerial Economics by Salvatore and Dominick, Oxford University Press. 2. Managerial Economics by Dean, J., New Delhi, Prentice Hall. 	

Syllabus: Programme Elective Courses

Course Name: Product and Brand Management	
Course Code: MB-711	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • To understand various components of product and brand and its application in different areas of marketing • To develop the competence of the participants in dealing with issues of Brand Management • To enable students to develop and launch new product. • To enable students to develop product policy & management in Indian context. 	
Course Content	
<p>Product: Basic Concepts, Classification of Products- consumers and industrial product, Difference between products and services; Product Manager: functions, roles and responsibilities; Launching strategy for a new product & Product- life cycle management; Consumer Adoption Process, New Product Development in Product Management, Strategic changes to gain competitive advantage through branding; Brand: Definition, Elements, Decisions and importance; Brand vs. Product, what can be branded, why do brands matter; Concept of brand equity, brand element choice criteria; Factors shaping a brand over its life cycle, Product and brand portfolio; The Brand identity system;</p> <p>How to build strong brand in Indian context; Brand leveraging strategies; Brand Awareness: Brand Identity, Brand Image, Brand Personality; Measuring Outcomes of Brand; Brand equity models; Brand Equity Measurement Systems- Brand Audits, Tracking Studies, Brand loyalty; Establishing a Brand Equity Management System; Branding Strategies- Evaluation of Brands, Perceived Quality; Brand Positioning and Repositioning; Brand Product Matrix, Brand Hierarchy, designing a Branding Strategy; Brand Extension, Evaluating Extensions and Opportunities; Adjustments to brand portfolio; Managing Brands over Time- Reinforcing and Revitalizing Brands, Brand Portfolio Managing Brands over Geographical Boundaries, Cultures and Market Segments – Global</p> <p>Practical Learning: Making project on how to create prototype of a product and Branding in initial stages of product commercialization, making small commercials using different brand strategies.</p>	
Course Outcomes	
Upon successful completion of the course, students will be able to	
CO1: Understand basic concepts of product and brand	
CO2: Increase understanding of the important issues in planning and evaluating brand strategies.	
CO3: Learn application of theories, models, and other tools to make better branding decisions.	
CO4: Provides a forum for students to apply these principles in real business scenario	
Books and References	
<ol style="list-style-type: none"> 1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity by Keller, Kevin, L., Prentice Hall. 2. Product Management by Lehmann, D. and Winer, R., McGraw Hill 3. The New Strategic Brand Management: Advanced Insights and Strategic Thinking by Kapferer, J.N., Kogan Page. 4. New Product Management by Merle C. Crawford, Richard D. Irwin, Homewood, Illinois. 5. Building Strong Brands by Aaker, D.A., Free Press. 6. Brand Positioning: Strategies for Competitive Advantage by Sengupta, S., McGraw Hill. 	

Course Name: Advertising Management	
Course Code: MB-712	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • To provide an approach to the management of advertising that is professional and thoughtful • To enable students to be practical • To make students understand the latest requirement of corporate sectors in this area. 	
Course Content	
<p>Nature, scope and functions of Advertising; Types & classification of advertising; Advertising goals and objectives; advertising planning and decision-making; role of advertising and marketing strategy; The communications process: Source, Message and Channel Factors; Role and functions of an integrated advertising marketing communication program; Behavioral Dynamics– Models of advertising: The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDAS Model; Developing Segmentation and Positioning Strategies for Advertising – Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Advertising and Product Life Cycle; Advertising budgeting; Organizing for Advertising and Promotion: Advertising agency setup and agency compensation; major institutions involved in advertising; Message Structure – Appeals, Copy, Layout; Advertising Media – Media Planning, Media Selection and Scheduling; Measuring Advertising Effectiveness – Pre-testing and Post-testing copy; Advertising Budget – Top Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method; Advertising Agencies – Types, Role and Functions; Social and Cultural Consequences of Advertising – Advertising and Stereotyping; Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock, Advertising, Economic Effects and Legal Aspects of Advertising, Public Relations, Publicity and Corporate Advertising</p>	
Course Outcomes	
Upon successful completion of the course, students will be able to	
CO1: Understand the process of marketing communications.	
CO2: Understand and integrate marketing communications theory and concepts with all elements of the promotional mix	
CO3: Acquaint approaches and methods to develop, execute and evaluate advertising campaigns	
CO4: Apply Advertising through the development and implementation of an advertising plan	
Books and References	
<ol style="list-style-type: none"> 1. Advertising Management by Aaker, D. and Myers, J., Prentice Hall. 2. Advertising Management: Concepts and Cases by Mohan, McGraw Hill. 3. Advertising and Integrated Marketing Communication by Shah, McGraw Hill. 4. Advertising and Promotion: An Integrated Marketing Communications Perspective by Belch, G. and Belch, M., McGraw Hill. 5. Influence: The Psychology of Persuasion by Cialdini, Robert, B., Harper Collin Publisher. 	

Course Name: Sales and Distribution Management	
Course Code: MB-713	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • To understand various components of sales and distribution management and their application in different areas of marketing • To acquaint the students with Selling concepts that are helpful in developing a sound sales and distribution policy • To enable students in organizing and managing sales force and marketing channels. 	
Course Content	
Nature and Scope of Sales Management, Concept of Personal Selling and its Objectives; Sales Management Process, Role of Sales Manager, Dyadic relationship, Selling situation, Selling theories; Process of Personal Selling, Prospecting, Pre approach, Approach, Presentation, Sales Resistance, Sales Close; Sales Force Management: Organizing the Sales Force, Designing the Structure and Size of Sales Force, Formulation of Personal Selling Strategies; Sales Force Organization – Nature and Types; Sales Force Recruitment – Process and Sources; Sales Force Selection Process; Sales force Training: Need and Objectives; Motivating Sales Personnel –Financial and Non-Financial Reward System, Sales Contests; Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Sales Territory, Quota Setting; Selling Strategies, Sales Budget, Sales Analysis and Audit; Sales person’s performance evaluation; Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies; Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team	
Course Outcomes	
Upon successful completion of the course, students will be able to	
CO1: Develop an insight in personal selling	
CO2: Analyze the managerial aspects of sales force management	
CO3: Create understanding of sales force control systems	
CO4: Develop understanding of contemporary issues in sales and distribution management	
Books and References	
<ol style="list-style-type: none"> 1. Sales Management by Cundiff and Govoni, PHI, New Delhi. 2. Sales and Distribution Management by Nag, A., McGraw Hill 3. Sales Force Management: Leadership, Innovation, Technology by Johnston, M.W. and Marshall, G.W., McGraw Hill. 4. Management of Sales Force by Spiro, R., Stanton, W.J. and Rich, G.A., McGraw Hill. 5. Sales and Distribution Management by Panda and Sahadev, Oxford University Press. 6. Sales and Distribution Management by Khan, M., Excel Books. 	

Course Name: International Marketing	
Course Code: MB-714	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • To understand intricacies related to international marketing especially in the light of legal, political, economic and cultural factors • To acquaint the students with environment and procedural aspect of international business and marketing • To enable the students to understand institutional and decisional aspects of international marketing 	
Course Content	
<p>Introduction and Principles of International Marketing, International Marketing vs. Domestic Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs; International Marketing Environment, Challenges in Global Marketing; International Market Entry Strategies; International Trade Theories; Trade barriers, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, International Product Policy and Planning, New Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Marketing Plan and Budget, International Product Marketing, Marketing of Services; International Pricing Policy: Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade; International Distribution and Logistics Planning, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging; International Promotional Strategies: Communications Process, Promotion Appeals, Media Selection, Foreign Markets and Export Marketing Process: Mode of operations, Processing an Export Order, Export contract, Export Pricing and Costing, Export Marketing Documentation; Export-Import (EXIM) Policy; Foreign Trade Policy: Export Promotion Scheme, Duty Exemption/Remission Schemes, SEZ, Free Trade Warehousing Zones (FTWZ), Legal and Ethical Issues</p>	
Course Outcomes	
Upon successful completion of the course, students will be able to	
CO1: Familiarize the student with the theories and policies of foreign trade	
CO2: Help students in identifying the best among the modes of foreign market entry	
CO3: Acquaint the students with the intricacies associated with international marketing, particularly with respect to cross-cultural variations among markets	
CO4: Involve the students in issues related to marketing mix elements from a global context.	
Books and References	
<ol style="list-style-type: none"> 1. International Marketing by Siddiqui, S.A., Wiley. 2. International Marketing by Cateora and Graham, McGraw Hill. 3. International Marketing with Case Book by Lascu, Wiley. 4. International Marketing: Analysis and Strategy by Onkvisit, S. and Shaw, J.J., Pearson. 	

Course Name: Digital Marketing	
Course Code: MB-715	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • To understand the concept and components of digital marketing. • To develop skills to scan environment under micro and macro environment framework • To use models and other tools in solving identity crisis, data protection, security related issues • To learn approaches to develop new product on internet, achieve customer satisfaction at a competitive price 	
Course Content	
<p>Fundamentals of Digital Marketing: Changing Media Consumption and Buyer's Behaviour, Brand and Ad exposure, Internet Marketing v/s E-Marketing v/s E-Commerce v/s E-Business v/s Digital Marketing; Problems in Digital Marketing; Adding Online Power to Marketing Mix; Paradigms of Online Marketing: Micro and Macro Environment-PESTEL/SLEPT Framework; Environmental Scanning, Value Chain, New business and revenue models, Social factor and Social Exclusion; Marketing Opportunities on the Internet; Web Business Models; Marketing research Online: Qualitative research and Quantitative research; Customer Service and Support Online; Online Competition; Measuring Results from Online Marketing; Online Marketing to Individuals, Online Consumer Behaviour: The FFF model of online Consumer Behaviour, Demographic Profile of Web Users, Psychographic segmentation, Online shopping behaviour, Hierarchy of Response Models; Interactive Advertising and its Effectiveness; Building Online Communities; Concept of Internet Time and its business implications; Developing products on Internet: the traditional approach and flexible approach, Brand Building on the Net; Building Relationship with Online Customers; Pricing on the Internet; E-tailing; Technological factors: disruptive technologies, diffusion and personalization, technological convergence; Privacy Legislation and Data Protection Principles; An Overview of SEO, SEO Metrics to Measure SEO Performance, Optimize Your Homepage, Verify Your Website in Google Search Console; Content writing and its Importance, Write For Your Buyer Persona; Google Ad-words and how it works?; Google Analytics, Making analytics actionable, Email Marketing: Creating email campaign and email analytics</p>	
Course Outcomes	
Upon successful completion of the course, students will be able to	
CO1: Serve as a bridge between the new technology and relevant areas of existing marketing knowledge	
CO2: Acquaint the students with emerging business models and personalization techniques	
CO3: Enable students to understand price competition and new product development in the digital world	
CO4: Create awareness about brand building and special issues related with digital marketing	
Books and References	
<ol style="list-style-type: none"> 1. Fundamentals of Digital Marketing by Bhatia, P.S., Pearson. 2. Digital Marketing by Ahuja, V., Oxford University Press 3. Digital Marketing by Gupta, S., McGraw Hill. 4. Digital Marketing: Cases from India by Rajendra N. and Romi S., Notion Press. 5. The Best Digital Marketing Campaigns in the World: Mastering the Art of Customer Engagement by Damian, Ryan and Calvin J., Kogan Page Publisher 	

Course Name: Marketing Research	
Course Code: MB-716	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • To make the students familiar with marketing research concepts and types of research in varied fields of marketing • To enable the students to understand tools commonly use in marketing & consumer behavior research • To learn the way of preparing/writing a final report 	
Course Content	
<p>Marketing Research: Introduction and Meaning, Types of Research, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario), Marketing Research: Value and Cost of Information, The Research Process; Research Design: Introduction, Meaning and Types, Good Research Design; Data Collection Sources and Methods: Introduction, Meaning, Nature & Types of Secondary and Primary Data; Designing a Questionnaire, Pilot Testing; Measurement and Scaling Techniques: Importance, Scales of Measurement; Sampling Theory-Design, size & Techniques; Hypothesis and its Testing, Data Processing and Preliminary Data Analysis: Introduction, Survey Field Work and Data Collection, Nature and Scope of Data Preparation, Editing, Coding, Data Entry, Data Cleaning, Preliminary Data Analysis, Assessing for Normality and Outliers; Data Analysis: Statistics in Data Analysis using Statistical software like MS Excel/ R software/ IBM SPSS, Measures of Central Tendency, Descriptive Statistics, Measures of Dispersion, Univariate Analysis, Bivariate Analysis, Multivariate Analysis, Correlation analysis, analysis of variance and analysis of covariance, Regression, Conjoint analysis, Multidimensional Scaling; Data Interpretation and Report Writing; Applications of Marketing Research: Consumer Market Research, Business-to-Business Market Research, Services Marketing Research, Product Research, Advertising Research, Media research, Sales Analysis and Forecasting; Recent Trends in Marketing Research, Online Marketing Research</p>	
Course Outcomes	
Upon successful completion of the course, students will be able to	
CO1: Provide students an insight into various sources of marketing research data and examine processes for collecting data	
CO2: Analyze data, prepare and present marketing research reports	
CO3: Evaluate the changing nature of marketing research	
CO4: Assess the contribution of these changes to actionable business research	
Books and References	
<ol style="list-style-type: none"> 1. Marketing Research: An Applied Orientation by Malhotra, N.K., Pearson. 2. Statistics for Management by Levin, R.I., Rubin, D.S., Prentice Hall. 3. Marketing Research: Text, Applications and Case Studies by Majumdar, R., Wiley Eastern Ltd. 4. Marketing Research: Measurement and Methods by Tull, D.S., Hawkins, D.I., Macmillan. 5. A Concise Guide to Market Research: The Process, Data, and Methods Using IBM SPSS Statistics by Sarstedt, M. and Mooi, E., Springer-Verlag. 	

Course Name: Services Marketing	
Course Code: MB-717	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • To understand various components services and its application in different industries of an economy • To develop insights into emerging trends in the service sector in a developing economy • To tackle issues involved in the management of services on national basis 	
Course Content	
<p>Emergence of Service Economy. Nature and Definitions of Services, Emergence & growth of service sector in India, contribution to Indian economy, Goods and Services Continuum, Classifications of services, Services Marketing Mix.; Consumer Purchase Behaviour in Services, Consumer Decision Making Process, Segmenting, Targeting and Positioning of Services, Meaning and Types of Service Expectations, Services Encounters and Customer Satisfaction, Customer experience, Concept of Customer Relationship Management (CRM); Creating the Service Product – Stages in New Service Development, Service Blueprint; Pricing of Services – Importance of Pricing, Approaches to Pricing Services and Pricing Strategies; Designing the Communication Mix – Objectives of Marketing Communications, The Marketing Communication Mix, Branding of Services. Distributing Services – Distribution in Service Context, Options for Service Delivery, Key Intermediaries for Service Delivery and Strategies for Effective Service Delivery, Physical Evidence of a Service; Managing the Service Delivery Process: Demand and Capacity, Waiting Line Strategies; Designing and Managing Service Processes, Managing People for Services – Employees’ Roles in Service Delivery and Customers’ Roles in Service Delivery; Service Quality Measurement and its Improvement, Service Quality Models, Challenges in Marketing of services; Customer Complaint Behaviour. Customer Response to Effective Service Recovery and Principles of Service Recovery.</p> <p>Practical work: Creating a video showcasing service advertisements aimed at enticing customers to utilize your services, evaluating the impact and efficiency of these advertisements in attracting potential customers</p>	
Course Outcomes	
Upon successful completion of the course, students will be able to	
CO1: Learn the basics of service industry and its economic importance	
CO2: Understand the uniqueness of the industry	
CO3: Apply management concepts unique to industry	
CO4: Understand basics of banking, insurance, consulting and tourism services	
Books and References	
<ol style="list-style-type: none"> 1. Services Marketing by Zeithaml, V.A. and Bitner, M.J., McGraw Hill. 2. Service Marketing by Hellen, W., Macmillan. 3. Services Marketing (Text & Cases) by Nargundkar, R., McGraw Hill. 4. Principle of Services Marketing and Management by Lovelock C.H. and Lauren W., PHI. 5. Services Marketing by Lovelock, C.H. and Christopher H., Pearson. 6. Principles of Service Marketing by Palmer, A., McGraw Hill. 7. Services Marketing (Text & Cases) by Harsh V Verma, Pearson 	

Course Name: Retail Management	
Course Code: MB-718	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • To understand various components retailing from the perspective of marketing • To focus on manufacturers perspective about retailers • To understand the retail business, store design and layout 	
Course Content	
<p>Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control. The Customer and Retail Business: Knowing your Customers, focusing on the Consumer, Mapping Out Society, Learning, Attitude. Motivation and Perception; Situational Analysis: Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Nonstore-based and other Forms of Non Traditional Retailing. Targeting Customers and Gathering Information. Communicating with Customers. Promotional Strategies used in retailing. Choosing a Store Location: Trading Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospheric; Managing Retail Business: Retail Organization and HRM, Retail Organisation and Operations Management, Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality; Delivering the Product: Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing; International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, The Internalization Process, Culture, Business and International Management</p>	
Course Outcomes	
<p>Upon successful completion of the course, students will be able to</p> <p>CO1: Understand the concept, process and management of retail business</p> <p>CO2: Develop an understanding of the retail strategy and planning process</p> <p>CO3: Have an understanding of merchandise process</p> <p>CO4: Focus on the emerging issues in retailing</p>	
Books and References	
<ol style="list-style-type: none"> 1. Retailing: Environment and Operations by Newman A.J. and Cullen, P., Vikas Publication. 2. Fundamentals of Retailing by Madaan, K.V.S., McGraw Hill. 3. Retail Management by Berman, B. and Evans, J.R., Pearson. 4. Retailing Management by Michael, L.M. and Weitz B.W., McGraw Hill. 	

Course Name: E-Commerce	
Course Code: MB-719	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • To acquaint the students with the use of e-commerce in competing markets • To introduce the fundamental concepts of e-commerce relevant to IT business framework • To understand various components E-Commerce and related issues 	
Course Content	
<p>Internet and World Wide Web (WWW), Law of Commerce, Nature, types and features of E-Commerce, Law of E-Commerce, E-commerce and Electronic Business, Virtual Value Chain, Internet Architecture, Intranets and Extranets, imagine your e-commerce presence to Building e Presence, Website Usability; E-Commerce Contracts: Click through with acceptance, Click-through without acceptance, Unfair Terms, The Distance Selling Regulations- Information requirements, cooling-off period, Liability for Website Content: Reputation, Defamation and e-businesses, Offensive and indecent materials, Description and Prices; Application of e-Commerce: Internet marketing, social marketing, e-payment, e-CRM, e-SCM, Mobile Commerce and other services; Customer Information: Data Protection, Data Protection Principles, data security, Data Protection and Websites; E-security: security threats and solutions, encryption, Checklist of essential legal considerations; Contemporary issues: Ethical issues, Future of e-Commerce, Cyber Laws, E-commerce business models: B2B, B2C, the selling side of B2B, how e-commerce changes business, internet audience and consumer behaviour, e-commerce marketing and advertising strategies, tools, The costs of online advertisements, e-tailing,</p> <p>Practical work: Creating an advertisement for any e-commerce platform, Posting advertisement on Facebook</p>	
Course Outcomes	
Upon successful completion of the course, students will be able to	
CO1: Develop skills in understanding and managing issues related to technology and organizations	
CO2: Examine how an e-commerce business differs from a conventional business model	
CO3: Examine issues faced by e Business industry and the role of information professionals	
CO4: Look at the emerging trends and technologies defining the rules of business in the developing information economy	
Books and References	
<ol style="list-style-type: none"> 1. E-Commerce by Laudon, K.C. and Traver, C.G., Pearson Publishing. 2. E-Commerce: Concepts, Models, Strategies by Murthy, C.S.V., Himalaya Publishing House 3. Electronic Commerce: A Manager's Guide by Pete Loshin and John Vacca, Firewall Media. 4. E-business and E-commerce for Managers by Harvey M.D., Paul J.D. and Kate S., Dorling Kindersley 	

Course Name: Financial Risk Management	
Course Code: MB-720	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> To make the students understand the various treasury functions and the associated aspects that contribute to protecting or enhancing shareholder value, reducing risk or securing the organizations cash flow. It also wishes to make the student understand the importance of appropriate treasury systems and controls. In addition to it, the course also wishes to make the students aware of the modern tools to manage risks with specific focus on derivate. 	
Course Content	
<p>Scope and Function of Treasury Management: Corporate Finance and its linkages with other Management Areas; Role of the Chief Financial Officer (CFO); Treasury Department: Integration of Funds Management, Forex Management and Risk; Management; Financial Forecasting; Forecasting Techniques; Performa Financial Statements; Growth and External Funds Requirement; Short Term Financial Planning; Importance of Short-Term Financial Planning; Cash Budgeting & Cash Management Models (Baumol, Miller & Orr); Forecasting and Solvency, Banks and Banking Instruments: Forms of Bank Finance; Short Term Borrowing and Investing; Cash Concentration and Cash Disbursement Systems; Electronic payment and transfer systems (RTGS, CHIPS, SWIFT); Money Market; Indian Money Market: Structure, Players and Regulations; Impact of Monetary Policy,; Use of Money Market Instruments (Call money, Treasury Bills, Repo, Commercial Paper, Certificate of Deposit, Collateralized Debt Market Obligations (CLBO), Money Market Mutual Funds and Gilt Funds) for Treasury Operations; Other Short Term and Long Term Sources of Finance; Treasury Management and Taxation: Corporate Tax and Treasury Management; Integrating Tax Planning and Treasury Management, Corporate Governance and Treasury Controls: Treasury systems and procedures; Role of Technology in Treasury; Operational Risk and Control in Treasury Department; Information system and Reporting of Transactions; Measuring Treasury Performance; Corporate Governance in Treasury Management; Introduction to Risk Management & Derivatives; Risk: Elements, Measurement and Sources; Types of Risk; Derivative Markets: Structure, Clearing, Trading and Settlement Procedures; Derivative Products: Forwards, Futures, Options and Swaps; Treasury & Risk management in Government, Forwards and Futures: Characteristics, Markets and Type; Pricing of Futures and Forwards; Aspects of Futures Contract: Margining, Mark to Market, Basis and Convergence; Using Futures & Forwards to Manage Risk; Futures Market in India: Recent Trends and Developments; Options; Options Markets: Trends and Regulations; Types of Options; Option Strategies and Payoffs; Option Pricing Models; Risk Management with Options; Swaps; Types of Swaps: Interest rate, Currency and Commodity Swaps; Applications and Quotations; Using Swaps to Manage Risk.</p>	
Course Outcomes	
Upon successful completion of the course, the students will be able to	
CO1: Understand the structure of a treasury in an organization and assess the latest trends in Treasury Management.	
CO2: Apply financial risk management to create firm value.	
CO3: Measure and manage risks using different models.	
CO4: Implement integrated risk management across firms and financial institutions	
Books and References	
<ol style="list-style-type: none"> Managing Financial Risk: A Guide to Derivative Products by Smithson, C.W., McGraw Hill. Financial Institutions Management: A Modern Perspective by Saunders. A., Irwin, McGraw Hill. Options, Futures and Other Derivatives by Hull, J., Prentice Hall. 	

Course Name: Security Analysis and Portfolio Management	
Course Code: MB-721	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> To acquaint the students with the working of security market and principles of security analysis; and To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions. 	
Course Content	
<p>Understanding Investments and Securities Markets; The Investment Decision Process; Investment vs. Speculation; The Indian Securities Market: Constituents, Regulations and Trading; Investment Alternatives: Marketable and Nonmarketable Securities, Returns and Risk; Measurement of Risk and Return: Ex-post and Ex-ante; Risk and Return in a Portfolio Context, Portfolio Management; Specification of Investment Objectives; Portfolio Selection and Strategies; Portfolio Theory; Introduction to Portfolio Theory; Diversification and Risk; Markowitz and Efficient Frontier, Asset Pricing Models; The Capital Asset Pricing Model(CAPM); Security Market Line; Arbitrage Pricing Theory; Other Multifactor Models, Market Efficiency; Various Forms of Efficient Markets; Tests and Implications of Various Efficiency Levels, Fundamental Analysis; Economic Analysis: Global and Domestic Economic Indicators, Business Cycles; Industry Analysis: Analysis of Industry and Sectors, Life Cycle and Competitive; Analysis, Industry Forecasts; Company Analysis: Analysis of Company Strategies, Interpretation of Financial Results, Earnings and Profitability Estimation, Fixed Income Securities; Pricing and Valuation; Interest Rate Risk and Bond Prices; Bond Portfolio Management, Valuation of Equity; Issues and Perspectives on Valuation, Technical Analysis; Conceptual Framework; Charting Techniques; Technical Indicators; Moving Averages, Introduction to Risk Management & Derivatives; Risk: Elements, Measurement and Sources; Types of Risk; Derivative Markets: Structure, Clearing, Trading and Settlement Procedures; Derivative Products: Forwards, Futures, Options and Swaps, Mutual Funds; Type of Funds, Fund Structures & Constituents; Regulatory Framework; Evaluation of Mutual Fund Performance, Other Investment Assets; Index Funds & Exchange Traded Funds; Hedge Funds; Real Estate and REITs; Gold and Other Commodities, Indian Capital Market Emerging Trends. Practical Learning: Making project on how to create demat account, Real time trading through demat account and understanding of portfolio management through few applications and software's.</p>	
Course Outcomes	
<p>Upon successful completion of the course, the students will be able to</p> <p>CO1: Understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets.</p> <p>CO2: Have the knowledge and skills to select and employ base level tools for financial analysis using time value of money, cost of capital and interest rates.</p> <p>CO3: Have the knowledge and skills to analyze companies for investment purposes.</p> <p>CO4: Know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks.</p>	
Books and References	
<ol style="list-style-type: none"> Security analysis and Portfolio Management by Ranganatham, Pearson Education. Investment Analysis and Portfolio Management by Chandra, P., McGraw Hill. Investment and Indian Perspective by Bodie, Kane, Marcus & Mohanti, McGraw Hill. Security Analysis for Investment and Corporate Finance by Damodaran, Aswath, Valuation, Wiley. Investment Analysis and Portfolio Management by RP Rustagi, Sultan Chand & Sons. 	

Course Name: Financial Institutions and Services	
Course Code: MB-722	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> To provide a broader understanding of the issues facing the financial system, having particular reference to Indian financial system and its constituents. To discuss the different components of the contemporary financial systems viz., financial institution, financial markets and financial instruments. 	
Course Content	
<p>Structure of Financial System: The nature and role of financial system- Financial structure- Different financial functions - Financial system and Economy-Reforms in the financial system- Recent developments, Financial institutions: Regulatory and non-regulatory Institutions-Banking and nonbanking institutions – Development financial institutions, Financial Markets and Financial Instruments: Money market- Capital markets- Debt Market-Derivatives market – Primary and secondary markets- Financial instruments in the respective markets, Financial Services: Merchant banking services- Mutual funds- Bill discounting – Factoring- Venture capital - Leasing Hire Purchase, Financial Services (Contd.): Non fund based financial services, - Credit cards- Insurance- Pension- Micro Finance Depositories and custodians -Credit rating, -Securitization -Stock exchanges and their functioning.</p>	
Course Outcomes	
Upon successful completion of the course, the students will be able to	
CO1: Widen the learning horizons w.r.t. crucial components of the financial system; and,	
CO2: Sensitize w.r.t. governance and administration issues concerning financial system, focusing on Indian financial system.	
Books and References	
<ol style="list-style-type: none"> The Indian Financial System by Pathak, Bharathi, V., Pearson. Financial Institutions and Services by Bhole, L.M., McGraw Hill. Indian Financial System by Khan, M.Y., McGraw Hill. Financial Institutions in Indian Financial Institutions by Srivastava, R.M., Himalaya Publishing. Financial Management by Pandey, I.M., Vikas Publishing. Financial Management by Chandra, P., McGraw Hill. 	

Course Name: Behavioral Finance	
Course Code: MB-723	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • To help students appreciate the limitations of rational models of investment decision making • To introduce students to an alternate framework for understanding price discovery in the markets • To help students identify persistent or systematic behavioral factors that influence investment behavior. 	
Course Content	
<p>Perception, Human preferences, rationality, and market efficiency: Cognitive information perception. Weber law. Subjective probability. Representativeness, anchoring, asymmetric perception of gains and losses, framing and other behavioral effects. Decision-making under risk and uncertainty. Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept. Decision-making in historical perspective, Allais and Ellsberg's paradoxes. Rationality from an economics and evolutionary perspective. Different ways to define rationality why humans often act outside of the economic rationality framework. Herbert Simon and bounded rationality. Investor rationality and market efficiency. Empirical data that questions market efficiency, Behavioral factors and financial markets: Empirical data that challenge the Efficient Markets Hypothesis. Fundamental information and financial markets. Information available for market participants and market efficiency. Market predictability. The concept of limits of arbitrage and model by Shleifer and Vishny. Asset management and behavioral factors. Active portfolio management: return statistics and sources of systematic underperformance. Fundamental information, technical analysis, and behavioral factors, External factors and investor behavior: Weather, emotions, and financial markets: sunshine, geomagnetic activity. Mechanisms of the external factor influence on risk perception and attitudes. Connection to human psychophysiology and emotional regulation. Misattribution as a mechanism for external factors influence. Emotional content of news articles and their correlation with market dynamics. Social trends and market dynamics: music, fashion, demographics, Behavioral corporate finance: Behavioral factors and corporate decisions on capital structure and dividend policy. Timing of good and bad corporate news announcement. Mergers and acquisitions and the Winner's Curse. IPO underpricing. Systematic excessive optimism and overconfidence in managers' decisions. Sunk costs and mental accounting. Evolutionary explanations for behavioral effects. Evidence from behavioral game theory. Systematic approach to using behavioral factors in corporate decision-making, Emotions and decision-making, the science of neuroeconomics: Experimental measurement of risk-related preferences: measuring risk through probabilistic set of gambles, through questionnaire.</p>	
Course Outcomes	
<p>Upon successful completion of the course, the students will be able to</p> <p>CO1: Understand and apply the main concepts, research tools and methodologies of behavioral finance that help to reveal biases, heuristics, etc. in the decision-making process on individual, corporate and financial market level.</p> <p>CO2: Present the main results in the field of behavioral finance focusing on financial market processes including market anomalies.</p> <p>CO3: Research, prepare and present behavioral finance problems.</p>	
Books and References	
<ol style="list-style-type: none"> 1. Behavioural Corporate Finance by Hersh Shefrin, McGraw Hill. 2. The Psychology of Investing by John R. Nofsinger, Pearson. 3. What Investors Really Want, Learn the Lessons of Behavioral Finance by Statman, M., McGraw Hill. 	

Course Name: Project Management and Control	
Course Code: MB-724	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • Understanding strategic implications in choosing projects. • Develop ability to identify investment opportunities. • Formulating the project after doing the necessary feasibility analysis. • Find out the cash flows of the project including the forecasting of the incremental cash flows. • Calculate an appropriate cost of capital keeping in mind the risk nature of the project. 	
Course Content	
<p>Introduction; Project: Definition, features, types; Infrastructure creation: Features, Significance, Bottlenecks; Resource Allocation Framework; Value chain analysis of the project; Project Costing & Appraisal: Breakdown structure of the project; Factors affecting the cost of the project; Life cycle costing and Activity Based Costing; Costing with alternative configuration/specifications; Appraisal: Marketing, Technical, Political, Financial, Social; Preparation of detailed project report, Financial Analysis: Estimation of cost of project & Means of financing; Estimates of sales and production; Working capital requirement and financing; Projected cash flows of project; Basic principles of measurement of cash flows; Appraisal Criteria: NPV; BCR; PI; Payback and Discounted Payback; IRR & MIRR; Accounting rate of return; Investment appraisal. Cost of Capital: Types & Measure of risk; Sensitivity & Scenario Analysis; Special decision situations; Calculation of cost of Capital: CAPM, Inflation; Weighted cost of capital: Book Value & Market Proportions, Social Cost Benefit Analysis: Rationale; UNIDO; Little and Mirlees Approach; Case Studies in the Indian scenario; Arrangement of Funds: Traditional sources of financing (Equity shares, preference shares, Debentures/bonds, loan from financial institutions); Alternative sources of financing (Foreign Issues, FDI & FII, ECB, Private Equity, Securitization, Venture Capital etc.); Public Private Partnerships: Forms, Guidelines, Problems, Issues, Project Implementation: Project contracts: Principles, Practical and Legal aspects; Tendering Process, Escrow; Other aspects: Insurance, Human Resource; Network analysis: CPM, PERT; Project Review and Control: Time and Cost control; Performance review; Project control system and MIS; Project Audit, Termination and Abandonment Analysis; Government Projects: Auditing and Control.</p>	
Course Outcomes	
<p>Upon successful completion of the course, the students will be able to</p> <p>CO1: Demonstrate a systematic understanding of how to use project finance methods to fund and value infrastructure and other large-scale projects</p> <p>CO2: Assess how to mitigate specific risks and provide incentives in infrastructure projects, including optimal restructuring of projects in distress</p> <p>CO3: Demonstrate a critical ability to analyze and structure project risks</p> <p>CO4: Identify and analyze the key factors which sponsors and lenders look for when assessing project finance proposals</p>	
Books and References	
<ol style="list-style-type: none"> 1. Projects Planning, Analysis, Financing, Implementation, and Review by Chandra Prasanna, McGraw Hill. 2. Project Management by Choudhary S., McGraw Hill. 3. Project Management by Desai, V., Himalaya Publishing House. 4. Modern Project Finance: A Casebook by Benjamin C., Wiley. 5. Textbook of Project Management by Krishnan, G.P. and Ramamoorthy, V.E., Macmillan. 	

Course Name: Fixed Income Securities	
Course Code: MB-725	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • To analyze the fixed income securities markets and its implications for investments. • To explore key issues in fixed income valuation, fixed income portfolio management and fixed income risk management. • To develop an understanding of the theories of and quantitative methods of portfolio optimization, forecasting and risk management as applied to fixed income securities. • To discuss additional related topics, include yield curve dynamics, international markets and foreign exchange, mortgage and credit instruments. 	
Course Content	
<p>An Overview of Fixed Income Securities: Introduction to Debt Securities; Types of fixed Income Securities; Organization and Conduct of Debt Markets; Debt Market in India; Interest rate Math and Interest Rate Determination: Determinants of the level of interest rates; Nominal and real rates; International Rate relationships and interest rate parity; Bond pricing; Yield measures; Monetary policy and Interest rates: Monetary policy procedures; Money market rates; Interest rate conventions; Current monetary policy and impact, Duration and Immunization: Duration, Modified Duration & Macaulay's Duration; Duration theorems; Convexity & Duration; Bond price volatility; Term Structure of Interest Rates: Forward Rates; Determinants of the Term Structure; Business Cycle and the Yield Curve Analysis; Ladder Barbell and Bullet Strategies; Portfolio Management Techniques: Nature of the underlying business and portfolio management; Matching Funding; Horizon Matching; Indexation; Portfolio Insurance, Government Bonds and Markets: T-Bills, Notes and Bonds; Auction Procedures; Agency Issues; Munis; Government Securities Market in India; Corporate and International Bonds: Risk Structure of interest rates; Default and Bankruptcy; Bond Ratings; Corporate Bonds; Commercial Paper; Sovereign and International Bonds; Mortgage Loans and Pass-through: Mortgage Types and Rates; Mortgage Prepayments; Analysis of Pass-through; MBS and CMO Structures including Sequential CMOs; Other Asset Backed Securities; Corporate Securities market in India, Embedded Options and Analysis: Call Provisions; Option adjusted spreads; Effective Duration and Convexity; Options Pricing Theory with Applications to Fixed Income Markets: Contract: Definition and Terminology; Pricing; Treasury Futures Contracts; Eurodollars Futures and Swaps; Credit Risk and Fixed Income Securities: Models of Credit Risk; Financial distress and limitations of Merton's Model; Structural Models with Strategic Debt Service; Credit Derivatives.</p>	
Course Outcomes	
<p>Upon successful completion of the course, the students will be able to</p> <p>CO1: Learn to analyze and evaluate fixed income securities, learn principles and techniques of risk management for a portfolio of fixed income securities and study the determinants of interest rate levels and structure.</p> <p>CO2: Understand the basics of asset backed securities and derivatives based on fixed income securities, and its interlinkage in the contemporary economic scenario w.r.t. development of debt market.</p>	
Books and References	
<ol style="list-style-type: none"> 1. Fixed-income Mathematics: Analytical and Statistical Techniques by Fabozzi, F.J., McGraw Hill. 2. The Handbook of Fixed-income Securities by Fabozzi, F.J., McGraw Hill. 3. Managing a Corporate Bond Portfolio by Crabbe Leland, E. and Fabozzi Frank, J., John Wiley & Sons, Inc. 4. Fixed Income Securities by Tuckman, Bruce, Wiley. 5. Risk Management and Derivatives by Stulz Rene, Southwest Publishing Company. 	

Course Name: International Financial Management	
Course Code: MB-726	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • To introduce the environment of international finance and its implications on international business. • To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting. • To define and measure foreign exchange risks and to identify risk management strategies. • To explore the sources of long-term finance and design financial strategies. • To integrate the global developments with the changing business environment in India. 	
Course Content	
<p>Environment of International Financial Management: Introduction: Multinational Enterprise and Multinational Financial Management, The Determination of Exchange Rates and Central Bank Intervention, The International Monetary System and European Monetary System, Parity Conditions in International Finance and Currency Forecasting, The Balance of Payments and International Economic Linkages, Foreign Exchange and Derivatives Markets and Foreign Exchange Risk Management: The Foreign Exchange Market, Currency Futures and Options Markets, Swap and Interest Rate Derivatives, Foreign Exchange Risk Management: Measuring and Managing Translation, Transaction and Economic Exposure, Financing the Multinational Corporation: International Financing and the Euromarkets, The Cost of Capital for Foreign Investments and Multinational Capital Structure, International Portfolio Investment, Corporate Strategy and Foreign Direct Investment, Foreign Investments Analysis and Multinational Working Capital Management: Capital Budgeting for the Multinational Corporation, Country Risk Analysis, Financing Foreign Trade, Current Asset Management and Short-Term Financing, Managing the Multinational Financial System.</p>	
Course Outcomes	
<p>Upon successful completion of the course, the students will be able to</p> <p>CO1: Demonstrate knowledge of basic theorems of exchange rate determination, interest rates and inflation and the role of arbitrage in keeping the foreign exchange market efficient.</p> <p>CO2: Apply knowledge of foreign exchange hedging to identify and manage the foreign exchange risks faced by globally active firms.</p> <p>CO3: Demonstrate the ability to select global financing strategies and propose solutions that will take advantage of opportunities in the global financial markets to the benefit of relevant stakeholders.</p> <p>CO4: Demonstrate the ability to work in a team setting to coordinate analysis of a case study to arrive at a sound financial decision regarding an issue in capital raising and international valuation.</p>	
Books and References	
<ol style="list-style-type: none"> 1. International Financial Management by Jain, P.K., Peyrard Josette, and Yadav S.S, Macmillan India Limited. 2. Foreign Exchange Markets-Understanding Derivatives and Other Instruments by Jain, P.K., Peyrad Josette, and Yadav S.S., Macmillan. 3. International Finance and Risk Management by Rajwade, A.V., Academy of Business Studies. 4. Essence of International Money by Buckley, A., Eastern Economy Edition. 5. Multinational Financial Management by Vij, M., Anmol Publications. 	

Course Name: Corporate Structuring and Valuation	
Course Code: MB-727	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> To sensitize the students about the need for corporate restructuring for achieving fast growth and maximize shareholders value in the context of ever-increasing competition thrown up by liberalization and globalization of Indian economy. It would go into reviewing a potential investment opportunity and it will tie business strategy analysis, financial analysis, forecasting analysis, and valuation analysis together. To provide hands-on experience in valuation especially using financial analysis. 	
Course Content	
<p>Introduction to Corporate Restructuring: Introduction, Scope & Types: Expansion, Downsizing and Restructuring; Objectives & Motivations of Mergers, Takeovers, Acquisitions & Demergers; Historic and Recent Trends including Cross Border acquisitions: (Global and Indian view); Strategic Alliances and Joint Ventures as Alternatives to Acquisitions; Strategy, Diversification, Types & Characteristics; Analytical Framework for Generic & Corporate Strategies; Economic Rationales for Major Types of Mergers; Managerial, Financial & Organizational Synergy; Due Diligence Process & Value Chain Analysis, The Corporate Finance Framework: Capital Structure Decisions; Dividend Policy & Impact; Financial Leverage Policy in Practice; The Market Impact of New Financing; Valuation-The Financial Methodology: Definition and Measurement of Cash Flows; Valuation Models; Valuation of Listed and Unlisted Companies, Modes of Valuation; Fixing Price for Acquisition; Determination of Share Exchange Ratio on Merger, Share Swaps; Feasibility Analysis for Cash Acquisition; Valuation Practices in India; Sources of Financing for Acquisitions, Restructuring Techniques and Procedures: Techniques & Procedure for Organizing Takeover Bids; Search for Acquisition of Target Company; Procedure for Takeovers and Acquisitions (Public announcement, Offer Documents, Minority shareholders, Bailouts, Merchant Bankers & Advisors Including Financial Institutions & Banks); Role and Responsibility of Advisors; Code of Conduct, SEBI Takeover Regulations; Anti-trust Regulation and Competition Policy; Downsizing: Demergers & Reverse Mergers; Divestitures; Spin Offs, Split-ups & Split Offs; Equity Carve Out; Master Limited Partnerships; Leveraged Buyout and Management Buyout; Financing, Defense and Bid Strategies of Mergers: Toehold, Bid Premium and Bid Outcome; Defensive & Ant-takeover Strategies & Cost of Such Strategies; Methods of Financing and Financing Alternatives for Defensive Strategies, Accounting & Taxation: Accounting Rules for Business Combinations; Accounting for Goodwill; Tax Aspects of M&A; Accounting and Tax Implications: Indian Scenario; Organizational & Financial Aspects of Acquisitions-Pre and Post: Managing Acquisition Decision Making; Political and Cultural Perspectives of Integration; Factors in Post Mergers Reorganization; Measuring Post Merger Efficiency; Case Studies of Successful and Unsuccessful Mergers and Acquisitions.</p>	
Course Outcomes	
Upon successful completion of the course, the students will be able to	
CO1:	Widen the learning horizons w.r.t. evaluating the opportunity to its fullest after one has gone through basics of strategy, finance, and accounting.
CO2:	Expect at some point in their careers to evaluate the performance, prospects, and value of a business.
Books and References	
<ol style="list-style-type: none"> Valuation for Mergers, Buyout and Restructuring by Arzac R. Enrique, John Wiley & Sons Inc. Corporate Finance: Theory and Practice by Damodaran, Aswath, Wiley, New York. Acquisitions, mergers, sales, buyouts & takeovers by Scharf, C.A., E.E. Shea & G.C. Beck, Prentice Hall, N.J. The McGraw-Hill guide to acquiring and divesting business by Shea, E.E, McGraw Hill, New York 	

Course Name: **Smart Operations in Industry 4.0**
Course Code: **MB- 728**
Course Type: **Programme Elective**

Contact Hours/Week: **3L**

Course Credits: **03**

Course Objectives

- Understand Importance of Industry 4.0 in Operations and productions Management
- Learn principles of designing operating strategies that drive profitable growth
- Understand the importance of operations strategy in shaping the growth potential of a company
- Understand the strategic role of operations management in creating and enhancing a firm's competitive advantages through 4.0 Industry

Course Content

Industry 4.0: Introduction of Industry 4.0, What does Industry 4.0 Mean, what does Industry 4.0 in supply chain, Industry 4.0 Benefits, Fundamentals of production process and sectors of economy. Evolution of Production and Operations Management, Enabling technologies of the industry 4.0 paradigm such as, the Internet of Things (IoT), advanced robotics, artificial intelligence (AI), big data analytics, cloud computing, virtual reality (VR), augmented reality (AR), cyber-physical systems, and additive manufacturing (3D printers). Drivers and Barriers of Industry 4.0. Smart and Sustainable Manufacturing, Supply Chain: Smart and Sustainable Supply chain, Comparison of Traditional and Smart Supply chains. Case study. Operations Strategy: Operations Strategy, Operations Strategies Pillars, Key concepts in Operations strategy: Operational efficiency, Operational effectiveness, operational strategy, Operational Sustainability, operations strategy and Operations management, Steps of Operations Strategy formulation/Building, Approaches to operations strategy implementation. Case Study, Layout and Location Strategies: Facility planning problem, Facility Layout Problem, Smart layout and Location Strategies, Sustainable Layout and Location Strategies, Case study, Inventory management: Inventory Management in Industry 4.0, Technologies and their impacts on the Inventory management. Evolution of manufacturing Planning: Material requirement Planning (MRP), Manufacturing Resource Planning (MRP II), Sustainable MRP, MRP in Industry 4.0 context, Case Study. Overview of industry 5.0.

Course Outcomes

Upon successful completion of the course, the students will be able to

- CO1: To understand the Importance of Industry 4.0 in Operations and productions Management
CO2: To understand the Smart and Sustainable Manufacturing and Supply Chain,
CO3: To understand the role operations managers can play in business Strategy formulation
CO4: To understand the use of MRP and MRP II in Industry 4.0

Books and References

1. Smart and Sustainable Operations and Supply Chain Management in Industry 4.0, 2023.
2. Operations and Supply Chain Strategy in the Industry 4.0 Era: Concepts and Implementation , by Guilherme Francisco Frederico, Zaccheus Entertainment ,2018
3. Industry 4.0 with SAP,
4. Operations Strategy -- David Walters – PalgraveMcmillan
5. Operations Management for Competitive Advantage – Chase

Course Name: Services Operations Management Course Code: MB-729 Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives <ul style="list-style-type: none"> • An understanding of the impact Operational Capability has on decision making and options in Business Strategy and the linkage to Operations Strategy. • An understanding of the relationship between Business Strategy, Operations Strategy, Process Type, Organization and Control structures the impacts these have on managerial decision making and choices. 	
Course Content	
Understanding the Nature of Services: Introduction and imperatives of services, Nature and characteristics of services, Classification of services and analyzing service operations; Aligning Service Strategy and Service Competitiveness: Introduction to Service Strategy, Competitive Service Strategies, Strategic Service Vision, Service Design, Development & Automation: New service design and development, Service system design and delivery process, Technology & automation in services, Service encounter; Managing Human Resources in Services: Human resource planning & employee selection, Managing people in Services organization, Work measurement in Services; Service Quality: Defining Service Quality, Quality Service by Design, Service process control, Total quality management tools, Quality philosophy and performance excellence, Service recovery and Service guarantee. Service Facility Design and Facility Location: Service facility design, Process analysis of facility layouts, Facility location decision factors, Quantitative models for facility location: Service facility on a line or on a plane, Quantitative models for facility location: Based on different objective functions of optimization criteria, Quantitative models for multiple service facilities; Demand and Capacity Management in Services, Forecasting Demand in Services, Smoothing Customer Demand in Services, Service Capacity Management, Yield management, Resource and Workforce Scheduling in Services; Managing Waiting Lines & Queuing Models: Introduction to Queuing System, Characteristics of Queuing system, Queuing Models; Service Inventory and Supply Chain Management: Service Inventory Management, Service Supply Chains, Processes in Service Supply Chain. Quantitative Models in Managing Service Operations: Data Envelopment Analysis, Application of simulation in service operations management, Vehicle routing and scheduling.	
Course Outcomes Upon successful completion of the course, the students will be able to CO1: An understanding of Lean Thinking, concepts, tools and techniques including Toyota Production System concepts/Just in Time manufacturing CO2: An overview and appreciation of statistical process control CO3: An overview and appreciation of approaches to improving business performance through operations. CO4: Knowledge and understanding of key issues pertaining to Supply Chain Management, including the —Bull Whip Effect	
Books and References <ol style="list-style-type: none"> 1. Service Management: Operations, Strategy, and Information Technology by Fitzsimmons, B., James A., and Mona Fitzsimmons, J., McGraw Hill. 2. Service Management and Operations by Haksever, C., Render, B., Russel, S.R. and Murdick, R.G., Prentice Hall. 	

Course Name: Six Sigma and Lean Manufacturing Course Code: MB-730 Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives <ul style="list-style-type: none"> • To study the overview of Six Sigma, tools, financial benefits, impact of six sigma to the organization and DMAIC methodology • To study the concepts in lean manufacturing such as continuous improvement, just-in-time production, —pull philosophy and total quality management (TQM). To study the definition, purpose, and focus of process mapping • To analyze the data with the help of different charts and cause and effect analysis with the help of Fishbone and Ishikawa diagram. To study the different improvement techniques such as brainstorming, FMEA, SPC etc. 	
Course Content	
<p>Overview of Six Sigma: Underlying concept of variation, Relationships related to Quality Management approaches, Basic Six Sigma tools, International ISO Standards for Six Sigma, Nature of Six Sigma improvement projects, Financial Benefits of Six Sigma, The Impact of Six Sigma to The Organization; Six Sigma and Project Charter: Developing a Business Case, Chartering a Team, Defining Roles and Responsibilities, Gathering Voice of the Customer, Support for Project, Translating Customer Needs into Specific Requirements (CTQs), Process Mapping (As-Is Process), Data Attributes (Continuous Versus Discrete), Measurement System Analysis, Understanding Variation, Measuring Process Capability, Calculating Process Sigma Level, Visually Displaying Baseline Performance, Analyze: Visually Displaying Data (Histogram, Run Chart, Pareto Chart, Scatter Diagram), Detailed (Lower Level) Process Mapping of Critical Areas, Value-Added Analysis, Cause and Effect Analysis (a.k.a. Fishbone, Ishikawa), Affinity Diagram, Data Segmentation and Stratification, Verification of Root Causes, Determining Opportunity for Improvement; Improve: Brainstorming, Multi-Voting, Quality Function Deployment (House of Quality), Selecting a Solution, Failure Modes and Effects Analysis (FMEA), Poka Yoke (Mistake Proofing Your New Process), Piloting Your Solution, Implementation Planning. Control: Assessing the Results of Process Improvement, Statistical Process Control (SPC): Overview, developing a Process Control Plan, Documenting the Process; Evolution of Lean Manufacturing: Measures of Competitiveness, Lean principles, Basic lean tools, Functional areas of the firm, Product Design, Manufacture, and Delivery, Ten steps to lean production, Inventory costs and tradeoffs, The role of information, Value added and Waste Elimination: Types of wastes, Toyota Production System, Eliminating wastes, Roots in Ford's system : supermarket model, JIT Production, Pull system, Integrated quality, Internal customer satisfaction, Standard work and cell design.</p>	
Course Outcomes Upon successful completion of the course, the students will be able to CO1: Identify key requirements and concepts in lean manufacturing CO2: Initiate a continuous improvement change program in a manufacturing organization CO3: Apply the tools in lean manufacturing to analyze a manufacturing system and plan for its improvements	
Books and References <ol style="list-style-type: none"> 1. The Lean Six Sigma Pocket Tool book by Michael L., George, J.M., David, R., Mark Price. 2. Lean Six-Sigma for Service by Michael, G., McGraw Hill. 3. Six-Sigma for Managers by Greg, B., McGraw Hill. 	

Course Name: Product Lifecycle Management Course Code: MB-731 Course Type: Programme Elective	Course Credits: 03
Contact Hours/Week: 3L	
Course Objectives	
<ul style="list-style-type: none"> To understand how the life of a product passes through multiple phases, involves many professional disciplines, and requires many skills, tools and processes. To get familiar with the strategies involved in each life cycle stage so that the offering should be managed efficiently for the buyers to get value from it. 	
Course Content	
<p>Introduction to Product Lifecycle Management (PLM): Product Lifecycle Management (PLM), Need for PLM, Product Lifecycle Phases, Opportunities of Globalization, Pre-PLM Environment, PLM Paradigm, Importance & Benefits of PLM, Widespread Impact of PLM, Focus and Application, A PLM Project, Starting The PLM Initiative, PLM Applications, PLM Strategies: Industrial Strategies, Strategy Elements, Its Identification, Selection and Implementation, Developing PLM Vision And PLM Strategy , Change Management for PLM. Product Development: Definition and Objective, Role of Designer in Product Development, Manufacturing & Economic Aspects of Product Development, Product Promotion & Development; Integration of Environmental Aspects in Product Development: Sustainable Development, Design For Environment, Need for Life Cycle Environmental Strategies, Useful Life Extension Strategies, End-of-Life Strategies, Introduction of Environmental Strategies into The Design Process, Life Cycle Environmental Strategies and Considerations for Product Design. Life Cycle Assessment and Life Cycle Cost Analysis: Properties, and Framework of Life Cycle Assessment, Phases of LCA in ISO Standards, Fields of Application and Limitations of Life Cycle Assessment, Cost Analysis and the Life Cycle Approach, General Framework for LCCA, Evolution of Models for Product Life Cycle Cost Analysis; Technology Forecasting (TF): Evolution for TF and its Importance, Role of TF in Different Phases of PLM, Future Mapping; Methods of Technology Forecasting: Relevance Trees, Morphological Methods and Mission Flow Diagram, Combining Forecast of Different Technologies.</p>	
Course Outcomes	
<p>Upon successful completion of the course, the students will be able to</p> <p>CO1: Identify various stages involved in the life cycle of a product</p> <p>CO2: Describe the various types of analysis involved, once the product is designed and put into market</p> <p>CO3: Apply principles of Cost Analysis</p> <p>CO4: Assess and enable the organizations to overcome the increased complexity and engineering challenges of developing new products for the global competitive markets</p>	
Books and References	
<ol style="list-style-type: none"> Product Life Cycle Management: Driving the Next Generation of Lean Thinking by Michael, G., McGraw Hill. Product Lifecycle Management: Paradigm for 21st Century Product Realization by John Stark, Springer-Verlag. Product Design for the environment- A Life Cycle Approach by Giudice, F. and Guido L.R., Taylor & Francis. 	

Course Name: Operations Strategy Course Code: MB-732 Course Type: Programme Elective

Contact Hours/Week: **3L**

Course Credits: **03**

Course Objectives

- Understand and appreciate the value of Strategic Thought in operations
- Learn principles of designing operating strategies that drive profitable growth
- Understand the importance of operations strategy in shaping the growth potential of a company
- Understand the strategic role of operations management in creating and enhancing a firm’s competitive advantages

Course Content

Operations Strategy & Competitiveness: World of operations in 2020, Operations Management in the organizational chart, Operations as a service, Historical role of Operations Management, Current perspectives. Operations Strategy and Competitive dimensions, Operations and Corporate Strategy, Strategic Fit, A framework for Operations Strategy in Manufacturing, Services; Role of manufacturing /operations in business Strategy; Value as business concept: Strategic issues in Manufacturing, Value Chain Concept Focus, Core Competence and Distinctive Capabilities, Stake holders & strategy, Methodology for developing Operations Strategy: Checking markets, Outcome of Market debate , Linking manufacturing to Markets, Strategic Integration: why products sell in the markets, Order Winners, Order Qualifiers; Dynamic Markets & Generic Strategies: Technology strategy, Issues in New Product development and time to market, Strategic nature of process, Business implication of Process choice, Hybrid Process, Product /Service Profiling: Procedure, Company or Plant based Profiles, Decisions for Product Reallocation, Downsizing, Capacity Decisions, Progression & Regression; Operations Strategy Implementation: Evaluating various trade-offs alternatives, Focused manufacturing, Product or process focus, Make or Buy: merits /demerits, Value Chain Approach, Just in Time, Lean Manufacturing, Quality as strategic factor – CAD/CAM/CIM, Delivering Value to Customer; Manufacturing Infrastructure Development: Importance, issues involved, Organizational issues, Operational approaches in improving delivery system, Controlling Operations – key performance Indicators, Fast Market Feedback, Use of IT, Organizational Learning, Traditional Accounting and Financial Perspectives and operations strategy.

Course Outcomes

Upon successful completion of the course, the students will be able to

- CO1: To understand as to how operations properly configured and deployed can constitute competitive advantage
- CO2: To understand the levers available to an operations manager to implement operations strategy
- CO3: To understand the role operations managers can play in business Strategy formulation

Books and References

1. Operations Strategy by David Walters, Palgrave McMillan.
2. Operations Management for Competitive Advantage by Chase, McGraw Hill.
3. Strategic Operations Management by Steeve B., Richard, L., John, B., Peter, J., Butterworth-Heinemann.
4. Competitive strategy by Porter, M.E, Free Press.

Course Name: **Warehouse Operations**
Course Code: **MB-733**
Course Type: **Elective**

Contact Hours/Week: **3L**

Course Credits: **03**

Course Objectives

- Explain the basic functions of a warehouse and a warehouse manager
- Describe the basic operations in a warehouse (picking, placing, packing, kitting)
- Understand the Warehouse Management at different levels of decision phases.
- To provide an understanding of the function of distribution and warehousing within the supply chain as well as the design/layout, processes and system infrastructure required to process goods efficiently
- To provide basic knowledge about Warehouse and Inventory Management
- To provide an insight on technology used in warehousing
- Apply tools and techniques to improve the warehouse operations.

Course Content

Understanding Warehouse Management Function and Operations: Introduction to the warehouse, Objectives, Functions of warehouse, Types of warehouses, Benefits of warehousing, Warehouse Structure, Role of a Warehouse and a Warehouse Manager, Warehouse Operations. Warehouse Layout and Material Handling: Receiving inventory, picking inventory, locating inventory, Organizing inventory, Dispatching inventory, Equipment Used for a Warehouse, Warehousing, Warehousing decision models. Supply Chain and Warehousing: Introduction, Objectives, Supply Chain Impact on Stores and Warehousing, Retail Logistics, Retail transportation, Issues in retail logistics. Role of Warehousing in Retail: Introduction, Objectives, Retailing and Warehousing, Challenges in retail warehousing, Warehousing in fashion retail, setting up a warehouse, Retail product tracking in warehouse using RFID, Role of government in warehousing, Characteristics of an ideal warehouse, Storing products in a warehouse, Warehousing- the way forward, Warehousing and Supply Chain. Strategic Aspects of Warehousing: Introduction, Objectives, Different Types of Customers in Warehousing, Importance of Warehouse in a Value Chain, Warehouse Location, Modern Warehouse Operations, World-class Warehousing. People aspects in a warehouse and warehouse safety: People management in Warehouse, Health and Safety issues in a Warehouse. Warehouse information: Introduction, Objectives, Importance of Warehouse Information, Decision Making Using Warehouse Information, ICT Applications in a Warehouse.

Course Outcomes

Upon successful completion of the course, the students will be able to

CO1: Understand the Warehouse Management at different levels – operational, tactical, and strategic

CO2: Identifying business strategies and its competitive advantage

CO3: Apply tools and techniques to improve the warehouse operations

CO4: Knowledge about logistics operations and its optimum utilisation

CO5: Familiarising students with inventory management in the warehouse

CO6: To Study the impacts of decisions on people and processes that helps warehouse managers.

Books and References

1. Warehouse Management– Student Study Guide – by Gwynne Richard
2. Essentials of Inventory Management by Max Muller—publishers-HarperCollins
3. Warehouse distribution & Operations Handbook by DAVID E MULCAHY
4. Inventory strategy by Edward H Frazelle
5. Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse
6. The warehouse management handbook. Tompkins press. Smith, J. D.

Course Name: **Logistics and Supply Chain Management**
Course Code: **MB-734**
Course Type: **Elective**

Contact Hours/Week: **3L**

Course Credits: **03**

Course Objectives

- To impart knowledge about maximization of overall value generated through the connected network of individuals, organizations, resources, activities and technologies involved in the manufacturing
- To introduce cost reduction mechanism while maintaining quality and timely management of different operational activities.
- To teach how to improve the overall organizational performance and customer satisfaction by improving product and service delivery to customer.

Course Content

Introduction: Fundamentals of Supply Chain Management, Supply chain networks, Integrated supply chain planning, Decision phases in a supply chain, process view of a supply chain, supply chain flows. Supply chain planning: Strategic, operational and tactical. Designing the supply chain network: Supply chain strategies, achieving strategic fit, value chain, Supply chain drivers and obstacles, Managing information flows and Bullwhip effect in supply chain. Planning demand and supply: Demand forecasting in supply chain, Classification of forecasting methods, measures of forecasting errors. Supply chain inventory management: Introduction to Supply Chain Inventory Management. Inventory theory models: Economic Order Quantity Models, Reorder Point Models and Multi-Echelon Inventory, Supply Chain Facilities Layout, Capacity Planning, Inventory Optimization, Dynamic Routing and Scheduling. Logistics Management: Logistics as a part of SCM, Logistics costs, How the view of logistics differ from that of supply chain management, Different models, Logistics Subsystem, Inbound and Outbound Logistics, Logistical practices in different supply chain segments, Bullwhip effect in Logistics, Role of third party, and fourth party Logistics. Designing and planning transportation networks: Distribution Management: Role of transportation in a supply chain - direct shipment, warehousing, cross-docking; push vs. pull systems; transportation decisions (mode selection, fleet size), market channel structure, vehicle routing problem. Facilities decisions in a supply chain. Performance Measurement, Supply Chain Risk, Reverse logistics., Emerging issues in Supply Chain Management: Sustainable Supply Chain: Triple bottom line Philosophy, Environmental Operations Practices, Social Operational Practices. Supply Chain Digitalization: Digital Transformation/Adoption in the Supply Chain, Current trends in Digital Supply Chain, Supply chain 4.0 and its benefits, Green Supply Chain

Course Outcomes

Upon successful completion of the course, the students will be able to

- CO1: Identify ways to fulfill customer demand through efficient resources
- CO2: Describe the process of planning, implementing and controlling the efficient, effective flow and storage of goods, services and related information from point of origin to point of consumption
- CO3: Apply principles of effective distribution and optimization of pre & post inventory levels
- CO4: Assess the product demand by driving customer value, improving responsiveness, facilitating financial success and building a good network.

Books and References

1. Supply Chain Management by John T. Mentzer, SAGE Publication.
2. Business Logistics/Supply Chain Management by Ballou & Srivastava, Pearson.
3. Supply Chain Logistics Management by Bowersox, Closs and Cooper, McGraw Hill.
4. Logistics and Supply Chain Management by Martin Christopher, Financial Times Prentice.
5. Supply Chain Management: Text and Cases by Janat Shah, Pearson.

Course Name: Total Quality Management
Course Code: MB-735
Course Type: Core
Contact Hours/Week: 3L Course Credits: 03
Course Objectives <ul style="list-style-type: none"> • To Understand Importance of Total Quality Management (TQM) philosophies and frameworks • To study the various tools and techniques of Total Quality Management (TQM) • To give the students an overview of quality and TQM and explaining the salient contributions of Quality Gurus like Deming, Juran and Crosby. General barriers in implementing TQM. • To explore industrial applications of Quality function deployment, taguchi quality concepts and TPM. • To impart detailed exposure to students on various quality systems like ISO and its standards.
Course Content
<p>Quality management: Evolution of Philosophy of Quality, Quality Gurus-Crosby, Deming and Juran, Attributes of Quality, Quality Characteristics-Quality of Design, Quality of Performance and Quality of Conformance, Organization for Quality; Total Quality Management (TQM): Philosophy and Concept, TQM Models, Barriers to Implement of TQM, Developing an Organization Structure for Quality, Quality Management System, Role of top Management, Quality Council, Quality Policies, Quality Improvement Teams, Role of Middle and Lower Management, Quality Circles, Organization Structure for Quality Circles; Problem Solving Techniques: Concept of Zero Defects, Quality Measurement: Tool and Techniques, Seven Basic (B7) Tools: Cause & Effect Diagram, Flow Diagrams, Trend Charts, Histogram, scatter Diagram, Control Chart, New Seven (S7) Tools: Affinity Diagram, Inter relationship Diagram, Tree Diagram, Matrix Diagram, Process decision Program chart (PDPC) and Matrix Data Analysis; Quality Assurance & Control: Causes of Quality Failure, Need and Various Elements in Quality Assurance Programme, Quality Control- On Line and Off Line, Statistical Concepts in Quality, Chance and Assignable Causes, Types of Control Charts, Control chart for variables (X and R charts), Interpreting patterns of variations on X and R charts, Control chart for attributes: Attribute Chart for defectives, P- Chart, NP-Chart, Attribute chart for number of defects per unit, C-Chart and U-Chart. Supplier Partnership: supplier's selection, vendor rating; Innovative Techniques in QM: Quality Function Deployment (QFD), Definition and Phases in QFD, Taguchi Approach to quality-system design, parameter design and Tolerance design, Six-Sigma - Definition & Implementation Steps, ISO-9000 and 14000: Need for ISO 9000 and Other Quality Systems, Elements, Implementation of Quality System, Documentation, Quality Auditing, ISO 14000: Concept, Requirements and Benefits, Role of Total Productive Management (TPM), Bench Marking in Quality Management, Quality Systems.</p>
Course Outcomes Upon successful completion of the course, the students will be able to CO1: Develop and understanding on Total Quality Management (TQM) philosophies and frameworks. CO2: Develop in-depth knowledge on various tools and techniques of Total Quality Management (TQM) CO3: Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems CO4: Develop a strategy for implementing TQM in an organization
Books and References <ol style="list-style-type: none"> 1. Total Quality Management by Dale H. Besterfield, Carol Besterfield-Michna, Glen Besterfield and Mary Besterfield-Sacre. 2. TQM: Text with Cases by John S. Oakland, Routledge. 3. TQM: Introduction to and Overview of Total Quality Management Kindle Edition by ASQ Quality Press.

Course Name: Productivity Management Course Code: MB-736 Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • To enable students understand the importance and dynamics of a firm's physical distribution functions and management of its supply chain. • Students will discuss and identify the scope and effect of transportation, distribution, and logistics industries on personal as well as societal levels. • The student understands the historical, current, and future significance of the distribution and logistics industries • To enable the students to understand the logistics system in different industries 	
Course Content	
<p>Introduction: Concern and Significance of Productivity, Management; Rationale of Productivity Measurement; Productivity's Perspectives, Relation of Productivity with Production, Productivity and Profitability, Productivity and Quality; Productivity Measurement Models: Some Recent Attempts to Define Productivity; Review of Productivity Measurement Models, Production Function Models, Financial Ratios as Measures of Productivity, Production Based Models, Product Oriented Models, Surrogate Models, Economic Utility Models, Models Based on System Approach; Productivity Measurement: A Conceptual Frame Work, Objectives of Productivity Measurement; Management by Objectives (MBO) and Productivity Measurement, System Approach to Productivity Measurement; —Performance Objectives- Productivity (PO-P), Concept Model, Methodology and Applications; Productivity Measurement In Manufacturing: : Productivity Measurement in a Small, Medium and Large Sized Organizations; Objectives, Weightages, Productivity Indices of KPA's, Sub System and the System; Productivity Measurement in a Medium Sized Organisation, Strength and Weaknesses, Marketing Characteristics, Production Characteristics, Productivity Indices-Calculations, Identification KPA's for Improvement. PO-P Application: Need for Measuring Productivity in Service Sector; Difficulties in Measuring; Productivity of an R&D System, Ranking and Weightages of Sub Systems, KPA's and PO's; Methodology of Productivity Measurement of a Service Sector; Implementation Strategies: : Productivity Management System; Productivity Policy; Productivity Organisation and Planning; Productivity Measurement and its Evaluation; Productivity Improvement Strategies; The Organisation Factor, Human Factor, Technology Factor, Productivity Improvement Programme and Action Plans; Productivity Audit and Control.</p>	
Course Outcomes	
<p>Upon successful completion of the course, the students will be able to</p> <p>CO1: Identify the importance of Productivity Enhancement in an organization</p> <p>CO2: Understand measurement models for productivity evaluation</p> <p>CO3: Describe the objectives for Productivity Enhancement</p>	
Books and References	
<ol style="list-style-type: none"> 1. Productivity Management - A System Approach Prem Vrat, Sardalia, G.D. & Sahay, B.S., Wiley 2. Productivity Management - A Practical Handbook by Prokopenko, J., ILO. 	

Course Name: **Personality Development and Leadership**

Course Code: **MB-737**

Course Type: **Programme Elective**

Contact Hours/Week: **3L**

Course Credits: **03**

Course Objectives

- To discuss the characteristics of a supportive learning environment in relation to Personal Development and Leadership
- To develop the skills of the students for proper self- expression, social communication and business etiquettes
- To raise awareness of potential resources for Personal Development & Leadership

Course Content

Define Personality, Determinants of Personality Development, Perception – Definition, Perceptual Process. Psychometric Theories– Cattle and Big Five. Psychodynamic Theories - Carl Jung and MBTI, Transactional Analysis, Johari– Window. Motivation, Introspection, Self-Assessment, Self-Appraisal & Self-development, Sigmund Freud Id, Ego & Super Ego. Effective Speech, Understanding Body language, projective positive body language. Attitude - Concept -Significance -Factors affecting attitudes – Positive attitude–Advantages –Negative attitude-Disadvantages. Stress Management: Introduction, Causes, stress management techniques, Time management: Importance of time management, Techniques of time management, Time management styles. Learning and theories of learning. Leadership– Meaning & Concept, Evolution through theories. Group discussion, between GD and debate etc. Interview skills. Groups & Teams the differences and their Leadership. Groups– Nature, Size, Stages of Group Development. Group Roles, Norms, Status, Cohesion. Decision making in group, Ginnetts Team Effectiveness Leadership Model.

Course Outcomes

Upon successful completion of the course, the students will be able to

CO1: Develop, exhibit and accurate sense of self

CO2: Demonstrate knowledge of personal beliefs and values and a commitment to continuing personal reflection and reassessment

CO3: Learn to evaluate and improve upon personal leadership strengths and weaknesses

CO4: Learn how personal values connect to leadership thus serving to benefit teamwork

Books and References

1. Organizational Behavior by Robbins S.P., Pearson.
2. Leadership in Organizations by Yukl, G., Prentice hall.
3. Personality Development by Hurlock, Elizabeth, B., McGraw Hill.
4. Understanding Organizational Behaviour by Udai, P., Oxford.

Course Name: Industrial Relations and Labor Laws	
Course Code: MB-738	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • To discuss the essential knowledge of labor relations and industrial relations systems and participatory processes at work & labor law. • To examine the theoretical aspects, problems and issues in arbitration and bargaining and models of bargaining and arbitration. • To understand the operation of both workers and businesses within the existing institutional system in which the employment relationship is regulated. 	
Course Content	
<p>Overview of Industrial Relations: Concept, history and theoretical perspective of Industrial Relations, Nature and Importance of IR, approaches to IR, organization of IR in India, IR in modern era, IR and HRM/HRD Employers' Organization; ILO in IR. Indian Labor Force: Introduction, types of labor, growth, size, and distribution of labor, characteristics of Indian labor, labor administration machinery. Trade Unions (TU): Definition, objectives, reasons for joining, types of TU, structure of TU, Theories of TU, evolution of TU, functions of TU, methods of achieving objectives, TU in India. Industrial Disputes and Settlement: Nature & Causes of Disputes, Industrial discipline, Disputes Manifestations; settlement of disputes; collective bargaining, code of discipline, grievance handling, arbitration, conciliation, adjudication, and consultative machinery. Labor problems: Labor turnover; Absenteeism; Workers' participation in management. Labor Welfare and Wages: Evolution, objectives, theories and types of Labor Welfare, labor and five-year plans, Wages: Definition and Theories of Wages. Labor Laws: The Factories Act, 1948, The Industrial Dispute Act, 1947, The Industrial Employment Act (Standing Orders), 1946, The Maternity Benefit Act, 1961, The Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, The Payment of Wages Act, 1936.</p>	
Course Outcomes	
Upon successful completion of the course, students will be able:	
CO1: To understand the nature and scope of labor laws	
CO2: To recognize the different industrial relations systems	
CO3: To classify the authorized services and agencies for employment	
CO4: To distinguish employee rights and obligations according to the scope of employment.	
Books and References	
<ol style="list-style-type: none"> 1) Human Resource Management: Text & Cases by Aswathappa, K., McGraw Hill education. 2) Industrial Relations and Labor Laws by Ghosh and Nandan, McGraw Hill education. 3) Industrial Relations and Labor Laws by Srivastava, S.C., Vikas Publication. 4) Industrial Relations & Labor Laws by Singh, B.D., Excel Publication. 	

<p>Course Name: Performance and Compensation Management Course Code: MB-739 Course Type: Programme Elective</p>	
Contact Hours/Week: 3L	Course Credits: 03
<p>Course Objectives</p> <ul style="list-style-type: none"> • To examine the strategic use of compensation systems by management to attract, motivate, retain, and reward employee performance. • To Identified and practiced some performance management strategies and techniques to enhance the performance and motivation in under-performing and high performing team members. • To explore the factors of job analysis, job description, and job evaluation as the basis of compensation strategy offering students an opportunity to develop competencies in making equitable compensation decisions. • To share a common understanding on how performance management systems can be effectively utilized to raise the performance. 	
<p>Course Content</p>	
<p>Introduction to Performance Management: Evolution of Performance Management, Importance of Performance Management, Linkage of Performance Management to Other HR Processes, Goal Theory and its Application in Performance Management, Social Cognitive Theory and its Application in Performance Management, Organizational Justice Theory and its Application in Performance Management. Performance Appraisal: Definitions, Characteristics of Performance Appraisal, Performance Appraisal Performance Appraisal Methods, Past Oriented and Future Oriented Methods. An Introduction to Job Evaluation, Methods of Job Evaluation. Managing Compensation: Designing a compensation system, Internal and external equity in compensation system, Framework of compensation policy, compensation as a retention strategy. Performance Based Compensation: Significance of performance appraisal system, effect of compensation on performance and motivation, pay for performance system, meeting the challenges of pay for performance system, types of pay for performance plan, compensation and performance, competency-based compensation. Wage Surveys, Wage Components. Wage Incentives – Concept; different kinds of wage incentive plans and their application, pay for performance, competency-based pay, Bonus: Profit Bonus, Evolution of the Concept, Method of Determining Bonus, Fringe Benefits: Underlying Principles, Different Kinds of Fringe Benefits, Wage Administration: Pay Roll Management, Deductions etc.</p>	
<p>Course Outcomes</p> <p>Upon successful completion of the course students will be able:</p> <p>CO1: To learn basic compensation concepts and the context of compensation practice</p> <p>CO2: To illustrate different ways to strengthen the pay-for-performance.</p> <p>CO3: To learn the concepts of Payment and employee benefits issues for contingent workers.</p> <p>CO4: To understand the Legally required employee benefits.</p> <p>CO5: To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits</p>	
<p>Books and References</p> <ol style="list-style-type: none"> 1. Human Resource Management: Text & Cases by Aswathappa, K., McGraw Hill. 2. Compensation by Newman, Gerhart and Milkovich, McGraw Hill. 3. Strategic Compensation: A Human Resource Management Approach by Martocchio, J., Prentice Hall. 	

Course Name: Training Development and Professional Growth Course Code: MB-740 Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives <ul style="list-style-type: none"> • To understand human interactions with interpersonal relations and help to enhance professional growth • To discuss the characteristics of a supportive learning environment in relation to training development & professional Growth. • To develop the skills of the students for proper professional growth 	
Course Content	
Understanding human interactions: Introduction to Interpersonal Relations, Johari Window of different ego states, Analysis of Transactions, Analysis of Strokes, Analysis of Life position. Personality: Meaning & Concept, Personality Pattern; Symbols of Self; Molding the personality pattern; Persistence and change. Frameworks for Identifying & classifying traits; MBTI & Big Five, predicting behavior at work, other personality trait relevant to behavior within organization, types of personality; Sick personalities and Healthy personalities, Winning Personality. Concept and philosophy of training; Trainers, Consultant and Organizational culture & climate for training; Component of training; Training skills, Learning and training: Learning theories; Organizational learning and Learning Organization; Conditions for effective learning; Continuous learning and development. Assessment of training needs: Identifying various stages of training, advantages and disadvantages of training, planning and designing programmes for Training and development, teaching aids for training, training methods; On-the-job training; Off-the-job training. Evaluation of T & D programme, Economics and effectiveness of training programme.	
Course Outcomes Upon successful completion of the course, the students will be able to CO1: Explain the role of training development & professional Growth in human resources management. CO2: Describe the psychology of the learning process on which training is based. CO3: Assess, design and implement various methods, techniques and sources of training. CO4: Enhance the skills and overall personality	
Books and References <ol style="list-style-type: none"> 1. Human Resource Management: Text & Cases by Aswathappa, K., McGraw Hill. 2. Personality: Classic Theories and Modern Research by Friedman, Pearson. 3. Personality Development by Hurlock, E., McGraw Hill. 4. Training for Organizations Transformation by Lynton, R.P. and Pareek, U., Sage. 5. Training Instruments for HRD and OD Pareek, U., Tata McGraw Hill. 	

Course Name: Organizational Change and Development	
Course Code: MB-741	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • To understand the major theories and perspectives concerning organization change and development. • To know the application and perspectives concerning managing development and organization change • To recognize the role of the internal and external environment in driving or restraining change and OD. 	
Course Content	
<p>Introduction to Organization development: Definition, Nature and Characteristics of Organization Development; Concept and process; Goals, assumptions and values underlying organization development (OD); Foundations of organization development, Emergence of OD as an applied behavioral science; Role of top management and organization development practitioners; Role and Competencies of the OD practitioner. Organizational Diagnosis: Techniques of organizational diagnosis- Questionnaires, interviews, workshops, task -forces and other methods; Collecting and analyzing diagnostic information; feeding back diagnostic information. Organizational Change, Renewal, and Development: Theories of Planned change; Organizational growth and its implication for change; Kurt Lewin’s model of change; Force field analysis; Change cycles- Power and participative types; Organizational renewal and re –energizing; Institution building; Creativity and innovation. OD Interventions: Change agents- Role, skills and styles of change agents; Relation with the client system; Designing interventions; Evaluating and institutionalizing interventions; Action research; Human Process and HRM Intervention- Sensitivity training, Transactional analysis; Career planning; Inter-group interventions- team building, survey feedback, Grid OD; Techno-Structural interventions- Work redesign, work modules, Quality of work life (QWL), Quality circles(QC) Management by objectives (MBO); Restructuring organizations, Employee involvement; Job Enrichment ; Socio-technical Systems, TQM, Strategic Interventions- transformational change, continuous change, trans-organizational change, Trends in Organization Development: OD-HRD interface; OD in global settings; OD research and practice in perspective; Challenges and future of OD.</p>	
Course Outcomes	
<p>Upon successful completion of the course, the students will be able to</p> <p>CO1: Gain a general understanding of organizational change and development concepts</p> <p>CO2: Develop an understanding of possible change instruments and their field of use</p> <p>CO3: Reflect on different management qualities and their importance in a change process</p> <p>CO4: Apply change concepts to a real case example and transfer this knowledge to their own working environment</p>	
Books and References	
<ol style="list-style-type: none"> 1. Organisation Development by French, W.L. and Bell, C.H., Prentice-Hall. 2. Organization Development and Change by Cummings, T. G. and Worley, C.G, Cengage Learning. 3. Improving Life at Work: Behavioural Science Approach to Organizational Change by Hackman, J.R. and Suttle, J.L., Goodyear. 4. An Experiential Approach to Organization Development by Harvey, D.F. and Brown, D.R. Prentice-Hall. 5. Management of Organizational Behaviour: Utilizing Human Resources by Hersey, P., and Blanchard, H.B., Prentice Hall. 6. Behavioural Processes in Organizations by Pareek, U., Rao, T.V. and Pestonjee, D.M., Oxford. 	

Course Name: Negotiation and Counseling Course Code: MB-742 Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives <ul style="list-style-type: none"> • To understand different styles of negotiation and how they can negotiate constructively. • To clearly identified the objectives, entry and exit points and tradable within a negotiation discussion that they may have with a customer. • To enhanced their communication and interpersonal skills to build and maintain rapport through negotiation. • To understand the perspectives and practices in counseling. • To focus on the various issues involved in counseling also develop the skill in preparing tools for counseling. 	
Course Content	
Negotiation: Concept and overview of negotiation: Types of Negotiation, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation, Choosing Effective Negotiation Tactics. Negotiation Sub processes: Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in negotiation? Information Bargaining. The Relationship between the Negotiators: Initial Orientation, Important factors and emotions in negotiation: Communication; Creativity; BATNA; Role of emotions, Narrowing of Differences and Closure: Competitive and Cooperative Tactics, Problem Solving Tactics. Counseling: emergence and growth, nature, related fields and scope, expectations, goals, issues and legality, counseling process, relationship and skills, assessment in counseling, counseling interview approaches to counseling, individual and group methods of counseling. Guidance and counseling in educational settings, career guidance and counseling, counseling for family and marriage, evaluation in counseling, modern trends in counseling, the status of guidance and counseling movement in India.	
Course Outcomes Upon successful completion of the course, the students will be able to CO1: Understand negotiation theory and be able to use it in real-life situations CO2: Explain and demonstrate how power, emotion, relationships and ethical considerations can condition negotiation processes CO3: Help to guide in career development through counseling.	
Books and References <ol style="list-style-type: none"> 1. Counseling and Guidance by Rao, S.N. and Sahajpal, P. McGraw Hill. 2. Negotiating Skills for Managers by Cohen, S., McGraw-Hill. 3. Negotiation by Lewicki, Saunders & Barry, McGraw Hill. 4. Negotiation Made Simple by Singh, B.D., Excel Books. 5. Counselling Skills for Managers by Singh, K., PHI. 6. Understanding Organisational Behaviour by Pareek, U., Oxford. 	

Course Name: Strategic Human Resources Management Course Code: MB-743 Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives <ul style="list-style-type: none"> • To provides a strategic framework for integrating and applying HRM concepts. • To need for sustained competitive advantage has made the strategic management of HRM increasingly important to long term business success. • To require students to work at an advanced level to critically analyze HR strategies in relation to their application in the workplace 	
Course Content	
Introduction to SHRM: Definition, need and importance, evolution of SHRM, Matching Culture with Strategy. A conceptual framework, linking between HR strategy and Business Strategy. Strategic HRM Planning: Environmental scanning and analysis, HR forecasting and planning, its steps. Workforce analysis and forecasting techniques, Talent acquisition strategies (recruitment, selection, employer branding), Employee retention and succession planning. Strategic Talent Management: Recruitment and selection strategies, Performance Management, Reward and Compensation. Employee retention and engagement, Succession planning and career development. Training Need Assessment and Training Design: Training need assessment (TNA), Sources of TNA, Types and levels of TNA, Steps in TNA, Techniques of determining specific training needs, Design of training, Training design and work environment, Factors affecting training design. Employee Relations: Managing employee relations issues, Employee communication and engagement, Building a positive organizational culture. Ethical considerations in HRM practices, HRM's role in promoting ethical behavior in organizations.	
Course Outcomes Upon successful completion of the course, the students will be able to CO1: Apply critical thinking skills in analyzing theoretical and applied perspectives of strategic HRM CO2: Analyze problems and develop managerial solutions to employment relations problems at both national and workplace level. CO3: Demonstrate the application of problem solving and evaluation skills in HRM through exercises and case study work CO4: Communicate knowledge of SHRM and employment relations in both written and verbal formats reactive to both audience and purpose.	
Books and References <ol style="list-style-type: none"> 1. Strategic Human Resource Management by Agarwala, T., Oxford University Press. 2. Strategic Human Resource Management by Mello, J., Thompson Learning. 3. International Human Resource Management: Managing People in a Multinational Context by Dowling, P.J. & Welch, D.E., Cengage Learning. 4. Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management by Vance, C.M. and Paik Y., PHI. 	

Course Name: Human Resource Development	
Course Code: MB-744	
Course Type: Programme Elective	
Contact Hours/Week: 3L	Course Credits: 03
Course Objectives	
<ul style="list-style-type: none"> • Develop the knowledge, skills and concepts needed to resolve actual human resource development problems or issues. • Learn fundamental HRMD frameworks and analyze the overall role of HRD. • Improve their ability to think about how HRD should be used as a tool to execute strategies and achieve a competitive advantage • Understand the key elements of HRD and discuss how they relate to each other and the organizational culture 	
Course Content	
<p>Introduction to Human Resource Development: Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD. RD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate. HRD Activities: Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centers; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities. HRD Applications and Trends: Employee socialization and orientation, Coaching and mentoring; Career management and development; Management development, Employee counseling and wellness services; Competency mapping; Balanced Score Card, Integrating HRD with technology, HRIS, Employer branding and other emerging trends. HRD in Organizations: Selected cases covering HRD practices in government organizations, manufacturing and service industries and MNCs; International experiences of human resource development; Emerging issues in HRD, HRD & Diversity: diversity training & beyond.</p>	
Course Outcomes	
<p>Upon successful completion of the course, the students will be able to</p> <p>CO1: Explain the importance of human resources and their effective management in organizations</p> <p>CO2: Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs</p> <p>CO3: Describe the meanings of terminology and tools used in managing employees effectively</p> <p>CO4: Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training</p>	
Books and References	
<ol style="list-style-type: none"> 1. Human Resource Development by Werner J. M. and De Simone, R.L., Cengage Learning. 2. Human Resource Development by Mankin, D., Oxford University Press. 3. Human Resource Development by Haldar, U.K., Oxford University Press. 4. Future of HRD by Rao, T.V., Macmillan Publisher. 	

Syllabus: Institute Elective Courses

Course Name: Commercial Law
Course Code: MB-701
Course Type: Institute Elective
Contact Hours/Week: 4L Course Credits: 04
<p>Course Objectives</p> <ul style="list-style-type: none"> • Discusses fundamental concepts, principles, and rules of law that apply to business transactions. • To discuss the function and operation of the courts, business crimes, contract law etc. • The application of the Uniform Commercial Code to business activities and recent developments in business law, such as cyber law and electronic commerce etc.
Course Content
<p>The Indian Contract Act, 1872: Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Breach of Contract, Damages for breach of a contract, Quasi contracts. Special contracts – indemnity & guarantee, bailment and pledge; The Sale of Goods Act, 1930: Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach. The Negotiable Instrument Act, 1881: Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheque, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheque, Bouncing of Cheque; The Companies Act, 1956: Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up. The Consumer Protection Act, 1986: Aims and Objects of the Act, Redressal Machinery under the Act, Procedure for complaints under the Act, Remedies and Appeals, Enforcement of orders and Penalties; The Indian Partnership Act, 1932: Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms; The Information Technology Act, 2000; The Right to Information Act, 2005- Salient features, Obligation and Designation of Public Information officer, Duties of a PIO.</p>
<p>Course Outcomes</p> <p>Upon successful completion of the course, the students will be able to</p> <p>CO1: Demonstrate an understanding of the Legal Environment of Business.</p> <p>CO2: Apply basic legal knowledge to business transactions.</p> <p>CO3: Communicate effectively using standard business and legal terminology.</p>
<p>Books and References</p> <ol style="list-style-type: none"> 1. General Laws & Procedures by Kapoor, N.D. and Rajni A., Sultan Chand & Sons. 2. Business Law by Kuchhal, M.C., Vikas Publication. 3. Business Law including Company Law by Gulshan, S.S., Excel Books. 4. Principles of Mercantile Law by Singh, A., Eastern Book Company

Course Name: Research Methods and Statistics	
Course Code: MB-702	
Course Type: Institute Elective	
Contact Hours/Week: 4L	Course Credits: 04
Course Objectives	
<ul style="list-style-type: none"> • Understand some basic concepts of research and its methodologies • Select and define appropriate research problem and parameters • Organize and conduct research in a more appropriate manner • Write a research report and thesis 	
Course Content	
<p>Research: – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research. Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – research Question – Investigation Question; Research design: Concept, features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches. Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research. Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, extraneous variable, Treatment, Control group; Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application; Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample, Sampling errors, Non-Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response. Types of Sampling. Determining size of the sample – Practical considerations in sampling and sample size, sample size determination; Data Analysis: Editing, Coding, Tabular representation of data, Graphical Representation of Data. Bi-variate Analysis: Linear Regression Analysis: Meaning and two lines of regression; relationship between correlation and regression co-efficient, Cross tabulations, Chi-square test; Concept of Hypothesis & Hypothesis Testing. Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, Analysis of Variance: One way and two- way Classifications, Interpretation of the given data and report preparation.</p>	
Course Outcomes	
Upon successful completion of the course, the students will be able to	
CO1: Demonstrate knowledge of research processes (reading, evaluating, and developing)	
CO2: Perform literature reviews using print and online resources	
CO3: Identify, explain, compare, and prepare the key elements of a research proposal/report	
CO4: Define and develop a possible research interest area using specific research designs	
Books and References	
<ol style="list-style-type: none"> 1. Business Research Methods by Cooper, D.R. and Schindler, P., McGraw Hill. 2. Research Methods for Business by Sekaran, U., Wiley. 3. Research Methodology by Kothari, C.R., New Age International. 	

Course Name: Business Accounting
Course Code: MB-703
Course Type: Institute Elective
Contact Hours/Week: 4L Course Credits: 04
<p>Course Objectives</p> <ul style="list-style-type: none"> • To familiarize the students with financial statements and principles underlying them and to develop their skills in reading Annual Reports. • To acquaint them in brief with accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications. • To lay a foundation for developing their skills in interpreting financial statements.
Course Content
<p>Meaning of Business Accounting, Accounting and its classification, Various technical terminologies of Accounting, Generally Accepted Accounting Principles, Concepts and Conventions, Valuation and Accounting estimates, Systems of Book Keeping, Systems of Accounting, Journalizing Transactions with numerical, Rules of Debit and Credit Traditional and Modern, Compound Journal Entry with numerical, Opening entry. Ledger, Posting, Relationship between Journal and Ledger, Rules regarding posting, Trial Balance- objects and methods of preparing a Trial balance. Final Accounts, Trading Account, Profit and Loss Account, Balance Sheet, Pro Forma of Balance Sheet, Adjustment entries, Concept of Depreciation, Causes, Features, Meaning and Methods of Depreciation. Financial Statements: Meaning, Types, Nature and Limitations of Financial Statements, Analysis and Interpretation of Financial Statements, Steps Involved in Financial Statements Analysis with numerical and interpretations.</p>
<p>Course Outcomes</p> <p>Upon successful completion of the course, the students will be able to</p> <p>CO1: Critically analyze and provide recommendations to improve the operations of organizations through the application of management accounting techniques;</p> <p>CO2: Demonstrate the need for a balance between financial and non-financial information in decision making, control and performance evaluation applications of management accounting;</p> <p>CO3: Demonstrate mastery of costing systems, cost management systems, budgeting systems and performance measurement systems.</p> <p>CO4: Evaluate complex ideas and tolerate ambiguity in managerial and organizational problem-solving.</p>
<p>Books and References</p> <ol style="list-style-type: none"> 1. Accounting for Management by Maheshwari, S.N., Maheshwari, S.K., Vikas Publishing House. 2. Management Accounting by Khan, M.Y. and Jain, P.K., McGraw Hill. 3. Accounting for Managers by Singhal, A.K. and Ghosh Roy, H.J., JBC Publishers, New Delhi. 4. Management Accounting by Pandey, I.M., Vikas Publishing House. 5. Advanced Cost Accounting by Jain, S.P and Narang, K.L., Kalyani Publishers