



PSGR Krishnammal College for Women



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DEPARTMENT OF MANAGEMENT

CHOICE BASED CREDIT SYSTEM

MASTER OF BUSINESS ADMINISTRATION

2019 – 2021 BATCH

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MASTER OF BUSINESS ADMINISTRATION (MBA) 2019-2021

(Choice Based Credit System)

THE PROGRAMME

1. The full-time, two-year MBA programme offered by the Department of Management, (GRG School of Management Studies), PSGR Krishnammal College for Women comprises four semesters of about 90 working days each.
2. The programme requires a minimum of 90 credits equivalent of courses to be completed by students. In the case of theory courses, one credit is equivalent to approximately 15 hours of contact sessions; and, in the case of practice courses (such as term paper or seminar course) one credit is equivalent to approximately 30 hours of coursework.
3. Students may choose to do upto a maximum of 100 credits equivalent of courses.
4. The programme includes Bridge Courses, Foundation Courses, Core Courses, Elective Courses, Skill Courses, and Practice Courses.

PROGRAMME OBJECTIVES

The objective of the MBA programme is to enable students acquire the knowledge, skills, and competence required for successful practice of management and leadership, and to help them develop a holistic personality to lead fulfilling personal and professional lives.

The MBA Programme aims to impart

- Knowledge in foundational, functional, and interdisciplinary areas of management
- Managerial and Leadership skills
- Ethical, Societal and Environmental consciousness

CURRICULUM OBJECTIVES

The curriculum is designed to:

- Provide a strong foundation to the students on fundamentals of business and management
- Enrich their knowledge on functional areas of management
- Enhance the ability of students to understand the importance of an organisational perspective of different functional areas through integrative courses
- Facilitate students to focus and learning in depth in courses that they wish to focus on
- Provide exposure to current and contemporary industry practices through Summer Internship work and Management-in-Practice work
- Provide global exposure through Study Abroad Programme and courses that provide global perspective

- Assist students to gain managerial and professional skills through development of Creativity & Innovation, Critical Thinking, Analytical, Decision Making, and Communication skills
- Enable the MBA graduates to lead satisfying and rewarding personal and professional lives through experiential learning in Personality Development, Outbound, Career Counselling, and Social Service programmes

TYPES OF COURSES

1. The 'Bridge' Courses are intended to be those that prepare the students for the MBA programme
2. The 'Foundation' Courses are intended to be those that provide the basic and fundamental knowledge on subjects such as economics, accounting, tools and techniques for decision-making, technology for business, and organisational behaviour.
3. The 'Core' Courses are intended to be those that provide knowledge on functions of management such as human resources management, financial management, operations management and marketing management.
4. The 'Elective' Courses are intended to be those that students choose to study in pursuit of advanced knowledge in courses that they wish to focus on
5. The 'Skill' Courses are intended to be those that will help students enhance their skills for pursuing successful professional careers
6. The 'Practice' Courses are intended to be those that will help students learn how to apply their theoretical knowledge to practical issues in management.
7. The 'Summer Internship Programme' (SIP) is intended to be a minimum of 45 days intensive immersion in industry for the students to gain an exposure to industry practices and learn the application of management theory in practice
8. The 'Management-in-Practice' (MIP) programme is intended to be a semester-long work carried out by the students during Semester III. Students are expected to apply their knowledge and skills to specific management problems/issues identified during their SIP
9. The 'Study Abroad Programme' (SAB) is intended to provide global exposure and cross cultural appreciation
10. The 'Term Paper' (TMP) is intended to be the result of a semester-long research/analytical work carried out by the students. The primary objective of the term paper is for the students to demonstrate their analytical skills on the chosen themes/topics in management discover and propose a model or solution
11. The 'Seminar Course' (SMC) is intended to be semester-long research/analytical work carried out by the students. The primary objective of the SMC is to help students develop their skills for critical thinking and for enquiry
12. The course 'Business Review' (BR) is intended to keep the students abreast with the changes in the business environment

CHOICE OF ELECTIVE COURSES

Students may choose elective courses in any functional area/domain of management based on their interest and competence, by choosing to do six (6) elective courses.

AUDIT COURSE(S)

Students may choose to register for Audit courses. Audit course(s) allow a student to take up a course to acquire knowledge. Audit courses do not count towards completing degree requirements. Students can register for a maximum of two course(s) per semester, upon approval from the respective course facilitator and register with the programme administrator. Students should attend classes regularly, complete assigned reading and class activities and participate in discussions, but they are exempted from taking up end semester examinations. Audit course(s) will be included in the transcript with an indication as ‘completed’ or ‘not completed’ depending on the recommendation of the respective course facilitator, however it will not be included in the calculation of CGPA.

MBAPLUS

The primary objective of the MBAPlus scheme is to provide additional inputs and enable selected students to realize their potential for leadership after graduation. Students for this scheme will be identified through a sequence of steps, including their willingness, scoring in a set of assessment questionnaires, and a personal interview.

The MBAPlus scheme comprises about 60 hours of sessions spread across the two years of the MBA programme under eight topics (Four in Year 1 and four in Year 2). Students who have undergone the stipulated sessions for MBAPlus will be eligible for being awarded four credits - two credits each at the end of Year 1 and Year 2.

Topics for I MBA	Topics for II MBA
Understanding Personality Differences for Leadership Effectiveness	Consciousness (Emotional Intelligence)
Time Management	Collaboration (Interpersonal and Team working Skills)
Negotiation and Conflict Management	Globalization and Boundary-less Thinking
Presentation Skills	Envisioning

ATTENDANCE

1. Students are expected to attend a minimum of 75% of all scheduled classroom sessions during each semester.
2. The Principal/Director may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%.
3. Students falling short of the required attendance will not be permitted to appear for the End Semester Examination of the semester.
4. Students who do not complete a semester on account of such shortage of attendance may seek to repeat the semester in the subsequent academic year.

COMPLETION OF THE MBA PROGRAMME

Students are required to complete their MBA programme in all respects within a maximum of four years from the date of their first joining the programme, or as per the rules and regulations of the Bharathiar University in this regard.

PEDAGOGY, ASSESSMENT AND EVALUATION

1. The concerned course facilitator shall announce to the students the broad outline of the pedagogy to be adopted for each course. The details of the pedagogy will also be a part of the session plan and course details uploaded on Moodle or other technology-enabled LMS at GRGSMS.
2. Assessment/evaluation of students' performance will be based on both Continuous Internal Assessment (CIA) and End Semester Examination (ESE) for Foundation, Core and Elective courses. CIA shall carry a weightage of 60% and the ESE 40%. The ESE will be conducted at the end of each semester.
3. The CIA shall comprise multiple components of assessment such as quizzes, assignments, case discussion, simulation, classroom participation, student presentations, field study, exercise, peer evaluation and mid-semester examination. The faculty concerned may decide appropriate mixture of components for their courses, provided that the 'mid-semester examination' component of CIA shall carry 20% weightage. The remaining weightage (40%) of the CIA shall comprise four other components.
4. There will not be any ESE for the following, and 100% of marks will be through CIA:
 - i. Basic Mathematics and Statistics (MB19BMS)
 - ii. Essentials of Accounting and Finance (MB19EAF)
 - iii. History of Indian Business (MB19HIB)
 - iv. Evolution and Principles of Management (MB19EPM)
 - v. Business Environment (MB19BET)
 - vi. Computing for Management (MB19CFM)
 - vii. Critical Thinking (MB19CTG)
 - viii. Communication Skills – 1 (MB19CM1)
 - ix. Creativity and Innovation (MB19CIN)
 - x. Communication Skills – 2 (MB19CM2)
 - xi. Spreadsheet for Data Analysis (MB19SDA)
 - xii. Business Review - 1 (MB19BR1)
 - xiii. Business Analytics for Decision Making (MB19BAM)
 - xiv. Leadership in a Changing Business Environment (MB19LCE)
 - xv. Term Paper (MB19TMP)
 - xvi. Summer Internship Programme (MB19SIP)
 - xvii. Management in Practice (MB19MIP)
 - xviii. Information Security (MB19IST)
 - xix. Business Review - 2 (MB19BR2)
 - xx. Seminar Course (MB19SMC)
5. There will not be any minimum marks stipulated for passing CIA. However, in the ESE, students shall be required to secure a minimum of 'B' grade [50%] for passing. In order to successfully complete a Course, students will need to secure a minimum total of 50% (50 out of 100 marks – 'B' grade) in CIA and ESE put together.

6. The ‘Personality Development Programme’, ‘Outbound Programme’, ‘Career Counselling Programme’ and ‘Social Service Programme’ will be non-credit courses and be evaluated and graded as ‘satisfactory/unsatisfactory’. Students securing ‘unsatisfactory’ grade in any of these programmes will need to repeat the programme when it is offered next time. A student may request for exemption from the ‘Outbound Programme’ by submitting requisition with relevant documents. The Director is entitled to approve or reject the same.
7. Students who are not satisfied with the CIA score for any Course may appeal for a review to the Director, whose decision in the matter shall be final and binding.
8. The records of CIA and ESE for each student and each Course shall be maintained in safe custody for a period of six months.

SCHEME OF EXAMINATION

1. The End Semester Examinations shall be of three hours duration irrespective of credits assigned to the Courses. The maximum marks in ESE shall be 100 to be pro-rated to 40%.
2. Mid-Semester examinations shall be of two hours duration irrespective of the credits assigned to the Courses. The maximum mark in the mid-semester examination shall be 50 and to be pro-rated to 20%.

The End Semester Examination question papers shall comprise three sections.

- Section 1 shall comprise 10 questions (all to be answered – each question carrying 2 marks) of objective type that may comprise a combination of fill-in-the-blank, true-or-false, and multiple-choice questions
- Section 2 shall comprise 10 questions (out of which 7 need to be answered – each question carrying 5 marks) that ask for short descriptive answers of about 100 words (1 page)
- Section 3 shall comprise 5 questions (out of which 3 need to be answered – each question carrying 15 marks) that ask for detailed analytical, descriptive answers of about 300 words (3 pages).

GRADING

The assessment of performance of students in examinations will be based on grade points received instead of numerical marks. For this purpose, letter grades will be used to assess standards of performance. The following letter grades will be used:

Range of Marks	Grade Point	Letter Grade	Description
90 – 100	9.0 – 10	O	Outstanding
90 – 99	9.0 – 9.9	D+	Excellent
75 – 79	7.5 – 7.9	D	Distinction
70 – 74	7.0 – 7.4	A+	Very Good
60 – 69	6.0 – 6.9	A	Good
50 – 59	5.0 – 5.9	B	Average
00 – 49	0.0	U	Re-appear
ABSENT	0.0	AAA	Absent

The **Semester Grade Point Average (SGPA)** is the ratio of the sum of the product of the number of credits with the grade points scored in all the courses and the sum of the number of credits of all courses undergone during the semester.

$SGPA (S_i) = \frac{\sum(C_i \times G_i)}{\sum C_i}$ where C_i is the number of credits of the i th course and G_i is the grade point scored in the i th course

The **Cumulative Grade Point Average (CGPA)** is the ratio of the sum of the product of the number of credits with the grade points scored in all the courses and the sum of the number of credits of all courses undergone during the entire programme. $CGPA = \frac{\sum (C_i \times S_i)}{\sum C_i}$ where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

**Department of Management****2019-2021**

Code	Title	Type	Credits
SEMESTER 1			
MB19BMS	Basic Mathematics and Statistics	Bridge	1
MB19EAF	Essentials of Accounting and Finance	Bridge	1
MB19HIB	History of Indian Business	Bridge	1
MB19EPM	Evolution and Principles of Management	Bridge	2
MB19BET	Business Environment	Bridge	2
MB19CFM	Computing for Management	Bridge	1
Sub-total			8
MB19AFM	Accounting for Management	Foundation	3
MB19OBH	Organizational Behaviour	Foundation	3
MB19TDM	Tools and Techniques for Decision Making	Foundation	3
MB19ECM	Economics for Management	Foundation	3
MB19ITB	Information Technology for Business	Foundation	3
MB19CTG	Critical Thinking	Skill	1
MB19CM1	Communication Skills 1	Skill	2
MB19PDP*	Personality Development Programme	Practice	
Sub-total			18
Total			26
SEMESTER 2			
MB19OPM	Operations Management	Core	3
MB19MM T	Marketing Management	Core	3
MB19FMT	Financial Management	Core	3
MB19HRM	Human Resource Management	Core	3
MB19BRM	Business Research Methods	Core	3
MB19EMT	Environmental Management	Core	2
MB19CIN	Creativity & Innovation	Skill	1
MB19CM2	Communication Skills – 2	Skill	1
MB19SDA	Spreadsheet for Data Analysis	Skill	2
MB19BR1	Business Review – 1	Practice	1
MB19OBP *	Outbound Programme	Practice	
Total			22

SEMESTER 3			
MB19CBE	Corporate Governance and Business Ethics	Core	2
MB19IBM	International Business and Management	Core	3
	Elective – 01	Elective	3
	Elective – 02	Elective	3
	Elective – 03	Elective	3
MB19BAM	Business Analytics for Decision Making	Skill	2
MB19LCE	Leadership in a Changing Business Environment	Practice	1
MB19TMP	Term Paper	Practice	2
MB19SIP	Summer Internship	Practice	3
MB19MIP	Management-in-Practice	Practice	3
MB19CCP *	Career Counselling Programme	Practice	
	Total		25
SEMESTER 4			
MB19IST	Information Security	Core	1
MB19LAB	Legal Aspects of Business	Core	2
MB19SMT	Strategic Management	Core	3
	Elective – 04	Elective	3
	Elective – 05	Elective	3
	Elective – 06	Elective	3
MB19BR2	Business Review – 2	Practice	1
MB19SMC	Seminar Course	Practice	1
MB19SSP*	Social Service Programme	Practice	
	Total		17
	TOTAL CREDITS		90

LIST OF ELECTIVE COURSES

Each elective course will carry 3 credits

No.	Code	Title
		FINANC E
1	MB19BHF	Behavioural Finance
2	MB19CRF	Corporate Finance
3	MB19CM T	Cost Management
4	MB19FN M	Financial Markets
5	MB19FNS	Financial Services
6	MB19IFM	International Financial Management
7	MB19MN B	Management of Banking
9	MB19MCF	Micro Finance
9	MB19RMI	Risk Management and Insurance
10	MB19SAP	Security Analysis and Portfolio Management
		HUMAN RESOURCES MANAGEMENT
1	MB19CMP	Competency Mapping
2	MB19EMP	Employee Relations
3	MB19IHR	International Human Resource Management
4	MB19LAD	Learning and Development
5	MB19LLS	Labour Laws
6	MB19ORP	Organizational Psychology
7	MB19PMT	Performance Management
8	MB19RAR	Rewards and Recognition
9	MB19SHR	Strategic Human Resource Management
10	MB19TAD	Talent Acquisition and Deployment
		MARKETING MANAGEMENT
1	MB19BM T	Brand Management
2	MB19CBR	Consumer Behaviour
3	MB19CR M	Customer Relationship Management
4	MB19DM K	Digital Marketing
5	MB19ENT	Event Management

6	MB19IMC	Integrated Marketing Communication
7	MB19IMT	International Marketing
8	MB19RM T	Retail Management
9	MB19RUT	Rural Marketing
10	MB19SV M	Services Marketing

DECISION SCIENCE		
1	MB19FNA	Financial Analytics
2	MB19HR A	HR Analytics
3	MB19MK A	Marketing Analytics
4	MB19SW A	Social Media and Web Analytics
OPERATIONS MANAGEMENT		
1	MB19PRJ	Project Management
2	MB19TQ M	Total Quality Management
3	MB19SC M	Supply Chain Management
ENTREPRENEURSHIP MANAGEMENT		
1	MB19BM E	Business Models in Entrepreneurship
2	MB19BPD	Business Plan Development
3	MB19ENF	Entrepreneurial Finance
4	MB19EP S	Entrepreneurship
5	MB19FB M	Family Business Management
6	MB19NV C	New Venture Creation
7	MB19SB M	Small Business Management
8	MB19SEN	Social Entrepreneurship

SYLLABUS AND COURSE OUTLINE SEMESTER I - COURSES

Code	Title	Type	Credits
MB19BMS* *	Basic Mathematics and Statistics	Bridge	1
MB19EAF* *	Essentials of Accounting and Finance	Bridge	1
MB19HIB**	History of Indian Business	Bridge	1
MB19EPM* *	Evolution and Principles of Management	Bridge	2
MB19BET* *	Business Environment	Bridge	2
MB19CFM* *	Computing for Management	Bridge	1
	Sub-total		8
MB19AFM	Accounting for Management	Foundation	3
MB19OBH	Organizational Behaviour	Foundation	3
MB19TDM	Tools and Techniques for Decision Making	Foundation	3
MB19ECM	Economics for Management	Foundation	3
MB19ITB	Information Technology for Business	Foundation	3
MB19CTG* *	Critical Thinking	Skill	1
MB19CM1* *	Communication Skills 1	Skill	2
MB19PDP*	Personality Development Programme	Practice	
	Sub-total		18
	Total		26

* non-credit courses

** 100% Continuous Internal Assessment

Course Title: **BASIC MATHEMATICS AND STATISTICS**
Course Code: MB19BMS
Type/Semester/Credits: Bridge / I /1

Course Objective

This course intends to provide a basic understanding about the mathematical and statistical techniques applicable to a wide range of business situations. At the end of this course the students will be able to exhibit their knowledge of basic mathematics and statistics to solve the managerial problems.

Course Coverage

Part 1 (5 hours)

Mathematics

Numbers – Order of Operations, Average, Ratio, Number Patterns, Simple and Compound Interest, Algebra

Part 2 (10 hours)

Statistics

Statistics - Data, Describing and Summarizing Data, Classification and Tabulation of Data, Graphical Representation of data, Measures of Central Tendency - Mean, Median, Mode, Measures of Dispersion – Standard Deviation, Variance, Correlation - Rank correlation - Simple Regression

Pedagogy

Lecture, Exercises, Peer Learning

Evaluation and Grading

Exercises	...	50%
Test	...	50%

Reference Books

1. Anderson, R. David, Sweeney, J. Dennis, Williams, A. Thomas, (2016). *Statistics for Business and Economics*, 12/e; New Delhi: Cengage Learning
 2. Agarwal R. S. (2017). *Objective Arithmetic*, 2/e; New Delhi: S Chand
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Course Title: **ESSENTIALS OF ACCOUNTING AND FINANCE**
Course Code: **MB19EAF**
Type/Semester/Credits: **Bridge / I / 1**

Course Objective

The objective of the course is to provide fundamental knowledge related to accounting and finance. At the end of this course the students will be able to relate the basic concepts learnt to practices and use it appropriately for understanding the existing situation and make decisions accordingly.

Course Coverage

Part 1 (5 hours)

Introduction to Accounting

Accounting - Meaning, concepts and conventions of accounting, Accounting Process – Preparation of journal, ledger, trial balance and financial statements - Management accounting - Nature and scope, Cost accounting – nature and scope, Generally Accepted Accounting Principles (GAAP) – International Financial Reporting Standards (IFRS)

Part 2 (5 hours)

Introduction to Financial Statements

Understanding Basic Financial Statements - Profit and Loss Statements, Balance sheet, Information beyond the financial statements – Notes to financial statements, Auditor's Report - Management discussion and analysis

Part 3 (5 hours)

Introduction to Basic Finance concepts

Scope of financial management - Sources of long term and short term finance for business - Financing decision – Introduction to Cost of Capital - Investment decision - Basic concepts of Capital Budgeting

Pedagogy

Lecture, Exercises

Evaluation and Grading

Exercises	... 50%
Quiz	... 50%

Reference Books

1. Maheshwari, S.N., Sharad K. Maheshwari, and Suneel K. Maheshwari (2015). *A Textbook of Accounting for Management*, 4/e; New Delhi: Vikas Publications
2. Khan, M.Y. and Jain, P.K. (2015). *Financial Management: Text, Problems and Cases*, 7/e; New Delhi: McGraw Hill Education

Course Title: **HISTORY OF INDIAN BUSINESS**
Course Code: MB19HIB
Type/Semester/Credits: Bridge / I / 1

Course Objective

The course would enable the students to gain insights from the economic, political and social developments in the eighteenth century, which were often considered as cradle for the strategies and structures that characterize Indian business today. Students will understand the growth of business in free India, the emergence of the public sector, and the evolution of modern Indian business.

Course Coverage

- Indian Business History- Introduction
- Indian Business During the Period of British East India Company
- Developing an Identity by Indian Business
- Maturity of Indian Business
- Indian Business after Independence and during the Nehru Era
- The License Raj
- Liberalisation and After

Pedagogy

Lecture and Discussion

Evaluation and Grading

Class participation	...	50%
Quiz	...	50%

Reference Book

Dwijendra, Tripathi and Jyoti, Jumani (2012). *The Concise Oxford History of Indian Business*; New Delhi: Oxford University Press

Course Title: **EVOLUTION AND PRINCIPLES OF MANAGEMENT**
Course Code: MB19EPM
Type/Semester/Credits: Bridge / I / 2

Course Objective

This course enriches the knowledge of students in the fundamental principles of management. At the end of this course, students will be able to describe the process of management, principles and theories of management, and display managerial skills.

Course Coverage

Part 1 (6 hours)

Introduction to Management

Management – Nature and purpose – Evolution of management thought– Systems approach to management process – Functions of managers

Part 2 (8 hours)

Planning

Essentials of Planning and Managing by Objectives - Strategies, Policies - Planning Premises - Decision Making

Part 3 (6 hours)

Organizing

Nature of organizing - Organization Structure - Departmentation Part 4

(6 hours)

Leading

Motivation – Theories – Leadership - Trait, Behaviour, and contingency approaches Part 5

(4 hours)

Controlling

The System and Process of Controlling – Budgetary and non-budgetary Control Techniques

Pedagogy

Lecture, Case Discussion, Seminar, Exercises

Evaluation and Grading

Assignment	... 30%
Presentation	... 40%
Quiz	... 30%

Text Book

Koontz, Harold and Weihrich, Heinz (2016). *Essentials of Management: An International, Innovation and Leadership Perspective*, 10/e; New Delhi: McGraw Hill Education

Reference Books

1. Robbins, Stephen P, Mary Coulter and Agna Fernandez (2019). *Management*, 14/e; New Delhi: Pearson Education

2. Bhattacharyya, Dipak Kumar (2013). *Principles of Management*, 2/e; New Delhi: Pearson Education
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Course Title: **BUSINESS ENVIRONMENT**
Course Code: MB19BET
Type/Semester/Credits: Bridge / I / 2

Course Objective

This course would enable students to understand and appreciate the influence of the forces in the external economic, political, legal, social, and technological environment on doing business in India.

Course Coverage

Part 1 (7 hours)

Overview of Business Environment - Basic Concepts of Functioning of an Economy; National Income; Business and its Environment; Natural Resources; Technological Environment; India's Population and its Impact on the Economy

Part 2 (7 hours)

Economic System – Capitalism, Socialism, Mixed Economy; Public Policies and Business; Economic, Monetary, and Fiscal Policies; Foreign Trade Policy

Part 3 (9 hours)

The Economics of Development – The Economics of Underdevelopment; Stages and Strategies of Economic Growth; Role of the State in Economic Development; Economic Planning; Industrial and Licensing Policies (1951-91); Economic Policy (1991)

Part 4 (7 hours)

Business and Society – Business, Labour and Government; Consumer Protection; Investor Protection; Environmental Protection

Pedagogy

Lecture, Case Discussion, Seminar, Debate

Evaluation and Grading

Quiz	... 30%
Case Discussion	... 30%
Assignment	... 40%

Reference Books

1. Fernando, A.C. (2011). *Business Environment*; New Delhi: Pearson Education (Dorling Kindersley)
 2. Paul, Justin (2010). *Business Environment: Text and Cases*, 3/e; New Delhi: McGraw Hill Education
 3. Saleem, Shaikh (2015). *Business Environment*, 3/e; New Delhi: Pearson Education (Dorling Kindersley)
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Course Name: **COMPUTING FOR MANAGEMENT**
Course Code: MB19CFM
Type/Semester/Credits: Bridge / I / 1

Course Objectives

This course will equip the students with the basic computing skills required for Management Education. At the end of this course students will be able to effectively search data in the web, handle Data-sheets and compute data using Spreadsheet, use the advance function in Text editor application for report writing and create effective presentations using Presentation Application.

Course Coverage

Part 1 (6 hours)

Text Editor

Navigation, Creating reports, Basic functions, Tables & Charts, Section Breaks, using styles, Headers and Footers, Formatting 4

Part 2 (4 hours)

Spreadsheets

Navigation, referring a cell, formatting, page setup, simple functions –arithmetic and Logical

Part 3 (4 hours)

Presentation

Preparing, Formatting, Animating, Sorting the slides, Layouts, Slide design, Guidelines for good presentation

Part 4 (1 hour)

Using Web Effectively

Tools & amp; techniques for effective search in Google, online journals

Pedagogy

Workshop Mode – Demo & Exercises

Evaluation and Grading

Exercises & Quiz	...	50%
Assignment	...	50%

Course Title: **ACCOUNTING FOR MANAGEMENT**
Course Code: MB19AFM
Type/Semester/Credits: Foundation / I / 3

Course Objective

The objective of the course is to provide fundamental knowledge related to financial, management and cost accounting required for managerial decision making. On completion of this course the students will be able analyse and interpret financial statements and apply marginal costing, cost volume profit analysis and variance analysis in decision-making process.

Course Coverage

Part 1 (5 hours)

Financial Statement Analysis

Financial Statement Analysis – Meaning, Purpose, Horizontal and Vertical Analysis - Ratio Analysis - Profitability Analysis, Liquidity Analysis and Solvency Analysis

Part 2 (10 hours)

Fund Flow Statements and Cash Flow Statements

Fund Flow Statement – Meaning, Uses and Importance of Fund Flow Statement - Preparation of Statement of Changes In Working Capital - Preparation Statement of Sources and Application of Funds - Cash Flow Statement – Meaning, Preparation of Cash Flow Statement - Interpreting Financial Health of the Company using Cash Flow Statement

Part 3 (10 hours)

Cost Volume Profit Analysis

Cost-Volume-Profit analysis - The Contribution Margin and its Uses - Decisions using Cost Volume Profit Analysis - Break-Even analysis, Target Profit Analysis, Margin of Safety - Cost Structure and Operating Leverage

Part 4 (10 hours)

Budgeting

Budget – Meaning, The Budget Development Process - Master Budget, Sales Budget
- Production Budget - Material, Labour, Overhead, Selling and Administrative - Expenses -
Budgets - Cash Budget, Flexible budget

Part 5 (10 hours)

Preparation of Cost sheet and Variance Analysis

Cost sheet - Meaning and Scope, Preparation of cost sheet - Standard Costing – Flexible
Budgeting with Standard Costs - Flexible Budget Variance - Variable Manufacturing Cost
Variances - Direct Material Variances - Direct Labour Variances
- Variable Overhead Variances - Fixed Overhead Variances - Interpreting and Using
Variance Analysis

Note: The coverage in this Course will comprise 40% theory and 60% problems

Pedagogy

Lecture, Exercises, Case Discussion

Evaluation and Grading

	...	10%
Case Discussion		
Quiz	...	10%
Exercises	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Sawyers, B. Roby, Jackson, Steve, Jenkins, Greg and Arora, Ravinder Kumar (2016).
Managerial ACCT A South-Asian Perspective, 2/e; New Delhi: Cengage Learning

Reference Books

1. Godwin, Norman; Alderman, Wayne and Sanyal, Debashis (2016). *Financial ACCT A South- Asian Perspective, 2/e*; New Delhi: Cengage Learning
2. Maheshwari, S.N., Sharad K. Maheshwari, and Suneel K. Maheshwari (2015). *A Textbook of Accounting for Management, 4/e*; New Delhi: Vikas Publications
3. Khan, M.Y., and P.K. Jain (2018). *Management Accounting: Text, Problems and Cases, 7/e*; New Delhi: McGraw Hill Education

Course Title: **ORGANIZATIONAL BEHAVIOUR**
Course Code: **MB19OBH**
Type/Semester/Credits: **Foundation / I / 3**

Course Objective

This course is designed to enrich the knowledge of the students about human behaviour in organizations. At the end of this course, students will be able to demonstrate knowledge about individual and group behaviour in organisations, organisational culture, and approaches to managing organisational change.

Course Coverage

Part 1 (9 hours)

Introduction to Organizational Behaviour

Manager's functions, roles, and skills - Nature and Scope of OB – Disciplines that contribute to the OB Field - Challenges and Opportunities for OB

Part 2 (12 hours)

The Individual

Attitudes and Job Satisfaction – Emotions and Emotional intelligence – Personality – Perception – Specific applications in organisations

Part 3 (12 hours)

The Group

Foundations of group behaviour – Organizational politics - Impression management and Defensive behaviour – Conflict management

Part 4 (12 hours)

The Organisation System

Organisational Culture – Organisational Change – Organisational Development – Stress management

Pedagogy

Lecture, Case Discussion, Exercises, Seminar

Evaluation and Grading

Case Discussion	... 10%
Presentation	... 10%
Exercises	... 10%
Quiz	... 10%
Mid Semester Examination	... 20%
End Semester Examination	... 40%

Text Book

Robbins, P. Stephen, Timothy, A. Judge, and Neharika Vohra (2019). *Organizational Behavior*, 18/e; New Delhi: Pearson Education

Reference Books

1. McShane & Von Glinow (2015). *Organisational Behavior*, 6/e; New Delhi: McGraw Hill Education
 2. Luthans, Fred (2017). *Organisational Behavior - An Evidence-based Approach*, 12/e; New Delhi: McGraw Hill Education
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Course Title: **TOOLS AND TECHNIQUES FOR DECISION MAKING**
Course Code: MB19TDM
Type/Semester/Credits: Foundation / I / 3

Course Objective

This course would enable the students to understand the decision-making process and various tools and techniques used in decision making. At the end of this course the students will be able to demonstrate their ability to use the quantitative models like LPP, Distribution Models, Project Models and Decision trees to make appropriate business decisions.

Course Coverage

Part 1 (5 hours)

Introduction to Decision Making

Decision Making Process - Types of decisions - Importance of Decision Making - Techniques of Decision Making – Role of Quantitative and Qualitative techniques – Models and Modelling for Quantitative Analysis

Part 2 (12 hours)

Linear Programming Problems

Introduction to Linear Programming - Structure, Application areas – Marketing, Finance and Operations Management - LPP formulation - Graphical method - Simple Problems - Solving LPP using Software

Part 3 (10 hours)

Distribution Models

Transportation Problem - Assignment Problem - Transshipment Problem - Simple Problems - Solving Distribution models using software

Part 4 (8 hours)

Project Scheduling

PERT/CPM – Project Scheduling with Known Activity Times - Project Scheduling with Uncertain Activity Times - Considering Time - Cost Trade-off

Part 5 (10 hours)

Decision Analysis

Decision Analysis – Decision making without probabilities - Decision making with probabilities - Computing Branch Probabilities using Bayes Theorem

Pedagogy

Lecture, Peer Learning, Exercises, Exercises in Software

Evaluation and Grading

Exercises	...	10%
Exercises in Software	...	10%
Quiz	...	10%
Assignment	...	10%
Mid semester Examination	...	20%
End semester Examination	...	40%

Text Book

Anderson, R. David, Sweeney, J. Dennis, Williams, A. Thomas (2017), *An Introduction to Management Science: Quantitative approaches to Decision Making*, 13/e; New Delhi: Cengage Learning

Reference Books

1. Sharma, J.K (2014). *Quantitative Techniques in Management*, 3/e; New Delhi: Trinity Press
 2. Anand Sharma (2015). *Quantitative Techniques for Decision Making*, 3/e; Mumbai: Himalaya Publishing House
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Course Title: **ECONOMICS FOR MANAGEMENT**
Course Code: MB19ECM
Type/Semester/Credits: Foundation / I / 3

Course Objective

This course will provide an overview to the fundamental economic concepts, principles and theories such as demand analysis, production function, market structures and macroeconomic components. On completion of the course, the students will be able to apply the economic theories and principles to make decisions within the firm at micro and macro levels.

Course Coverage

Part 1 (4 hours)

Introduction to Managerial Economics

Managerial Economics – Nature, Scope; Basic model of the Firm and Role of profits; Marginal and Incremental analysis

Part 2 (8 hours)

Demand Analysis and Theory of Consumer's Choice

Demand and Demand Function, Elasticity of Demand, Consumer's Behaviour – Cardinal Utility Analysis - Indifference curve analysis of demand - Demand Forecasting

Part 3 (8 hours)

Theory of Production and Cost Analysis

The theory of Production – Returns to a variable factor, Production function with two variable inputs - Optimum input combination - Cost Analysis - Supply and its elasticity

Part 4 (8 hours)

Price and Output Decisions in Various Market Structures

Price and Output Decisions in Various Market Structures under Perfect Competition - Monopoly, Monopolistic Competition, Oligopoly

Part 5 (5 hours)

Pricing Practices and Strategies

Cost plus pricing - Price discrimination - Pricing of multiple products - Transfer pricing - Game Theory

Part 6 (12 hours)

Macroeconomics for Management

Macroeconomics – Issues and Concepts - Macro – economic aggregates and Measurement of National Income, Inflation – Nature and Causes - Analysis of Business Cycles - Economic Stabilisation – Fiscal Policy and Monetary Policy - Balance of Payment - Global Financial Crisis and its impact on World Economy

Pedagogy

Lecture, Seminar, Debate, Exercises

Evaluation and Grading

Quiz	...	10%
Debate	...	10%
Exercises	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Ahuja, H.L. (2017). *Managerial Economics: Analysis of Managerial Decision Making*, 9/e; New Delhi: S Chand

Reference Books

1. Keat and Banerjee (2017). *Managerial Economics*, 7/e; New Delhi: Pearson Education
 2. Geetika, Ghosh; Piyali, Choudhury and Purba, Roy (2017). *Managerial Economics*, 3/e; New Delhi: McGraw Hill Education
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Course Title: **INFORMATION TECHNOLOGY FOR BUSINESS**
Course Code: MB19ITB
Type/Semester/Credits: Foundation / I / 3

Course Objective

The course will provide the fundamentals of information technology and their contemporary applications in business. At the end of this course, the students will be able to recognize the strategic use of information technology in business, differentiate the functional and cross-functional information systems. They will also realize the importance of managing information technology to achieve bottom line business results.

Course Coverage

Part 1 (6 hours)

Competing with Information Technology

Information Systems in Business – The Components of Information Systems – Fundamentals of Strategic Advantage – Using Information Technology for Strategic Advantage

Part 2 (14 hours)

Business Applications

e-Business Systems – Functional Business Systems – ERP – SCM – CRM – e-Commerce Fundamentals – e-Commerce Application and Issues – Decision Support Systems and Business Analytics – Artificial Intelligence

Part 3 (10 hours)

IT Infrastructure

Information Systems Infrastructure – Foundations of Data Management – Managing Data Resources – The Networked Enterprise – Internet, Intranet, IOT

Part 4 (10 hours)

Planning and Developing IT solutions

Planning – Developing - Implementing Business Systems- Security, Ethical and Societal Challenges of IT

Part 5 (5 hours)

Global Management of IT

Managing Information Technology – Managing Global IT

Pedagogy

Lecture, Case Discussion, Audio-Visual Presentation

Evaluation and Grading

Presentation	...	10%
Assignment	...	10%
Quiz	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

O'Brien, James A., George M. Marakas, and Ramesh Behl (2019). *Management Information Systems*, 11/e; New Delhi: McGraw Hill Education

Reference Books

1. Turban, Efraim, Linda Volonino and Wood, R., Gregory (2017). *Information Technology for Management – Advancing Sustainable, Profitable Business Growth*, New Delhi: Wiley India
2. Laudon, Kenneth C., Laudon, P. Jane (2018). *Management Information System - Managing the Digital Firm*, 15/e; New Delhi: Pearson Education

Course Title: **CRITICAL THINKING**
Course Code: MB19CTG
Type/Semester/Credits: Skill / I / 1

Course Objective

The course would enable the students to gain insights about the process, tools and techniques of critical thinking. At the end of the course students would be able to think rationally, understand the logical connection between the ideas, assess information, solve problems and present arguments in a logical way.

Course Coverage

Part 1 (8 hours)

Critical Thinking Process

Critical Thinking – Characteristics of Critical Thinker – Critical Thinking Styles - Logical Fallacies - Inductive and Deductive Reasoning - Critical Thinking Process

Part 2 (7 hours)

Critical Thinking Skills

Critical Thinking Skills set – Solving Problems - Critical argumentation

Pedagogy

Lecture, Exercises

Evaluation and Grading

Exercises	...	50%
Case Action Plan	...	50%

Course Title: **COMMUNICATION SKILLS - 1**
Course Code: MB19CM1
Type/Semester/Credits: Skill / I / 2

Course Objective

The course will enable students to get their message across clearly and effectively. At the end of the course students will be able to express their thoughts and ideas assertively. They will be able to apply the tools and techniques of persuasion formal speaking in professional environment. Students will be able to plan, design and deliver effective presentations.

Course Coverage

Part 1 (10 hours)

Communicating at Work

Importance of Communication Skills - Understanding the communication Process - Barriers to communication - Communication Styles - Communicating assertively, Functions of nonverbal communication – Body language – Appearance and Grooming

Part 2 (10 hours)

Persuasive Communication

The importance of persuasion – The persuasion process – Factors and theories of persuasion - Framing in persuasion

Part 3 (10 hours)

Planning, designing and delivering effective presentations

Adapting to audience – Composing the presentation – Body language - Presentation delivery tools, enhancing presentations with slides and other audio-visual aids - Art of delivering the presentation – Handling questions

Pedagogy

Lecture and Discussion, Role-Play, Class activities

Evaluation and Grading

Speech	...	25%
Presentation	...	25%
Online Course	...	25%
Class Participation	...	25%

Reference Books

1. Bovee, Courtland L, Thill, John V. and Raina, Roshan Lal (2017). *Business Communication Today*, 10/e; New Delhi: Pearson Education
 2. Chaturvedi, P. D. and Chaturvedi, Pramilla (2017). *The Art and Science of Business Communication*, 5/e; New Delhi: Pearson Education
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SYLLABUS AND COURSE OUTLINE

SEMESTER II - COURSES

Code	Title	Type	Credits
MB19OPM	Operations Management	Core	3
MB19MMT	Marketing Management	Core	3
MB19FMT	Financial Management	Core	3
MB19HRM	Human Resource Management	Core	3
MB19BRM	Business Research Methods	Core	3
MB19EMT	Environmental Management	Core	2
MB19CIN**	Creativity & Innovation	Skill	1
MB19CM2* *	Communication Skills – 2	Skill	1
MB19SDA* *	Spreadsheet for Data Analysis	Skill	2
MB19BR1* *	Business Review – 1	Practice	1
MB19OBP*	Outbound Programme	Practice	
	Total		22

* non-credit courses

** 100% Continuous Internal Assessment

Course Title: **OPERATIONS MANAGEMENT**
Course Code: MB19OPM
Type/Semester/Credits: Core / II / 3

Course Objective

This course would enable the students to understand the role of operations management in the operational and strategic levels of business and the managerial processes for effective operations in manufacturing and service organizations. At the end of the course students will be able to apply operational methodologies for achieving operational excellence.

Course Coverage

Part 1 (5 hours)

Introduction to Operations Management

Manufacturing Trends in India – Operations Management Functions - Challenges in Operations Management - The Relevance of Operations Strategy - Strategy Formulation Process - Measures for Operations Excellence

Part 2 (10 hours)

Operations and the Value Chain

Supply Chain Management – Components, Structure - Measures of Supply Chain Performance - Design of Supply Chain - Facilities Location - Planning Methods - Issues in Location Planning

Part 3 (10 hours)

Designing Operations

Process and Capacity Analysis – Design of Manufacturing Process - Layout Planning - Design of Service Systems - The Product Development Process - Total Quality Management

Part 4 (10 hours)

Planning and Control of Operations

Demand Forecasting - Aggregate Production Planning - Master Production Schedule - Maintenance Management

Part 5 (10 hours)

Inventory Planning and Control

Types of Inventory - Inventory Cost - Inventory Control System - Issues in Inventory Planning and Control - Operations Scheduling - Six Sigma Quality Control

Pedagogy

Lecture, Case Discussion, Field Study

Evaluation and Grading

Exercises	...	10%
Assignment	...	10%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Mahadevan, B., (2015). *Operations Management, Theory and Practice*, 3/e; New Delhi: Pearson Education

Reference Books

1. Krajewski, J. Lee, Ritzman, P. Larry, and Malhotra, K. Manoj (2016). *Operations Management: Processes and Value Chains*, 11/e; New Delhi: Pearson Education
 2. Stevenson, J. William (2017). *Operations Management*, 13/e; New Delhi: McGraw Hill Education
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Course Title: **MARKETING MANAGEMENT**
Course Code: **MB19MMT**
Type/Semester/Credits: **Core / II / 3**

Course Objective

This course is designed to give an introduction to the theory and practice of marketing. It would enable the students to understand the dynamics of the market forces and the need for holistic marketing efforts to design and implement marketing programmes. At the end of the course, students will design a marketing plan to demonstrate how values can be created, communicated and delivered to the target audience in a competitive environment.

Course Coverage

Part 1 (10 hours)

Understanding Marketing Management

Defining Marketing for the New Realities - Developing Marketing Strategies and Plans -
Creating Long - Term Loyalty Relationships

Part 2 (8 hours)

Building strong brands

Identifying Market Segments and Targets - Crafting the Brand Positioning - Creating Brand Equity - Addressing Competition and Driving Growth
Part 3 (10 hours)

Creating value

Setting Product Strategy - Designing and managing services - Introducing new product offerings - Developing Pricing Strategy and Programs

Part 4 (9 hours)

Communicating value

Designing and Managing Integrated Marketing Communications - Managing Mass Communications - Managing Digital Communications and Managing Personal Communications – Neuro Marketing

Part 5 (8 hours)

Delivering Value

Designing and Managing Integrated Marketing Channels - Managing Retailing - Wholesaling and Logistics

Pedagogy

Lecture, Case Discussion, Seminar, Field Study, Marketing Plan

Evaluation and Grading

Case Discussion	...	10%
Presentation	...	10%
Field Study	...	10%
Marketing Plan	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Kotler, Philip and Kevin Lane Keller (2017). *Marketing Management*, 15/e; New Delhi: Pearson Education

Reference Books

1. Grewal Dhruv and Levy Michael (2017). *Marketing*, 5/e; New Delhi: McGraw Hill Education
2. Ramasamy V.S, Namakumari S., (2014). *Marketing Management: Global Perspective Indian Context*, 5/e; New Delhi: Macmillan Education

Course Title: **FINANCIAL MANAGEMENT**
Course Code: **MB19FMT**
Type/Semester/Credits: **Core / II / 3**

Course Objective

The course will provide an insight on the role of financial management in maximizing wealth of an organization and help students to understand the application of financial tools in determining the value of the firm. On completion of the course the students will be able to measure time value of money, cost of capital, and changes in value of the firm and identify suitable sources of funds and best investment alternatives.

Course Coverage

Part 1 (6 hours)

Finance Function

Overview and Scope of Financial Management – Objectives - Organisation of Finance function - Emerging role of Finance Managers in India

Part 2 (13 hours)

Investment Decision

Time Value of Money - Compounding and Present value techniques - Capital Budgeting - Principles and Techniques - Evaluation techniques - Concept and Measurement of Cost of Capital – Importance, Measurement of Specific Costs - Computation of Overall cost of Capital

Part 3 (12 hours)

Financing Decisions

Short Term and Long Term Finance - Operating Leverage and Financial Leverage - Capital Structure Theories - Net Income Approach - Net Operating Income Approach - Modigliani-Miller Approach - Traditional Approach

Part 4 (8 hours)

Dividend Decisions

Management of Profits - Retained Earnings and Dividends - Dividend Decision - Dividend and Valuation - Determinants of Dividend policy

Part 5 (6 hours)

Working Capital Decisions

Working Capital Decisions - Management of cash, inventory and receivables – Types of Working Capital and its importance – Determinants of Working Capital

Pedagogy

Lecture, Exercises, Assignment, Case Discussion

Evaluation and Grading

Assignment	...	10%
Case Discussion	...	10%
Exercises	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Note: The coverage in this course will comprise 60% theory and 40% problems.

Text Book

Khan, M.Y. and Jain, P.K. (2019). *Financial Management: Text, Problems and Cases*, 8/e; New Delhi: McGraw Hill Education

Reference Books

1. Pandey, I.M. (2015). *Financial Management*, 11/e; New Delhi: Vikas Publications
2. Chandra, Prasanna (2015). *Financial Management, Theory and Practice*, 9/e; New Delhi: McGraw Hill Education

Course Title: **HUMAN RESOURCE MANAGEMENT**
 Course Code: MB19HRM
 Type/Semester/Credits: Core / II / 3

Course Objective

This course aims to enrich the knowledge of the students in the principles and practices of Human Resource Management by providing insights into emerging industry trends. At the end of this course, students will be able to demonstrate knowledge in procurement, development, compensation, integration, maintenance of human resources, and international human resource management.

Course Coverage

Part 1 (5 hours)

Introduction to Human Resource Management

Introduction to Human Resource Management – Human Resource Management Strategy and Analysis

Part 2 (10 hours)

Recruitment and Selection

Job Analysis and the Talent Management Process – Personnel Planning and Recruiting – Employee Testing and Selection – Employee Testing and Selection – Interviewing Candidates

Part 3 (12 hours)

Training and Development

Training and Developing Employees – Performance Management and Appraisal – Managing Careers and Retention

Part 4 (6 hours)

Compensation

Establishing Strategic Pay plans – Pay for Performance and Financial Incentives – Benefits and Services Part

5 (6 hours)

Employee Relations

Building Positive Employee Relations – Safety, Health and Risk Management Part 6

(6 hours)

Global Human Resources

Managing Global Human Resources

Pedagogy

Lecture, Exercises, Assignment, Seminar, Case Discussion

Evaluation and Grading

Case Discussion	...	10%
Presentation	...	10%
Exercises	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Dessler, Gary and Biju Varkkey (2019). *Human Resource Management*, 15/e; New Delhi: Pearson Education

Reference Book

1. Aswathappa, K (2017). *Human Resource Management: Text and Cases*, 8/e; New Delhi: McGraw- Hill Education
 2. Bohalander, W. George and Snell, A. Scott (2017). *Principles of Human Resource Management*, 16/e; New Delhi, Cengage Learning
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Course Title: **BUSINESS RESEARCH METHODS**
Course Code: MB19BRM
Type/Semester/Credits: Core / II / 3

Course Objective

This course is designed to provide a basic knowledge on research concepts and methodologies to carry out business research. At the end of this course, students will be able to demonstrate knowledge in different types of research methods and techniques; display skill in performing statistical and research analysis and prepare structured reports that aid in appropriate decision making.

Course Coverage

Part 1 (5 hours)

Introduction to Business Research

Objectives and types of Business Research – Basic/Applied, Scientific Approach - Process of conducting Business Research – Challenges - Ethics and Business Research - Alternative Approaches to Research

Part 2 (10 hours)

Research Process

Defining and refining the research problem - Critical literature review - Theoretical framework and hypothesis development - Research design - Data collection methods

Part 3 (6 hours)

Measurement of variables and Sampling

Measurement of variables - Types of scales - Reliability and Validity - Sampling – Process and types

Part 4 (18 hours)

Data Analysis

Quantitative data analysis - Preparation of Data - Basic Analysis of Data – Measures of Central Tendency – Dispersion - Correlation and Regression – ANOVA - Factor Analysis - Non-parametric tests – Application of SPSS

Part 5 (6 hours)

Research Report

Types of Reports – Contents of Research Report – Report Presentation - Oral and Written

Pedagogy

Lecture, Practical SPSS Session, Exercises – Analysis & Discussion, Research Project

Evaluation and Grading

Quiz	... 05%
Exercises	... 10%
Research Project	... 15%
Article Review	... 10%
Mid Semester Examination	... 20%
End Semester Examination	... 40%

Text Book

Srivastava, T. N, Shailaja, Rego (2017). *Business Research Methodology*, 1/e; New Delhi: McGraw Hill Education

Reference Books

1. Cooper, R. Donald, Pamela, S. Schindler (2019). *Business Research Methods*, 12/e (Special Indian Edition); Chennai: McGraw Hill Education
 2. Sekaran, U, Bougie, R (2018), *Research Methods for Business: A Skill Building Approach*, 7/e; New Delhi: Wiley India
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Course Title: **ENVIRONMENTAL MANAGEMENT**
Course Code: MB19EMT
Type/Semester/Credits: Core / II /2

Course Objective

The course is designed to provide a critical overview on the various aspects of environmental management. Students will be able gain an insight into environmental management issues, the various environmental policies, legislations and international treaties; the concept of environmental impact assessment and various environmental management system standards. At the end of the course the students will show sensitivity to issues of environmental concerns and conservation.

Course Coverage

Part 1 (6 hours)

Realm of Ecology and Ecosystems, Environmental Issues

Scope and Importance – Evolution of Sustainable Development – Concept of Ecosystem – Human Interference with Natural Environment

Part 2 (6 hours)

Business and Sustainability

Sustainable Development and its Background – Green Businesses and their Growth – Green Rankings – Eco-labels and environmentally preferred purchasing – Sustainability and Environmental Reporting

Part 3 (6 hours)

Processes, Tools, and Standards for Environmental Management

Environmental Management System – Industrial Ecology – Environmental Impact Assessment

Part 4 (6 hours)

Environmental Ethics, Environmental Laws, Policies, and Treaties Anthropocentrism, Egocentrism – Role of Consumers and Investors in Making Business Sustainable – Sustainable Lifestyles

Part 5 (6 hours)

Environmental Economies and Green Economy

Environmental Laws in India – Domestic Laws – Public Interest Litigations – International Agreements, laws and Treaties

Pedagogy

Lecture, Case Discussion, Audio-Visual Aids, Field Study

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	20%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Sankar R.N., Ajith (2015). *Environmental Management*, 1/e; New Delhi: Oxford University Press

Reference Books

1. Miller, G. Tyler Jr. (2016). *Environmental Science*, 14/e; New Delhi: Cengage Learning
2. Rajagopalan, R. (2015). *Environmental Studies: From Crisis to Cure*, 3/e; New Delhi: Oxford University Press
3. Uberoi, N.K. (2010). *Environmental Management*, 2/e; New Delhi: Excel Books
4. Ramachandra, T. V. and Kulkarni, Vijay (2009). *Environmental Management*, New Delhi: The TERI Press

Course Title: **CREATIVITY & INNOVATION**
Course Code: MB19CIN
Type/Semester/Credits: Skill / II / 1

Course Objective

The course is intended to kindle the spirit of creativity and innovation among students. The student mind is largely conditioned to approach issues in logical and sequential order. This course will provide opportunities for students to be spontaneous and creative and think out of the box. At the end of this course, the students will be able to apply the techniques of creativity and innovation while facing the challenges and problems in the personal and professional settings.

Course Coverage

Part 1 (8 hours)

The Creativity Phenomenon

The Realm of Creativity – Creativity Process – Components of Creativity – Enhancing Creative Intelligence - Mastering Creative Problem Solving - Existential, Entrepreneurial and Empowerment Creativity – Acquiring a Creative Persona - Techniques of Creative Problem Solving

Part 2 (7 hours)

The Practice of Innovation

Purposeful Innovation – Impetus to innovate - Sources of Innovation Opportunity – Types and Patterns of Innovation – Designing and Implementing Innovation Strategies

Pedagogy

Lecture, Journaling, Exercises

Evaluation and Grading

Article Review	...	20%
Presentation	...	30%
Exercises	...	50%

Reference Books

1. De Bono, Edward (2015). *Lateral Thinking: Creativity Step by Step*, (International Edition), Harper Perennial Publishers
2. Tidd, Joe, and Bessant, R. John (2015). *Managing Innovation: Integrating Technological, Market and Organizational Change*, 5/e; New Delhi: Wiley India
3. Christensen, M. Clayton, and Raynor, E. Michael (2013). *The Innovators Solution*, Boston: Harvard Business School Press
4. Khandwalla, N. Pradip (2009). *Lifelong Creativity – An Unending Quest*, New Delhi: McGraw Hill Education

Course Title: **COMMUNICATION SKILLS - 2**
Course Code: MB19CM2
Type/Semester/Credits: Skill / II / 1

Course Objective

The course is designed to build written communication skills of students essential to business graduates. At the end of the course students will be able to write concretely and effectively business messages, emails and reports using the techniques of business writing

Course Coverage

Part 1 (5 hours)

Effective Writing

Fundamentals of business writing – Adapting your words to your readers – Constructing clear sentences and paragraphs - Writing for positive effect – Crafting messages for electronic media

Part 2 (5 hours)

Writing Business Messages

Directness in good-news and neutral messages - Indirectness in bad-News Messages and persuasive messages – email etiquette

Part 3 (5 hours)

Writing Reports

Writing Reports - Short reports and long informal reports

Pedagogy

Discussion, Exercises, Activities

Evaluation and Grading

Assignment on Writing Business Message	...	25%
Assignment on Report Writing	...	25%
Online Course	...	25%
Class Participation	...	25%

Reference Books

1. Bovee, Courtland L, Thill, John V. and Raina, Roshan Lal (2017). *Business Communication Today*, 10/e; New Delhi: Pearson Education
 2. Lesiker, Raymond V., Flatley Marie E., Rentz, Paula and Neerja Pande (2015). *Business Communication: Connecting in a Digital World*, 13/e; New Delhi: McGraw Hill Education
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Course Title: **SPREADSHEET FOR DATA ANALYSIS**
Course Code: MB19SDA
Type/Semester/Credits: Skill / II / 2

Course Objective

The course will introduce Excel as a tool for Data Analysis. The course will familiarize the students with important features of Excel. At the end of the course the students will be able to use in-built functions in Excel for structuring Data, apply features of Excel like What-if Analysis, Sensitivity Analysis for decision making, perform investment analysis using Excel, validate data, use database operations and present the processed information using Charts.

Course Coverage

Part 1 (12 hours)

Structuring Data

Functions - Application of Functions, Array Functions and Ranges, Text to Table, Data Validation, Excepting Handling, Conditional Formatting, Handling Date and Time Data, Basic String Functions

Part 2 (12 hours)

Database Operations

Database operations – Sorting, Filtering, DCount, DSum, DMax, DMin, Simple and Composite Criteria - Pivot Table – Grouping, Slicing and Dicing - Table Lookup – Index, Match, Vlookup, Hlookup

Part 3 (6 hours)

Decision Making Tools

What-if Analysis, Sensitivity Analysis - Data table; Scenario Building with Basic Models - Presentation of data using Charts

Pedagogy

Workshop Mode – Demo & Exercises

Evaluation and Grading

Exercises & Quiz	...	30%
Assignment	...	30%
Practical Examination	...	40%

Reference Books

1. Walkenbach, John (2016). *Microsoft Excel 2016 Bible*, 1/e; New Delhi: Wiley India

2. Lysander, Hansa Manohar (2015). *Data Analysis And Business Modelling Using Microsoft Excel*, 1/e; New Delhi: Pearson Education
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Course Title: **BUSINESS REVIEW 1**
Course Code: MB19BR1
Type/Semester/Credits: Practice / II / 1

Guidelines for Business Review 1

The primary objective of the ‘Business Review 1’ is to enable the students update themselves with the current happenings in the business environment. A team of four students will join together, gather information and make a presentation. Each team can select, and work on a topic approved by the faculty coordinator and make a presentation on the same for about 20 minutes. The presentation could be on the insights obtained by the students on a specific topic after gathering relevant information and performing a critical analysis of the same. Apart from the presentation, individual student is expected to maintain a reflective diary on the leanings from each of the presentation’s made which will be evaluated at the end of the course.

Evaluation of Business Review 1 will be based on two criteria:

- Critical Thinking – 50%
 - Oral and Written Presentation – 50%
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SYLLABUS AND COURSE OUTLINE

SEMESTER III - COURSES

Code	Title	Type	Code
MB19CBE	Corporate Governance and Business Ethics	Core	2
MB19IBM	International Business and Management	Core	3
	Elective – 01	Elective	3
	Elective – 02	Elective	3
	Elective – 03	Elective	3
MB19BAM*	Business Analytics for Decision Making	Skill	2
MB19LCE*	Leadership in a Changing Business Environment	Practice	1
MB19TMP*	Term Paper	Practice	2
MB19SIP**	Summer Internship	Practice	3
MB19MIP**	Management-in-Practice	Practice	3
MB19CCP*	Career Counselling Programme	Practice	
	Total		25

* non-credit courses

** 100% Continuous Internal Assessment

Course Title: **CORPORATE GOVERNANCE AND BUSINESS ETHICS**
Course Code: MB19CBE
Type/Semester/Credits: Core / III / 2

Course Objectives

This course enables the students to gain an understanding of the contemporary issues of corporate governance in the wake of changing business ambience. At the end of the course the students would be able to analyse the issues and problems of Corporate Governance in emerging economies and appreciate ethical practices in business.

Course Coverage

Part 1 (10 hours)

Introduction to ethics – principles – law, ethics and business – individual and organisational ethics

Part 2 (12 hours)

Principles and practices of corporate governance – corporate governance in the Indian context – Recent cases

Part 4 (8 hours)

Ethics and corporate governance – corporate governance, corporate social responsibility, and sustainability - Discussions on Corporate Governance Cases

Pedagogy

Lecture, Case Discussion, Exercises

Evaluation and Grading

Presentation	...	10%
Quiz	...	20%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Mandal, S.K (2017). *Ethics in Business and Corporate Governance, 2/e*; New Delhi: McGraw Hill Education

Reference Books

1. Fernando, A.C (2012). *Corporate Governance: Principles, Policies and Practices, 2/e*; New Delhi: Pearson Education

2. Ghosh, B.N. (2012). *Business Ethics and Corporate Governance*, New Delhi: McGraw Hill Education
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Course Title: **INTERNATIONAL BUSINESS AND MANAGEMENT**
Course Code: MB19IBM
Type/Semester/Credits: Core / III / 3

Course Objective

The course will enable the students to understand the various facets of international business environment. At the end of the course the students will be able to apply the learnt concepts to the international business management decision-making process.

Course Coverage

Part 1 (9 hours)

Introduction to Globalisation and National Differences

Globalisation - Country differences - National differences in political economy - Political economy and Economic development - Differences in culture - Ethics

Part 2 (15 hours)

Global Trade and Investment Environment

Global Trade – Investment and Economic Integration – International trade theories - Political economy - Foreign investment - Trade barriers - Regional and Global economic integration

Part 3 (6 hours)

Global Monetary System

Global Monetary System – Foreign exchange market - International monetary system - Global capital

Part 4 (15 hours)

The strategy and Structure of International Business

Strategies and Structure of International Business – Strategy of international business - Organisation of international business - Entry strategies - Choice of entry strategies - Exports and imports

Pedagogy

Lecture, Article Review, Seminar, Case Discussion

Evaluation and Grading

Presentation ... 10%

Assignment	...	10%
Quiz	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Hill, Charles W.L. and Arun K Jain (2018). *International Business: Competing in the Global Marketplace*, 11/e; New Delhi: McGraw Hill Education

Reference Books

1. Hill, Charles W.L. (2016). *Global Business Today*, 8/e; New Delhi: McGraw Hill Education
 2. Daniels, John D and Radebaugh, Lee H *et.al.* (2014). *International Business: Environments and Operations*, 12/e; New Delhi: Pearson Education
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Course Title: **BUSINESS ANALYTICS FOR DECISION MAKING**
Course Code: MB19BAM
Type/Semester/Credits: Skill / III / 2

Course Objective

This course will help the students to gain an understanding of the tools and techniques for solving business problems. At the end of the course Students can demonstrate their ability to use business analytics techniques like predictive modeling, simulation and data mining to formulate and solve business problems and to support managerial decision-making.

Course Coverage

Part 1 (5 hours)

Introduction to Business Analytics

Introduction to Business Analytic – Evolution - Data for business analytics - Descriptive Analytics - Predictive Analytics - Prescriptive Analytics - Challenges in Data-driven decision making and future

Part 2 (7 hours)

Predictive Modelling and analysis

Time series analysis and forecasting – Extrapolation models and econometric model
- Regression based trend models_

Part 3 (9 hours)

Simulation

Spreadsheet models with random variables - Simulation with Built in spread sheet tool - Operational Models - Financial Models - Marketing Models – Sensitivity Analysis

Part 4 (9 hours)

Data Mining

Data Exploration and visualization – Classification methods - Logistic regression - Neural networks - Clustering

Pedagogy

Lecture, Exercises using Spreadsheet – Workshop Mode

Evaluation and Grading

Exercises	...	30%
Assignment	...	30%
Practical Examination	...	40%

Text Book

Albright, S. Christian and Winston, L. Wayne (2017). *Business Analytics & Decision Making*, 6/e; New Delhi: Cengage Learning

Reference Books

1. Dinesh Kumar U (2018). *Business Analytics: The Science of Data Driven Decision Making*, New Delhi: Wiley India
2. Evans, R. James (2017). *Business Analytics – Methods, Models and Decisions*, 2/e; Noida: Pearson Education

Course Title: **LEADERSHIP IN A CHANGING BUSINESS ENVIRONMENT**
Course Code: MB19LCE
Type/Semester/Credits: Practice / III / 1

Overview

This course introduces the students to the foundations of leadership, the role of a leader in the changing business environment and the stories of remarkable women leaders from various walks of life. The women leaders are those who have left their mark and made a difference in whatever area they chose to influence- political, social, business, environmental etc. It is important to understand their contributions towards the development of societies and economies. Women management graduates aspiring to be leaders will be able to identify the attributes of these remarkable women that made them leaders. Reading and listening to their

experiences will inspire young women. At the end of this course, the students will be inspired to imbibe leadership qualities and be able to lead.

Pedagogy

Discussion, Seminar, Role Play

Evaluation and Grading

Presentation	...	50%
Assignment	...	50%

Reference Books

1. Hurley, Kathleen and Priscilla, Shumway (2015). *Real Women, Real Leaders: Surviving and Succeeding in the Business World*, New Jersey: Wiley India
 2. Yukl, Garry (2013). *Leadership in Organizations*, 8/e; New Jersey: Pearson Education
 3. Sandberg, Sheryl (2013). *Lean In: Women, Work, and the Will to Lead*, New York: Knopf Doubleday Publishing Group
 4. HBR (2011). *HBR's 10 Must Reads - On Leadership*, USA: Harvard Business Publishing
 5. Barsh, Joanna, Susie, Cranston and Geoffrey, Lewis (2011). *How Remarkable Women Lead – The Breakthrough Model for Work and Life*, New York: McKinsey & Company, Inc
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Course Title: **TERM PAPER**
Course Code: MB19TMP
Type/Semester/Credits: Practice / III / 2

Guidelines for Term Paper

The objective of the 'Term Paper' is to enable students to gain in-depth knowledge and understanding on a specific topic. The term paper can be done in any sector like manufacturing/ agricultural/ services sectors or industry or company or a contemporary topic. Students will identify key areas or topic to analyse and applying their own creative ideas, thoughts and opinions and provide a new perspective and at the end summarise the key points.

Term paper is a semester long work. The study should cover over a period of time and do not confine to a short span of time. The required data should be collected systematically and students are expected to draw and present their insights. Preferably the study depends on secondary data and it can be collected from multiple sources like books, newspapers, journals, periodicals, company websites and internet. Each term paper should reflect the analysis done by the students.

The faculty guide will monitor the progress of work by the students on a regular basis. Depending on the quality of work, the faculty guide can plan to publish a

paper, submit a copy to the company with productive suggestions, if any or develop a case in future.

Each student will make a presentation on her term paper and a team of two faculty members will evaluate the presentation. After the presentation each student shall submit a report not exceeding 6000 words. The term paper helps in promoting analytical skills and improves the communication, and presentation skills of students.

Evaluation will be based on five factors:

- Analytical Skills – 40%
- Presentation – 30%
- Synopsis & report – 20%
- Punctuality and regularity at work – 10%

Course Title: **SUMMER INTERNSHIP PROGRAMME**
Course Code: **MB19SIP**
Type/Semester/Credits: **Practice / III / 3**

Guidelines for Summer Internship Programme

The primary objective of the ‘Summer Internship Programme’ (SIP) is to enable students gain an exposure to industry and understand current and contemporary management practices by spending a minimum of 45 days in a company during their summer break between the 2nd and 3rd semester.

Students are required to identify a company for their SIP, in consultation with and approval of their faculty guides. The choice of the company should be intimated to the Programme Administrator before commencement of the SIP. Simultaneously, students should also have identified a guide within the company (industry guide) under whose supervision and guidance they would carry out their SIP.

During their stay with the company, students are required to gain an understanding of the company’s history, details of its founders or shareholders, the nature of business, organisational structure, reporting relationships, working of the different management functions (such as finance, HR, and marketing), key issues and concerns, and nature and types of customers through observation, discussion, and interaction with the company personnel. This list is only indicative, and not exhaustive. Students should collect and gather as much as possible of written materials, published data, and related matter.

In the process of carrying out their SIP, students are required to identify an issue or problem or an opportunity in the company that they can work on during the MIP course in the 3rd semester. This should be discussed with their faculty guide before completing the SIP.

At the end of the SIP, students are expected to submit a report to the company a copy of which will be submitted to GRGSMS. The report should clearly bring out

the practices adopted in the company, their observations and the sources from which information was obtained.

Evaluation will be based on four factors, each carrying equal weight

- (i) assessment and feedback from the industry guide
 - (ii) assessment by the faculty guide
 - (iii) quality of report
 - (iv) presentation (to be evaluated by two faculty members, one of whom will be the faculty guide).
-

Course Title: **MANAGEMENT IN PRACTICE**
Course Code: **MB19MIP**
Type/Semester/Credits: **Practice / III / 3**

Guidelines for Management in Practice

The primary objective of the ‘Management-in-Practice’ (MIP) course is to enable students apply their critical thinking and analytical skills in management learnt in class by working on an issue or problem or opportunity identified during their Summer Internship Programme (SIP). The MIP course runs throughout the entire 3rd semester, after the students return from their SIP.

Students are required to have identified an issue or problem or an opportunity in the company that they carried out their SIP. Students would work on this during the entire period of their 3rd semester at GRGSMS. Such a work would involve a detailed study, collection of data and information from many resources (including the company, if necessary), sharing and discussing their work with other students and the faculty guide, and preparing and submitting a report.

Students, who have taken up Study Abroad Programme in lieu of SIP, will be submitting a report on their perspectives of the country visited/culture of the visited country/institution visited/industry/sector. Students would carryout a detailed study, collect of data and information from many resources, share and discuss their work with other students and the faculty guide.

The expected outcomes from the MIP may include:

- a. Learning through application of management concepts, theories and framework in practice
- b. Preparation and development of a ‘Case Study’
- c. Publication of a paper, in collaboration with the faculty
- d. ‘Placement’ in the company

Evaluation of a student’s MIP work will be based on four factors

- (i) written report – 20% weight (by the faculty guide)
- (ii) assessment of the effort and commitment of the student during the MIP 15% weight (by the faculty guide)
- (iii) presentation (to be evaluated by two faculty members, one of whom will be the faculty guide) – 15% weight,

- (iv) viva-voce examination (to be evaluated by the faculty guide and an external person using the Critical Thinking Skills rubrics) – 50% weight.

The first three factors put together shall constitute the CIA.

SYLLABUS AND COURSE

OUTLINE SEMESTER IV -

COURSES

Code	Title	Type	Code
MB19IST**	Information Security	Core	1
MB19LAB	Legal Aspects of Business	Core	2
MB19SMT	Strategic Management	Core	3
	Elective – 04	Elective	3
	Elective – 05	Elective	3
	Elective – 06	Elective	3
MB19BR2* *	Business Review – 2	Practice	1
MB19SMC* *	Seminar Course	Practice	1
MB19SSP*	Social Service Programme	Practice	
	Total		17

* non-credit courses

** 100% Continuous Internal Assessment

Course Title: **INFORMATION SECURITY**
Course Code: MB19IST
Type/Semester/Credits: Core / IV / 1

Course Objective

The course introduces the information security threats which are becoming a major challenge to the business management in current scenario. At the end of this course the students will be able to understand the various information security threats, recognize the ethical issues and privacy issues involved in information security. The students will be able to choose appropriate security management tools to handle information security threats.

Course Coverage

Part 1 (5 hours)

Introduction

Information Security Introduction - Need for Security Business Needs – Threats – Attacks - Need for Personal Information Security

Part 2 (3 hours)

Issues

Professional – Legal - Ethical issues in Information Security – Introduction to Information Technology Act 2000

Part 3 (4 hours)

Planning for Security

Security Technology Wireless - VPNs and Firewalls - IDS and Other Security Tools Part

4 (3 hours)

Security Management Tools

Physical, Environmental – Network - Security Considerations in Mobile - Social and Wireless Communications

Pedagogy

Lecture, Seminar, Case Discussion

Evaluation and Grading

Quiz	...	50%
Case Discussion	...	50%

Text Book

Godbole, Nina (2017). *Information Systems Security: Security Management, Metrics, Frameworks and Best Practices*, 2/e; New Delhi: Wiley India

Reference Books

1. Whitman, Michael E., and Herbert J. Mattord (2018). *Principles of Information Security*, 6/e; New Delhi: Cengage Learning
 2. Rhodes - Ousley, Mark (2013). *Information Security: The Complete Reference*, 2/e; New Delhi: McGraw Hill Education
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Course Title: **LEGAL ASPECTS OF BUSINESS**
Course Code: MB19LAB
Type/Semester/Credits: Core / IV/ 2

Course Objective

The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business. On completion of the course, the students will be able to recognize the impact of Indian legal environment on business.

Course Coverage

Part 1 (10 hours)

The Indian Contract Act, 1872

The Indian Contract Act, 1872 - Establishing Contractual Relationships - Consideration and Legality of Object - Competency of Parties - Free Consent - Void Agreements and Contingent Contracts - Performance and Discharge of Contract - Remedies for Breach of Contract - Special Contracts

Part 2 (5 hours)

The Indian Partnership Act, 1932 and The Negotiable Instruments Act, 1881 The Indian Partnership Act, 1932 – Partnership: Nature and Formation – Rights - Duties and Liabilities of Partners – Dissolution of a Partnership Firm

Part 3 (10 hours)

The Companies Act, 2013

The Companies Act, 2013 - Nature and Kinds of Companies - Company Formation and Prospectus - Memorandum and Articles - Share Capital and Debentures, Membership - Management, Meetings and Winding Up of Company - Limited Liability Partnership

Part 4 (5 hours)

Intellectual Property Rights
Patency - Intellectual Property Rights

Pedagogy

Lecture, Case Discussion, Seminar

Evaluation and Grading

Assignment	...	10%
Quiz	...	10%
Case Discussion	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Kumar, Ravinder (2016). *Legal Aspects of Business*, 4/e; New Delhi: Cengage Learning

Reference Books

1. Pathak, Akhileshwar (2018). *Legal Aspects of Business*, 7/e; New Delhi: McGraw Hill Education
 2. Saravanavel, P., and Sumathi, S. (2011). *Legal Aspects of Business*, 1/e; Mumbai: Himalaya Publishing House
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Course Title: **STRATEGIC MANAGEMENT**
Course Code: MB19SMT
Type/Semester/Credits: Core / IV / 3

Course Objectives

The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations. At the end of the course students would be able to analyse the internal and external environment of business and devise appropriate strategies for managing a business successfully in a global context.

Course Coverage

Part 1 (12 hours)

Strategic Inputs

Strategic Management and Competitiveness – External Environment - Internal Environment

Part 2 (18 hours)

Strategy Formulation

Business Level Strategy – Competitive Rivalry and Dynamics – Corporate Level Strategy – Strategic Acquisition and Restructuring – Global Strategy

Part 3 (6 hours)

Strategy Implementation

Organizational Structure – Leadership Implications Part

4 (9 hours)

Strategy Control

Establishing Strategic Controls; The Quality Imperative: Continuous Improvement to Build Customer Value- Six Sigma approach, ISO 9001 and The Balance Scorecard Methodology

Pedagogy

Lecture, Case Discussion, Article Review, Responsive Learning, Reflective Diary

Evaluation and Grading

Assignment	...	10%
Peer Evaluation	...	10%
Case Discussion	...	10%
Reflective Diary	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Hitt, A. Michael, Ireland R. Duane, Hoskisson E. Robert and S. Manikutty (2018), *Strategic Management: A South Asian Perspective*; 9/e; New Delhi: Cengage Learning

Reference Books

1. Pearce, A. John, Robinson, B. Richard and Mital, Amita (2017). *Strategic Management: Formulation, Implementation and Control*, 12/e (Special Indian Edition); New Delhi: McGraw Hill Education
2. Hill, Charles W.L. and Gareth R Jones (2019). *Strategic Management: Theory: An Integrated Approach*, 11/e; New Delhi: Cengage Learning

Course Title: **BUSINESS REVIEW 2**
Course Code: **MB19BR2**
Type/Semester/Credits: **Practice / IV / 1**

Guidelines for Business Review 2

The primary objective of the ‘Business Review 2’ is to enable the students update themselves with the current happenings in the business environment. A team of four students will join together, gather information and make a presentation. Each team can select, and work on a topic approved by the faculty coordinator and make a presentation on the same for about 20 minutes. The presentation could be on the insights obtained by the students on a specific topic after gathering relevant information and performing a critical analysis of the same. Apart from the presentation, individual student is expected to maintain a reflective diary on the leanings from each of the presentation’s made which will be evaluated at the end of the course.

Evaluation of Business Review 2 will be based on two factors:

- Critical Thinking – 50%
 - Oral and Written Presentation – 50%
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Course Title: **SEMINAR COURSE**
Course Code: **MB19SMC**
Type/Semester/Credits: **Practice / IV/ 1**

Guidelines for Seminar Course

The primary objective of the ‘Seminar Course’ is to enable students to learn, and update themselves the latest developments in the field of Business and Management. The seminar course would facilitate in discussing and deliberating the latest developments in the field of business and management, learning of specific issues and techniques and its impact on business.

This is a semester long self-study course, therefore students are expected to spend extensive time outside the classroom and collect all possible and relevant information relating to their chosen topic, conduct a critical analysis and provide their insights on the same.

A team of 2 students will join together and work on a same topic. The students can choose any current topic and seek approval from their faculty guide. Students are expected to meet their respective faculty guide and discuss their progress periodically.

Each team will deliver the seminar and a team of two faculty members will evaluate the seminar. Students can bring in related materials, books, magazines, journals, VCDs, E-books, etc., to showcase during their presentation.

After delivering the seminar, each team shall submit a report not exceeding 6000 words. The seminar course helps in promoting critical thinking, and improves the communication, and presentation skills of students.

Evaluation of seminar course will be based on five factors:

- Critical Thinking – 30%
 - Presentation – 30%
 - Synopsis & report – 30%
 - Punctuality and regularity at work – 10%
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Course Title: **SOCIAL SERVICE PROGRAMME**
Course Code: **MB19SSP**
Type/Semester: **Practice / IV**

Guideline for Social Service Programme

The objective of the ‘Social Service Programme’ is to sensitize students their responsibility towards the society through a 15-hour fieldwork. The Social Service Programme will be a year long work carried out during semester 3 and 4. Students are expected to define a cause prevailing in the society and address the same. A team of four students will join together and carry out the Social Service Programme.

At the beginning of semester 3, each team shall submit a problem statement that they would be addressing in about 250 words. Upon approval from the faculty guide, they shall later submit a detailed plan of action for the stated problem comprising of how the problem will be addressed, details with whom they are associating (if any), when and the place where they will be executing the plan.

Each team is expected to execute the proposed plan of action during Semester 3 and Semester 4. At the end of the semester 4, a detailed report shall be submitted on the outcome of the Social Service Programme, the impact it has created on the society and the learning.

Each team will make a presentation on their work and a team of two faculty members will evaluate the presentation. Evaluation will be based on Social Service Programme rubrics.

SYLLABUS & COURSE

OUTLINE LIST OF

ELECTIVES IN FINANCE

No.	Code	Title	Credits
1	MB19BHF	Behavioural Finance	3
2	MB19CRF	Corporate Finance	3
3	MB19CM T	Cost Management	3
4	MB19FN M	Financial Markets	3
5	MB19FNS	Financial Services	3
6	MB19IFM	International Financial Management	3
7	MB19MN B	Management of Banking	3
8	MB19MC F	Micro Finance	3
9	MB19RMI	Risk Management and Insurance	3
10	MB19SAP	Security Analysis and Portfolio Management	3

Course Title: **BEHAVIOURAL FINANCE**
Course Code: MB19BHF
Semester / Credits: ELECTIVE /
3

Course Objective

This course intends to introduce to the students to the role of human behaviour in financial decision-making and provide insights on rational and other behavioural aspects of the investors. On completion of the course, the students will understand and appreciate the influence of behavioural aspects on investment decisions.

Course Coverage

Part 1 (8 hours)

Introduction to Behavioural Finance

Foundation of Behavioural Finance – Foundations of Rational Finance – Heuristics and Biases – Self Deception – Rationality to Psychology

Part 2 (12 hours)

Utility Preference

Utility – Preference Functions – Expected Utility Theory – Prospect Theory and Mental Accounting – Emotional Factors and Social Forces – Neuroscientific and Evolutionary Perspective

Part 3 (8 hours)

Behavioural aspects of Investing

Investor Behaviour – Rational Thought – Market Outcome – Value Investing – Self Control – Inefficient Market Hypothesis

Part 4 (8 hours)

Group Behaviour

Group Investment – Individual Vs Group Behaviour – Prospect Theory - Group Framing – Conformism – Herding – Fatal Attractions

Part 5 (9 hours)

Behavioural Corporate Finance

Introduction – Rational with Irrational Approach - Behavioural factors and Corporate Decisions on Capital Structure and Dividend Policy – Building a Smart Organisation

Pedagogy

Lecture, Case Discussion, Exercises, Seminar

Evaluation and Grading

Case Discussion	...	10%
Quiz	...	10%
Exercises	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Prasanna Chandra (2017). *Behavioural Finance*, 1/e; New Delhi: McGraw Hill Education

Reference Books

1. Lucy F. Ackert, and Richard Deaves (2012). *Understanding Behavioral Finance*, New Delhi: Cengage Learning
 2. William Forbes (2018). *Behavioural Finance*, 5/e; New Delhi: Wiley India
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Course Title: **CORPORATE FINANCE**
Course Code: MB19CRF
Semester/ Credits: ELECTIVE /
3

Course Objective

The course will enable the students to have deeper understanding related to the tools and techniques required for managing the finance of the corporate. The course will enable the students to apply the learnt concepts for rational decision making in managing the finance of the corporate.

Course Coverage

Part 1 (7 hours)

Introduction to Corporate Finance

Corporate finance and the firm - Stock holder's Wealth Maximisation – Value and Price – The Basics of Risk

Part 2 (12 hours)

Investment Analysis

Estimating Hurdle rates for firms and projects – Estimating earnings and Cash flows on project – Inflation and Exchange Rate Risk – Investment in non-cash working capital - Cash and marketable securities

Part 3 (12 hours)

Financial Decision

Financial Choices – Financial process – Financial Mix: trade off and theory – Optimal
Financial Mix – Financial Mix and choices

Part 4 (6 hours)

Dividend Decision

Dividend Policy - Analysing cash returned to stock holders - Buybacks, Spinoffs and Divestitures

Part 5 (8 hours)

Valuation

Principles and practice – Value Enhancement: Tools and Techniques - Acquisitions and takeovers

Pedagogy

Lecture, Exercises, Case Discussion, Article Review

Evaluation and Grading

Case Discussion	...	10%
Quiz	...	10%
Exercises	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Note: The coverage in this course will comprise 60% theory and 40% problems.

Text Book

Damodaran, Aswath (2017). *Corporate Finance: Theory and Practice*, 2/e; New Delhi: Wiley India

Reference Books

1. Brealey, Richard A., Stewart C. Myers, Franklin Allen, and Pitabas Mohanty (2018). *Principles of Corporate Finance*, 11/e; New Delhi: McGraw Hill Education
2. Verimmen, Pierre, Quiry, Pascal, Dallochio, Maurizio, Le Fur, Yann and Salvi, Antonio (2017). *Corporate Finance: Theory and Practice*, 4/e; New Delhi: Wiley India

Course Title: **COST MANAGEMENT**
Course Code: **MB19CMT**
Semester/ Credits: **ELECTIVE /**
3

Course Objective

This course intends to provide knowledge on basic concepts of cost management, various methods of costing and role of cost centre. On completion of this course the students will be able to understand various costing methods and apply costing tools to manage cost effectively.

Course Coverage

Part 1 (7 hours)

Introduction to Cost Management

Basic Cost Management Concepts – Factors affecting Cost Management – Cost Assignment – Product and Service Costs

Part 2 (7 hours)

Cost Behaviour and Activity-Based Costing

Basics of Cost Behaviour – Resources, Activities and Cost Behaviour – Methods of determining Cost Behaviour – Activity-Based Costing – Unit-Level Product Costing

Part 3 (7 hours)

Product and Service Costing

Job-Order Costing System – Process Costing – Operation Costing – Cost Allocation - Allocating costs of Support Departments and Joint Products

Part 4 (6 hours)

Decentralisation and Profitability Analysis

Decentralization - Responsibility Accounting – Cost Centres - Performance Evaluation and Transfer Pricing – Pricing and Profitability Analysis

Part 5 (8 hours)

Strategic Cost and Activity-Based Management

Basic Concepts – Value-Chain Analysis – Life-Cycle Cost Management – JIT – Activity-Based Management – Process Value Analysis – Balanced Scorecard – Tactical Decision Making

Part 6 (10 hours)

Quality and Environment Cost Management – Lean accounting and Productivity Measurement

Cost of quality – Reporting quality costs – Quality cost information and decision making – controlling quality costs – defining, measuring and controlling environmental costs - Lean manufacturing – Lean accounting – productive efficiency – Total productivity measurement

Pedagogy

Lecture, Case Discussion, Article reviews

Evaluation and Grading

Case Discussion	...	10%
Quiz	...	10%
Exercises	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Note: The coverage in this course will have 80% theory and 20% problems

Text Book

Liming Guan, Don R. Hansen, and Maryanne M. Mowen (2014). *Corner Stones of Cost Management*, 2/e; New Delhi: Cengage Learning

Reference Books

1. Singh Kanhaiya (2015). *Management Accounting: Concepts and Strategic Costing Decision*, 1/e; New Delhi: Wiley India
 2. Edward J. Blocher, Kung H. Chen, Gary Cokins, and Thomas W. Lin (2015). *Cost Management: A Strategic Emphasis*, 7/e; New Delhi: McGraw Hill Education
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Course Title: **FINANCIAL MARKETS**
Course Code: MB19FNM
Semester/ Credits: ELECTIVE/
3

Course Objective

This course will introduce to the students about the role of money market, capital market and regulators in a financial system. On completion of this course, the students will be able to recognize various instruments traded in money market and capital markets and apply stock trading techniques.

Course Coverage

Part 1 (4 hours)

Introduction to Financial Market

Financial Market – Role - Functions and Constituents Part

2 (6 hours)

Money Market

Call money market - Commercial paper market - Commercial bill market - Certificate of deposit market - Treasury bill market - Government or Gilt - edged securities market

Part 3 (11 hours)

Capital Market

Indian Capital Market – Evolution and Growth - Capital Market Instruments - Capital Market Reforms - Foreign Exchange Market - Derivatives Market

Part 4 (8 hours)

New Issue Market

Public Issue of Securities - New Issue Market (NIM) – A conceptual framework and Evaluation - Prospectus

Part 5 (12 hours)

Secondary Market

Stock Exchange – Functions - Trading and Regulatory framework - Indian stock exchanges - Insider Trading – Speculation - Investor Protection - Listing and delisting

Part 6 (4 hours)

Regulation

Role and Functions of RBI - Securities Contract (Regulation) Act - Powers and Functions of SEBI

Pedagogy

Lecture, Field Study, Simulation, Case Discussion

Evaluation and Grading

Case Discussion	...	10%
Quiz	...	10%
Exercises	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Gurusamy, S. (2015). *Financial Markets and Institutions*, 4/e; New Delhi: Vijay Nicole Imprints

Reference Books

1. Mishkin S Frederic and Eakins Stanley (2017). *Financial Markets and Institutions*, 8/e; New Delhi: Pearson Education
 2. Bhole, L.M. (2017). *Financial Institutions and Markets*, 6/e; New Delhi: McGraw Hill Education
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Course Title: **FINANCIAL SERVICES**
Course Code: MB19FNS
Semester/ Credits: ELECTIVE/ 3

Course Objective

This course intends to enhance the knowledge of the students on asset based financial services, modes of issuing securities, financial evaluation techniques of leasing and hire purchase and advisory services offered by NBFC's. On completion of the course, the students will be able to recognize the operational, legal, procedural and regulatory issues of various financial services.

Course Coverage

Part 1 (5 hours)

Introduction to Financial Services

Financial Services - Concept and Functions - Growth of Financial Services in India - Non-banking Financial Companies

Part 2 (8 hours)

Leasing & Hire Purchase

Leasing – Concept and Classification - Significance, Contract Act - Reporting framework and taxation in leasing - Hire Purchase – Conceptual & legal framework
- Taxation aspects_

Part 3 (8 hours)

Factoring and Bills Discounting

Factoring – Concept and Mechanism, Functions of a Factor - Forms of factoring - Legal aspects of factoring - Forfaiting Vs. Factoring - Bills discounting – Bill of exchange - Discounting bill of exchange - Types of bills - Bill market scheme

Part 4 (12 hours)

Venture Capital Financing and Mutual Funds

Venture Capital Financing – Features, Selection of investment - Structuring the deal - Investment nurturing - Structural aspects - Indian venture capital scenario - Mutual funds – Operations of mutual funds - Regulatory mechanism - Mutual fund schemes

Part 5 (12 hours)

Advisory Financial Services

Corporate Restructuring – Conceptual and Financial Framework - Tax and legal aspects - Stock broking - Custodial Services - Depository system - Credit Rating – Agencies – Process - Symbols

Pedagogy

Lecture, Field Study, Case Discussion

Evaluation and Grading

	...	10%
Case Discussion		
Quiz	...	10%
Exercises	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Khan, M.Y. (2017). *Financial Services, 9/e*; New Delhi: McGraw Hill Education

Reference Books

1. Shanmugam, R. (2017). *Financial Services, 2/e*; New Delhi: Wiley India
2. Renuka Sharma and Kiran Mehta (2017). *Financial Services, 1/e*; New Delhi: Cengage Learning

Course Title: **INTERNATIONAL FINANCIAL MANAGEMENT**
Course Code: MB19IFM
Semester/ Credits: ELECTIVE/
3

Course Objective

This course intends to provide an overview of the international finance including forex market, risks and various avenues. On completion of this course, the students will be able to recognise the various instruments used for hedging foreign exchange risk, evaluate and manage foreign exchange risk exposure and analyse international investment avenues.

Course Coverage

Part 1 (5 hours)

Financial Management in a Global Context

Recent Changes in Global Financial Markets - The Emerging Challenges - The Nature and Measurement of Exposure and Risk – Exchange Rates - Interest Rates - Inflation Rates and Exposure

Part 2 (10 hours)

Foreign Exchange Market

Structure of the Foreign Exchange Market – Types of Transactions and Settlements – Exchange Rate Quotations and Arbitrage – Exchange Rate Determination and Forecasting- Exchange Rate Regimes– International Monetary System

Part 3 (12 hours)

Managing Foreign Exchange Risk with Derivatives

The Concept of Hedging and Speculation – Currency Forwards - Currency Futures - Currency Options - Currency Swaps

Part 4 (10 hours)

Corporate Exposure Management

The Risk Management Process – Exposure Management – Transactions Exposure – Operations Exposure – Interest Rate Exposure – Financial Swaps and Credit Derivatives

Part 5 (8 hours)

International Financing and Investment

Global Financial market – Domestic and Offshore Market - Euro Markets - Equity Financing – ADRs, GDRs, Euro Notes – Short-term Borrowing - Long Term Borrowing - Bond Financing - Loan Financing - International Equity Investment – International Joint Ventures - Implications of International Activities - Accounting and Tax Implications

Pedagogy

Lecture, Case Discussion, Exercises, Seminar

Evaluation and Grading

Case Discussion	...	10%
Quiz	...	10%
Exercises	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Note: The coverage in this course will have 80% theory and 20% problems

Text Book

Apte, P.G. (2016). *International Financial Management*, 7/e; New Delhi: McGraw Hill Education

Reference Books

1. Shapiro C. Alan (2018). *Multinational Financial Management*, 9/e; New Delhi: Wiley India
 2. Eun S. Cheol, Resnick G. Bruce. (2017). *International Financial Management*, 7/e; New Delhi: McGraw Hill Education
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Course Title: **MANAGEMENT OF BANKING**
Course Code: MB19MNB
Semester/ Credits: ELECTIVE/3

Course Objective

This course provides an overview of management of banking in terms of sources and uses of funds, credit risk management and e-banking. At the end of this course, the students will be able to assess the credit risk, analyse the assets and liability of banks and recognise the role of technology in banking.

Course Coverage

Part 1 (8 hours)

Managing Banking and Financial Service

Financial System - Current Issues and Future challenges - Monetary policy – Implications for Bank Management - Financial Statements of Banks operating in India - Analysing Banks Financial Statement

Part 2 (8 hours)

Sources and Uses of Bank Funds

Sources of Bank Funds - Bank Liabilities – Deposits – Non-Deposit Sources - Uses of Bank Funds – Lending Function - Credit Process – Fund Based and non-fund based lending – Loan pricing and customer Profitability Analysis

Part 3 (9 hours)

Credit Delivery, Monitoring and Managing Credit Risk

Credit Delivery and Legal aspects of Lending - Credit Monitoring, Sickness and Rehabilitation – Managing Credit Risk – An Overview - Measuring Credit Risk - Credit Risk models

Part 4 (10 hours)

Banks and Risk Management

Uses of Bank Funds – Investments - Measuring Market Risk with VaR - Banks investment portfolio in India –Capital Adequacy Risk - Risk Management in Banks - The Changing Face of Banking Risk, Asset Liability Management, Interest Rate Risk Management and Liquidity Risk Management

Part 5 (10 hours)

Retail Banking and Electronic Banking

Banking Functions - Retail Banking and Laws in Everyday Banking - International Banking – Foreign Exchange and Trade Finance - Nature and Scope - High-Tech Banking – E-Payment systems and Electronic Banking – Currents trends

Pedagogy

Lecture, Case Discussion, Exercises, Seminar

Evaluation and Grading

Case Discussion	...	10%
Quiz	...	10%
Exercises	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Suresh, Padmalatha and Paul, Justin (2018). *Management of Banking and Financial Services*, 4/e; New Delhi: Pearson Education

Reference Books

1. Hubbard R. Glenn, and O’ Brien Patrick Anthony (2019). *Money, Banking and the Financial System*, 2/e; New Delhi: Pearson Education
2. Peter S. Rose, and Sylvia C. Hudgins, (2014). *Bank Management and Financial Services*, 8/e; New Delhi: McGraw Hill Education

Course Title: **MICRO FINANCE**
Course Code: **MB19MCF**
Semester / Credits: **ELECTIVE /**
3

Course Objective

This course introduces microfinance as a tool for social and rural development. On completion of this course the students will be able to, recognize various credit

lending models, identify role of microfinance institutions and assess the risk associated with microfinance.

Course Coverage

Part 1 (8 hours)

Microfinance Perspectives

Poverty - Rural Credit and Financial Inclusion - Microfinance - An Introduction - Microfinance – Lessons from international exposure

Part 2 (15 hours)

Models of Microfinance

Models of Microfinance across the world - Microfinance delivery methodologies - Legal and Regulatory framework - Evolution and Characteristics of Microfinance in India - Financial Inclusion - Impact of Microfinance

Part 3 (14 hours)

Operational Aspects of Microfinance

Financial products and services - Financial accounting and reporting - Revenue models of Microfinance - Risk management - Basics of banking - Compliance to various regulations

Part 4 (8 hours)

Microfinance and Disaster

Recent developments of Microfinance in India - Microfinance and Disaster – Cases on Women SHGs - Linkage Building and Successful Micro Entrepreneurs

Pedagogy

Lecture, Case Discussion, Field Study

Evaluation and Grading

...	10%
Case Discussion	
Quiz	10%
Exercises	10%
Presentation	10%
Mid Semester Examination	20%
End Semester Examination	40%

Text Book

Bhaskaran, R. (2017). *Microfinance - Perspectives and Operations*, 2/e; New Delhi: Macmillan Education

Reference Books

1. Panda, Debadutta K. (2015). *Understanding Microfinance*, New Delhi: Wiley India
 2. Armendáriz Beatriz and Morduch Jonathan (2010). *The Economics of Microfinance*, 2/e; New Delhi: PHI Learning
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Course Title: **RISK MANAGEMENT AND INSURANCE**

Course Code: MB19RMI

Semester/ Credits:

ELECTIVE/

3

Course Objective

This course provides an overview of various risks associated with individual, organization and property. The course introduces to the students insurance as a tool for risk management. On completion of this course, the students will be able to identify and classify various risks, analyse the provisions relating to Insurance contract and identify appropriate insurance based on the need.

Course Coverage

Part 1 (4 hours)

Introduction to Risk Management

Understanding Risk – Risk Management – Enterprise Risk Management Part

2 (4 hours)

Fundamentals of Insurance

Introduction to Insurance – Principles of Insurance – Insurance contract and provisions

Part 3 (3 hours)

Insurance in India & Legal Framework

Insurance Sector in India – Historical framework – Insurance sector reforms – Players in Insurance Sector - Primary Insurance Laws – IRDA and its functions

Part 4 (10 hours)

Function of Insurers

Underwriting – Rating and Rate Making - Marketing of Insurance Products – Claim Management – Insurance Intermediaries – Risk Management - Reinsurance

Part 5 (10 hours)

Life Insurance

Fundamentals of Life Insurance - Life Insurance Contracts and Policy Provisions – Types – Claim Management of Life Insurance – Group Insurance

Part 6 (14 hours)

General Insurance

Introduction to General Insurance – Practice of Non-Life Insurance – Fire Insurance – Marine Insurance – Automobile Insurance - Social Insurance – Liability Insurance – Miscellaneous Insurance

Pedagogy

Lecture, Case Discussion, Exercises, Seminar

Evaluation and Grading

Case Discussion	...	10%
Quiz	...	10%
Exercises	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Rejda, E. George (2017). *Principles of Risk Management and Insurance*, 13/e; New Delhi: Pearson Education

Reference Books

1. Gupta, P. K. (2012). *Insurance and Risk Management*, 2/e; Mumbai: Himalaya Publishing House
2. Vaughan, J., Emmett and Vaughan, M., Therese (2015). *Fundamentals of Risk Management and Insurance*, 11/e; New Delhi: Wiley India

Course Title: **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**
Course Code: MB19SAP
Semester/ Credits: ELECTIVE/
3

Course Objective

This course provides insights on using fundamental and technical analysis as a technique for optimal security investment; understand the nuances of stock market operations; and deciding upon the purchase or sale of securities. On completion of this course the students will be able to analyse the securities and make investments for optimum returns.

Course Coverage

Part 1 (6 hours)

Introduction to Securities

Investment Vs. Speculation - Investment Process - Investment Categories - Markets for securities and their functions - Institutional Investors and changing markets

Part 2 (6 hours)

Risk and Return

Security returns - Systematic and Unsystematic risk - Risk in Contemporary mode - Using Beta to estimate return

Part 3 (12 hours)

Fundamental Analysis

Economic Analysis - Forecasting techniques and stock investment decision - Industry Analysis - Industry classification and Industry life cycle - Company Analysis - Internal and External Information_

Part 4 (6 hours)

Technical Analysis

Technical Analysis - Dow Theory - Market Indicators - Forecasting individual stock performance – Price analysis and Price Volume analysis

Part 5 (10 hours)

Efficient Market Theory & Portfolio Analysis

Fundamental and Technical analysis, Random walk - Efficient market hypothesis - Empirical tests - Portfolio analysis – Markowitz risk – return optimization - Portfolio selection – Risk and investor preferences - Selecting best portfolio

Part 6 (5 hours)

Capital Market Theory

Capital Asset Pricing Model (CAPM) & Arbitrage Pricing Theory (APT)

Pedagogy

Lecture, Exercises, Case Discussion

Evaluation and Grading

...	10%
Case Discussion	
Quiz	10%
Exercises	10%
Presentation	10%
Mid Semester Examination	20%

End Semester Examination ... 40%

Note: The coverage in this course will not have numerical problems

Text Book

Fischer, E. Donald and Ronald, J. Jordan (2011). *Security Analysis and Portfolio Management*, 6/e; New Delhi: Pearson Education

Reference Books

1. Prasanna Chandra (2017). *Investment Analysis and Portfolio Management*, 5/e; New Delhi: McGraw Hill Education
 2. Ranganathan, M. and Madhumathi, R. (2012). *Security Analysis and Portfolio Management*, 2/e; New Delhi: Pearson Education
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SYLLABUS & COURSE OUTLINE

LIST OF ELECTIVES IN HUMAN RESOURCE MANAGEMENT

No.	Code	Title	Credits
1	MB19CMP	Competency Mapping	3
2	MB19EMP	Employee Relations	3
3	MB19IHR	International Human Resource Management	3
4	MB19LAD	Learning and Development	3
5	MB19LLS	Labour Laws	3
6	MB19ORP	Organizational Psychology	3
7	MB19PMT	Performance Management	3
8	MB19RAR	Rewards and Recognition	3
9	MB19SHR	Strategic Human Resource Management	3
10	MB19TAD	Talent Acquisition and Deployment	3

Course Title: **COMPETENCY MAPPING**
Course Code: MB19CMP
Semester / Credits: ELECTIVE / 3

Course Objective

This course will enable the students to understand competency mapping from the perspectives of conceptual framework as well as practical implementation. At the end of this course, students are expected to be able to demonstrate knowledge about designing and implementing competency models in organisations.

Course coverage

Part 1 (8 hours)

Introduction to competency mapping – History of competency mapping - Evolution of Competency modelling - Interface between competence and competency- Categorisation of competencies.

Part 2 (10 hours)

Developing Competency Models – Benefits – Planning to develop a competency model – Competency based Applications

Part 3 (9 hours)

Issues related to developing competency models –. Formation of a Competency framework

Part 4 (9 hours)

Writing Competencies - Assessment centres – Competency-based Interviewing - Resistance and Recommendations

Part 5 (9 hours)

Competency model for HR – Generic Competency model for Leadership role – Leadership Competency model for automobile industry - Case studies

Pedagogy

Lecture, Case Discussion, Seminar, Exercises

Evaluation and Grading

Case Discussion	...	10%
Presentation	...	10%
Exercise	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Sanghi, Seema (2016). *The Handbook of Competency Mapping*, 3/e; New Delhi: Response Books

Reference Books

1. Mukherjee, Sraban (2011). *Competency Mapping for Superior Results*, New Delhi: McGraw Hill Education
 2. Spencer, Lyle. M & Signe M. Spencer (2008). *Competence at Work – Models for Superior Performance*, New Delhi: Wiley India
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Course Title: **EMPLOYEE RELATIONS**
Course Code: MB19EMP
Semester/ Credits: ELECTIVE /
3

Course Objective

This course would enable the students to understand Employee Relations against the backdrop of globalisation and liberalisation. At the end of this course, students will be able to describe the transition of industrial relations to employee relations, and the institutional framework for the prevention and settlement of industrial disputes.

Course Coverage

Part 1 (12 hours)

Introduction to Industrial Relations

Industrial Relations: Evolution and Growth - Industrial Relations in India – Changing Characteristics of Industry and Workforce in India

Part 2 (10 hours)

Trade Unionism

Trade Unionism and Trade Unions – Trade Unions in India – The Trade Unions Act, 1926

Part 3 (8 hours)

Paradigm Shift

From Industrial Relations to Employee Relations – The Future of Employee Relations

Part 4 (15 hours)

Industrial Relations

Institutional Framework for the Prevention and Settlement of Industrial Disputes – Industrial Conflict: Settlement Machinery - Institutional Framework and Preventive Measures

Pedagogy

Lecture, Case Discussion, Seminar, Exercises

Evaluation and Grading

Case Discussion	...	10%
Presentation	...	10%
Exercises	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Singh, P.N. and Neeraj Kumar (2011). *Employee Relations Management*, 1/e; New Delhi: Pearson Education

Reference Books

1. Sinha, P.R.N., Indu Bala Sinha, and Seema Priyadarshini Shekhar (2017). *Industrial Relations, Trade Unions, and Labour Legislation*, 3/e; New Delhi: Pearson Education
 2. Monappa, Arun, Ranjeet Nambudiri, and Patturaja Selvaraj (2016). *Industrial Relations and Labour Laws*, 2/e; New Delhi: McGraw Hill Education
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Course Title: **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**
Course Code: **MB19IHR**
Semester/ Credits: **ELECTIVE /**
3

Course Objective

This course would enable the students to understand the complexities of managing human resources in a multinational context. At the end of the course students would be able to explain the importance and relevance of international HRM practices that help international companies to gain competitive advantage.

Course Coverage Part

1 (8 hours)

Introduction to IHRM

Definition - Differences - Variables Moderating differences - Path to Global Status – Control Mechanism, Development of Cultures, Standardization and Localization of HRM Practices

Part 2 (5 hours)

Cross-border Alliances and SMEs

Cross-border Alliances – Cross-border mergers and acquisitions – International Equity Joint Ventures – International SMEs

Part 3 (10 hours)

Staffing International Assignments

Approaches to staffing - Transferring staff for international business activities – Roles of Expatriates and Non-Expatriates - Issues in staff selection - Factors moderating performance - Selection criteria – Dual Career Couples

Part 4 (12 hours)

International Training and Development

Expatriate training - Pre-departure training programmes - Developing staff through international assignments - Performance Management - International Compensation

Part 5 (5 hours)

Re-entry and Career Issues

Re-entry - Repatriation Process – Designing Repatriation Programs – Managing human resources in offshoring countries

Part 6 (5 hours)

International Industrial Relations

Key Issues in International Industrial Relations - Trade unions and international industrial relations - Response of trade unions to multinationals

Pedagogy

Lecture, Case Discussion, Role Play, Seminar

Evaluation and Grading

Case Discussion	...	15%
Presentation	...	05%
Exercises	...	10%
Role Play	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Dowling, Peter J., Marion Festing, and Allen D. Engle (2017). *International Human Resource Management*, 7/e; New Delhi: Cengage Learning

Reference Books

1. Harzing Anne-Wil and Pinnington H. Ashly (2017). *International Human Resource Management*, 4/e; New Delhi: Sage Publication
 2. Srinivas R. Kandula (2018). *International Human Resource Management*, 1/e; New Delhi: Sage Publication
-

Course Title: **LEARNING AND DEVELOPMENT**
Course Code: MB19LAD
Semester/ Credits: ELECTIVE /
3

Course Objective

The course would enable students to gain an understanding of the latest trends and developments in learning and development. They will gain insights into the implications of learning theory for instructional design. After completion of the course, students would be able to develop simple training modules, identify appropriate training methods according to the learning objectives, and choose appropriate evaluation design based on the purpose of training.

Course Coverage

Part 1 (5 hours)

The Context for Training and Development

Forces influencing working and learning – Strategic training Part

2 (15 hours)

Designing Training

Needs assessment – Learning: Theories and programme design – Transfer of training
– Training Evaluation_

Part 3 (15 hours)

Training and Development Methods

Traditional training methods - E-learning and use of technology in training – Employee development – Special issues in training and development -

Part 4 (10 hours)

Careers and Career Management

Career management system – Roles of employees, managers, human resource managers, and the company in career management – Evaluating career management systems – special challenges in career management

Pedagogy

Lecture, Case Discussion, Exercises

Evaluation and Grading

Assignment	...	10%
Case Discussion	...	10%
Quiz	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Noe, A. Raymond and Kodwani, D. Amitabh (2017). *Employee Training and Development*, 5/e; New Delhi: McGraw Hill Education

Reference Books

1. Blanchard, P. Nick, Thacker, James, V. and Ram, V. Anand (2015). *Effective Training*, 5/e; New Delhi: Pearson Education
2. Bhattacharyya, Dipak Kumar (2015). *Training and Development: Theories and Application*, New Delhi: Sage Publications
3. Saks M. Alan (2013). *Managing Performance through Training and Development*, 6/e; New Delhi: Cengage Learning

Course Title: **LABOUR LAWS**
Course Code: MB19LLS
Semester/ Credits: ELECTIVE/
3

Course objective

This course will enable students to understand the various labour laws which govern employment relationships. At the end of this course, students are expected to demonstrate knowledge in labour laws which protect minimum labour standards and improve working conditions, provide social security benefits, and promote the general welfare of the workers.

Course Coverage

Part 1 (10 hours)

Laws related to Working hours, Conditions of services and Employment

Factories Act, 1948 – Shops and Commercial Establishments Act - Contract Labour (Regulation & Abolition) Act, 1970

Part 2 (8 hours)

Laws related to Wages

Payment of Wages Act, 1936 – Payment of Bonus Act, 1965 Part

3 (12 hours)

Laws related to Industrial Relations

Trade Unions Act, 1926 – Industrial Disputes Act, 1947

Part 4 (15 hours)

Laws related to Social Security

Employee’s Compensation Act, 1923 – Employees State Insurance Act, 1948 – Employees’ Provident Funds and Miscellaneous Provisions Act, 1952

Pedagogy

Lecture, Case Discussion, Seminar

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	10%
Presentation	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Sinha P.R.N., Sinha, Indu Bala, and Shekhar, Seema Priyadarshini (2017). *Industrial Relations, Trade Unions, and Labour Legislation*, 3/e; New Delhi: Pearson Education

Reference Books

1. Pillai R.S.N, & Bagavathi (2011). *Legal Aspects of Business*, 1/e; New Delhi: S Chand
2. Mathur, Satish B. (2011). *Business Law*, 1/e; New Delhi: McGraw Hill Education

Course Title:
Course Code:
Semester/ Credits:

ORGANIZATIONAL PSYCHOLOGY
MB19ORP
ELECTIVE/ 3

Course Objective

This course will enable the students to understand the behaviour of individuals and groups in organizations. At the end of this course, students are expected to be able to demonstrate knowledge about productive and counterproductive behaviour in organisations, approaches to managing stress, intergroup behaviour, and measuring and changing organisational culture.

Course Coverage

Part 1 (7 hours)

Introduction to Organizational Psychology

Organizational Psychology - Historical evolution of Organizational Psychology - Organizational socialization process - Impact of diversity on socialization

Part 2 (10 hours)

Productive and Counterproductive Behaviour

Productive Behaviour in Organizations - Job performance - Organizational citizenship behaviour – Innovation - Counterproductive Behaviour in Organizations - Ineffective job performance - Absenteeism and turnover – Accidents – Theft

Part 3 (8 hours)

Occupational Stress

Brief history – Approaches – Occupational stress models – Workplace stressors – Reducing the impact of workplace stressors

Part 4 (8 hours)

Leadership and Influence Processes

Approaches to Leadership – Modern Theories of Leadership – Power and Influence in organisations

Part 5 (6 hours)

Intergroup Behaviour

Types of interactions – Predictors of interaction patterns - Intergroup conflict – Improving the quality of intergroup relations

Part 6 (6 hours)

Organizational Culture

Organizational Culture - Manifestations of organizational culture - Measuring organizational culture - Changing organizational culture

Pedagogy

Lecture, Case Discussion, Role Play, Seminar

Evaluation and Grading

Case Discussion	...	10%
Presentation	...	10%
Role Play	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Jex, Steve M. & Thomas W. Britt (2014). *Organisational Psychology – A Scientist Practitioner Approach*, 3/e; New Delhi: Wiley India

Reference Books

1. Baron, Robert A. & Nyla, R. Branscombe (2014). *Social Psychology*, 13/e; New Delhi: Pearson Education
 2. Delamater, John D. & Daniel J. Myers (2011). *Social Psychology*, 7/e; New Delhi: Cengage Learning
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Course Title: **PERFORMANCE MANAGEMENT**
Course Code: **MB19PMT**
Semester/Credits: **ELECTIVE/ 3**

Course Objective

This course intends to enhance the knowledge of students in designing performance management system effectively. At the end of this course, students will be able to demonstrate knowledge in the contemporary aspects of performance management; and will be able to design performance appraisal systems.

Course Coverage

Part 1 (5 hours)

Introduction to Performance Management

Performance Management – History - Philosophy – Overview - Performance Objectives and Standards

Part 2 (10 hours)

Performance Planning and Appraisal

Performance Planning – Process – Contents – Steps - Process of developing employee performance plans – Eight step model of a Performance plan

Performance Appraisal and Review – Process and methods – Objectives – Steps – Design - Types and Methods of Appraisal – Potential Appraisal - Biases – Performance Management Review - Effective Performance counselling

Part 3 (8 hours)

Performance Management Systems

PMS – Importance - Features, Dimensions - Conceptual framework - Performance consulting - Four pillars of PMS - Performance Management Theatre - Strategic Performance Management

Part 4 (8 hours)

Decisions based on Performance

Performance based Compensation – Incentive schemes, Performance related compensation design – Benefits – Performance-related pay - Performance based Career Planning, Career Development and Succession planning

Part 6 (5 hours)

Performance Measurement and Contemporary issues in PMT

Performance Measurement - Business Process Reengineering - McKinsey 7S framework - Lean Management - Quality management systems - Six-sigma practices - Quick Response Manufacturing

Pedagogy

Lecture, Exercises, Case Discussion, Panel Discussions

Evaluation and Grading

Assignment	...	10%
Presentation	...	10%
Case Discussion	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Bhattacharyya, Dipak Kumar (2011). *Performance Management, Systems and Strategies*, 1/e; New Delhi: Pearson Education

Reference Books

1. Prem Chadha (2011). *Performance Management*, 1/e; New Delhi: Macmillan Education
2. Rao, T.V. (2008). *Performance Management and Appraisal System*, 1/e; New Delhi: Sage

Presentation	...	10%
Exercises	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Milkovich, T. George, Jerry, M. Newman, and Venkata Ratnam, C.S. (2009). *Compensation*, 9/e; New Delhi: McGraw Hill Education

Reference Books

1. Dipak Kumar Bhattacharya, (2014). *Compensation Management*, 2/e; New Delhi: Oxford University Press
2. Richard, I. Henderson (2009). *Compensation Management in Knowledge Based World*, 10/e; New Delhi: Pearson Education

Course Title: **STRATEGIC HUMAN RESOURCE MANAGEMENT**
 Course Code: MB19SHR
 Semester/ Credits: ELECTIVE /
 3

Course Objective

The course will enable students to understand HR function's strategic partner role in contributing to business strategy development. They will be able to understand how HR metrics and practices influence the strategy of an organisation. Students will also be able to demonstrate knowledge of developing of HR practices as strategic differentiators.

Course Coverage

Part 1 (13 hours)

The Context of Strategic Human Resource Management - An Investment perspective of Human Resource Management - Understanding and Measuring Human Capital – Human Resource Metrics - Workforce Demographic Changes and Diversity

Part 2 (12 hours)

Strategic Management – Corporate Strategies - The evolving/ strategic role of Human Resource Management

Part 3 (10 hours)

Human Resource Planning – Design and Redesign of Work Systems – Impact of Technology

Part 4 (10 hours)

Implementation of Strategic Human Resource Management - Staffing - Training and Development – Performance Management and Feedback – Compensation

Pedagogy

Lecture, Case Discussion, Seminar, Quiz

Evaluation and Grading

Presentation	...	10%
Assignment	...	10%
Case Discussion	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Mello, Jeffrey A. (2015). *Strategic Management of Human Resources*, 3/e; New Delhi: Cengage Learning

Reference Books

1. Greer, Charles, R. (2012). *Strategic Human Resource Management*, 2/e; New Delhi: Pearson Education
2. Boselie, Paul (2011). *Strategic Human Resource Management*, 1/e; New Delhi: McGraw Hill Education

Course Title: **TALENT ACQUISITION AND DEPLOYMENT**
Course Code: MB19TAD
Semester/ Credits: ELECTIVE/
3

Course Objective

This course would enable the students to gain an in-depth understanding of the process of acquiring the right talent. Students will be able to identify the competencies required for a given job title, identify appropriate recruitment sources, selection tools and techniques and design a customized staffing procedure.

Course Coverage

Part 1 (6 hours)

Strategic Staffing and Staffing Strategies

Staffing Strategy – Components – Firm’s Business Strategy, Talent Philosophy, Staffing Strategy

Part 2 (8 hours)

Strategic Job Analysis and Competency Modeling

Changing Nature of Jobs – Job Analysis – Competency - Concept, Mapping, Modeling, Identification, Assessment – Job Rewards – Job Analysis for Teams

Part 3 (7 hours)

Forecasting and Planning

Workforce Planning Process - Forecasting Firm’s Labor Demands and Labor Supply – Staffing planning

Part 4 (14 hours)

Recruitment and Selection

Identifying Recruits – Recruiting - Measurement – Assessing External and Internal Candidates – Recent trends in Recruitment and Selection

Part 5 (8 hours)

Choosing and Hiring Candidates and Managing Workforce Flow

Choosing Candidates – Job Offer Strategies – Employment Contract – Presenting a Job Offer – Negotiating – Closing the Deal - Orienting and Socializing New Employees – Global Mobility – Managing the Flow of the Workforce – Involuntary Employee Separations

Part 6 (2 hours)

Staffing System Evaluation and Technology

Staffing Outcomes – Evaluating Staffing Systems – Technology and Staffing Evaluation

Pedagogy

Lecture, Case Discussion, Exercises, Seminar

Evaluation and Grading

Presentation	...	10%
Case Discussion	...	10%
Exercises	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Jean, M. Phillips (2015). *Strategic Staffing*, 3/e; New Delhi: Pearson Education

Reference Books

1. Bhattacharyya, Dipak Kumar (2016). *Recruitment and Selection*, 1/e; New Delhi: Cengage Learning
 2. Barrick Murray, Field S. Hubert and Gatewood D, Robert (2018). *Employee Selection in Human Resource Management*, 7/e; New Delhi: Cengage Learning
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SYLLABUS & COURSE
OUTLINE LIST OF ELECTIVES
IN MARKETING

No.	Code	Title	Credits
1	MB19BMT	Brand Management	3
2	MB19CBR	Consumer Behaviour	3
3	MB19CRM	Customer Relationship Management	3
4	MB19DMK	Digital Marketing	3
5	MB19ENT	Event Management	3
6	MB19IMC	Integrated Marketing Communication	3
7	MB19IMT	International Marketing	3
8	MB19RMT	Retail Management	3
9	MB19RUT	Rural Marketing	3
10	MB19SVM	Services Marketing	3

Course Title: **BRAND MANAGEMENT**
Course Code: MB19BMT
Semester/ Credits: ELECTIVE /
3

Course Objective

This course would give insights on branding initially and then provides a big picture of managing a brand and building brand equity. This course also provides a deep insight on developing and implementing brand equity measurement system. At the end of this course the students will be able to understand the importance of building brands and create a platform to systematically do branding for a product or service.

Course Coverage

Part 1 (5 hours)

Brands and Brand Management

Brands versus Products – Branding Challenges and Opportunities – Strategic Brand Management Process

Part 2 (10 hours)

Brand Positioning and Values

Sources of Brand Equity – Building a Strong Brand – Creating Customer Value -
Establishing Brand Positioning – Positioning Guidelines – Brand Mantras

Part 3 (11 hours)

Brand Marketing

Choosing Brand Elements – Criteria - Options and Tactics for Brand Elements, Designing Marketing Programs to Build Brand Equity – Integrating Marketing – Product – Price – Channel Strategies, Integrated Marketing Communication to Build Brand Equity – Developing IMC Programmes – Leveraging Secondary Brand Associations to Build Brand Equity

Part 4 (10 hours)

Measuring Brand Performance

Conducting Brand Audits – Designing Brand Tracking Studies - Establishing a Brand Equity Management System, Measuring Sources of Brand Equity – Qualitative Research Technique – Quantitative Research Technique

Part 5 (9 hours)

Brand Strategies

Brand Architecture – Brand Hierarchy – Designing Branding Strategy – Using Cause Marketing to Build Brand Equity. Managing Brands over Geographic Boundaries and Market Segments

Pedagogy

Lecture, Responsive Learning, Case Discussion, Field Study

Evaluation and Grading

Peer Evaluation	...	10%
Case Discussion	...	10%
Field Study	...	10%
Brand Audit	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Keller, Kevin Lane, Parameswaran, M.G. Ambi and Jacob, Isaac (2018). *Strategic Brand Management*, 4/e; New Delhi: Pearson Education

Reference Books

1. Panda, Tapan K (2016). *Product and Brand Management*, 1/e; New Delhi: Oxford University Press
 2. Dutta Kirti (2017). *Brand Management: Principles & Practices*, 1/e; New Delhi: Oxford University Press
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Course Title: **CONSUMER BEHAVIOUR**
Course Code: MB19CBR
Semester / Credits: ELECTIVE /
3

Course Objective

This course explains how the understanding of consumer behaviour is central to the planning, development, and implementation of marketing strategies. At the end of this course, the students will be able to identify and analyze the major influences on consumer behaviour and apply them in making marketing decisions.

Course Coverage

Part 1 (9 hours)

Introduction to Consumer Behaviour

Defining Consumer Behaviour - Scope and Application of Consumer Behavior - The Interdisciplinary Nature of Consumer behavior - Technology driven Consumer Behaviour - Consumer Decision Making

Part 2 (12 hours)

Psychological Influences and Learning on Consumer Decision Making

Consumer Motivation – Personality – Perception – Attitudes - Learning Part

3 (12 hours)

Sociological Influences on Consumer Decision Making

The Family and Social Class – Culture and Subculture – Cross-Cultural Behaviour – Reference Groups and Word-of-Mouth

Part 4 (7 hours)

Consumers' Decision-Making

Levels of Consumer Decision-Making - Basic Model of Consumer Behaviour - Consumer Gifting Behaviour - Brand Equity and Consumer Decision-Making Process - Diffusion and Adoption of Innovations

Part 5 (5 hours)

Consumer Research

Qualitative and Quantitative Research – Need for Marketing Ethics and Social Responsibility

Pedagogy

Lecture, Case Discussion, Seminar, Consumer Survey

Evaluation and Grading

Case Discussion	...	10%
Presentation	...	10%
Consumer Survey	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Schiffman, G.L., Wisenblit, J. and Rameshkumar, S. (2018). *Consumer Behaviour*, 12/e; New Delhi: Pearson Education

Reference Books

1. Solomon, Michael R (2016). *Consumer Behavior: Buying, Having, and Being*, 11/e; New Delhi: Pearson Education
 2. Hawkins, I. Del, Mothersbaugh L. David and Mookerjee Amit (2015). *Consumer Behaviour: Building Marketing Strategy*, 12/e; New Delhi: McGraw Hill Education
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Course Title: **CUSTOMER RELATIONSHIP MANAGEMENT**
Course Code: MB19CRM
Semester/ Credits: ELECTIVE /
3

Course Objective

This course explains how the process of acquiring, retaining and managing long- term relationship with customers is critical for an organization's success. It also enables the students to understand the utilization of technology in managing customer relationships. At the end of this course, the students will be able to analyze and demonstrate the salient aspects of CRM implementation in various sectors.

Course Coverage Part

1 (8 hours)

Fundamentals of CRM

Relationship - Theoretical Perspective – Types of Relationships, Stages of Relationship - Issues in Relationships - Evolution of Relationships as a marketing tool, Emergence of CRM Practice - CRM Cycle - Stakeholders in CRM - Attributes of CRM - Strategic issues in Relationship Marketing - CRM Success Factors

Part 2 (10 hours)

Types of CRM

Operational CRM – Sales Force Automation - Customer Service - Campaign Management - Analytical CRM – Managing and sharing customer data - Customer information databases - Technological Solutions - Collaborative CRM – Customer Interactions Centre - Contact Centre - Portals in Building Relationship

Part 3 (10 hours)

IT dynamics in CRM

E-CRM – Features, Advantages, Technologies - Functional components of CRM solution - CRM Software Programs - Applications of e-CRM - IT Implementation in CRM – Date Base Management - Database Construction - Data Ware housing - Data Mining. Customer Care Management–EPOS - Multimedia contact centre - Leveraging Internet

Part 4 (8 hours)

Applications of CRM in different sectors

Service Sector – Banking, Financial Sector, Insurance, Health Care, Hotel, Aviation Industry, Retail Industry, Telecom Industry, Higher Education, Agriculture

Part 5 (9 hours)

Emerging trends in CRM

Customer Retention – Customer Retention Management, Customer Recall Management, Customer Experience Management, Importance of Employee Factor, Emerging Concepts - Cost Benefit Analysis, Customer Life Time Value, Enterprise Marketing Management, Cloud Based CRM, Social CRM, Mobile CRM

Pedagogy

Lecture, Case Discussion, CRM Demo Software, Seminar

Evaluation and Grading

Quiz	...	10%
Assignment	...	10%
Presentation	...	10%
Case Discussion	...	10%
Mid semester Examination	...	20%
End semester Examination	...	40%

Text Book

Rai, Alok Kumar (2016). *Customer Relationship Management, Concepts and Cases, 2/e*; New Delhi: Prentice Hall

Reference Books

1. Mullick. N. H (2016). *Customer Relationship Management*, New Delhi: Oxford University Press
2. Peelan Ed, (2015). *Customer Relationship Management, 2/e*; New Delhi: Pearson Education

Course Title: **DIGITAL MARKETING**
Course Code: MB19DMK
Semester/ Credits: ELECTIVE /
3

Course Objective

This course intends to provide an understanding of the various digital marketing platforms and tools available to marketers and their role in creating a cohesive and effective digital marketing strategy. At the end of this course, the students will be able to design and develop an integrated digital marketing plan for an organization.

Course Coverage Part

1 (10 hours)

Introduction and SEO

An introduction to Digital Marketing - Traditional versus Digital Marketing - Internet Users in India - P-O-E-M Framework - Search Engine Optimization – Search Engine Result Pages - Search Behavior - The Process – Goals - On-Page Optimization - Off- Page Optimization – Analyze - Exercises

Part 2 (8 hours)

Pay Per Click and Digital Display Ads

PPC Definition, Process – Goals, Setup - Manage and Analyze - Digital Display Advertising Definition, Process – Define, Format, Configure and Analyze - Display Advertising – Industry Overview

Part 3 (8 hours)

Email Marketing and Mobile Marketing

Email Marketing - Definition, Process – Data, Design, Delivery and Discovery - Mobile Marketing – Definition, Process – Opportunity – Mobile Industry Opportunities and Challenges - Optimize – Mobile Optimized websites - App Development - Advertise – Proximity Marketing - SMS Marketing and Analyze

Part 4 (12 hours)

Social Media Marketing

Definition, Process – Goals, Channels - Facebook, LinkedIn, Twitter, Google+, YouTube, Blogs, Pinterest, Instagram, Snapchat - Implement - Listening, Publishing, Events, Groups, Analyze, Digital Public Relations – Influencer Marketing, Emerging trends – Programmatic Advertising - Video Marketing - Social Messaging Apps - Social Media Stories

Part 5 (7 hours)

Strategy and Planning

Digital Marketing Plan - Structure - Situation Analysis, Audience – Information Gathering - Google Tools - Building Customer Profile - Activities – Objectives – Tools - Action plan – Budget - Analysis

Pedagogy

Lecture, Case Discussion, Web Exercises, Online Course

Evaluation and Grading

Online Course	...	10%
Quiz	...	05%
Assignment	...	15%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Dodson Ian, (2017). *The Art of Digital Marketing*, New Delhi: Wiley India

Reference Books

1. Gupta Seema (2018). *Digital Marketing*, New Delhi: McGraw Hill Education
 2. Bhatia Singh Puneet (2017). *Fundamentals of Digital Marketing*, New Delhi: Pearson Education
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Course Title: **EVENT MANAGEMENT**
Course Code: **MB19ENT**
Semester/ Credits: **ELECTIVE /**
3

Course Objective

This course would enable students to plan, organize and execute events for business promotions. The course would give them guidance to develop skills to handle events professionally. This course would give entrepreneurial insights to take event management as their career.

Course Coverage

Part 1 (8 hours)

Introduction to Events

Events - nature definition and scope - C's of events - Designing, interaction and importance – Event as a marketing tool - Needs addressed by events - Focus and implementation - Advantages and disadvantages

Part 2 (10 hours)

Event Management Process

Elements of events - Event infrastructure - Target audience – Organizers – Venue - media activities - Concept of market in events - Segmentation and targeting of the market events

Part 3 (9 hours)

Marketing Mix

Positioning in events and the concept of event property - Events as a product - Methods of pricing events - Events and promotion - Functions of management

Part 4 (9 hours)

Strategic Event Management

Strategic market planning - Development and assessment of market plan

Part 5 (9 hours)

Performance Measurement and Control

Strategic alternatives arising from environment - Competition and defined objectives - Pricing objectives - Evaluation of event performance - Measuring performance & correcting deviations

Pedagogy

Lecture, Event Presentation, Field Study

Evaluation and Grading

Peer Evaluation	...	10%
Presentation	...	10%
Field Study	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

The Course Material for this course will be compiled by Dr P Sadhasivam and partly will be adapted from the published contents of RAI University.

Reference Books

1. Wagen, Lynn Van Der and White, Lauren (2018). *Event Management: For Tourism, Cultural, Business and Sporting Events*, 5/e; New Delhi: Cengage Learning
2. Wagen, Lynn Van Der and Carlos, R. Brenda (2019). *Event Management*, New Delhi: Pearson Education
3. Dowson, Ruth and Bassett, David (2010). *Event Planning and Management: Principles, Planning and Practice*, 2/e; New Delhi: Kogan Page

Course Title: **INTEGRATED MARKETING COMMUNICATION**
Course Code: MB19IMC
Semester/ Credits: ELECTIVE /
3

Course Objective

This course will enable the students to understand the importance of promotion as an element of marketing mix and recognize the role of various communication tools in a dynamic marketing environment. At the end of the course, students will be able to develop an IMC Plan for an organization and evaluate its effectiveness.

Course Coverage

Part 1 (8 hours)

Introduction to Integrated Marketing Communication

Role of Marketing – The Evolution of IMC – The Tools for IMC - The IMC Planning Process – The Role of IMC in the Marketing Process

Part 2 (9 hours)

Integrated Marketing Communication Program Situation Analysis

Organising for Advertising and Promotion – Advertising Agencies – Evaluating Agencies – Integrated Marketing Communication Process – Perspectives on Consumer Behaviour

Part 3 (10 hours)

Analysing the Communication Process

The Communication Process – Source, Message and Channel Factors – Objectives and Budgeting for Integrated Marketing Communication Programmes

Part 4 (11 hours)

Developing the Integrated Marketing Communication Programme

Creative Strategy Planning and Development – Creative Strategy Implementation and Evaluation – Media Planning and Strategy - Evaluation of Media

Part 5 (7 hours)

Monitoring Evaluation and Control

Measuring the Effectiveness of the Promotional Programme – Measuring the Effectiveness of other Programme Elements

Pedagogy

Lecture, Case Discussion, Seminar, Exercises, Media Planning

Evaluation and Grading

Case Discussion	... 10%
Exercises	... 10%
Presentation	... 10%
Media Planning	... 10%
Mid semester Examination	... 20%
End semester Examination	... 40%

Text Book

Belch, E. George, Belch, A. Michael and Purani K. (2018). *Advertising and Promotion: An Integrated Marketing Communications Perspective*, 9/e; New Delhi: McGraw Hill Education

Reference Books

1. Baack, E. Donald and Clow, E. Kenneth (2019). *Integrated Advertising, Promotion and Marketing Communications*, 6/e; New Delhi: Pearson Education
 2. Shah, Kruti and D'Souza, Alan (2014). *Advertisement and Promotion – An IMC Perspective*, 1/e; New Delhi: McGraw Hill Education
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Course Title: **INTERNATIONAL MARKETING**
Course Code: MB19IMT
Semester / Credits: ELECTIVE /
3

Course Objective

This course will enable the students to identify and analyze business opportunities in the international marketing environment. At the end of this course, the students will be able to understand the dynamics of global marketplace and develop effective marketing strategies for international operations.

Course Coverage

Part 1 (10 hours)

Overview of International Marketing

The Scope and Challenge of International Marketing – Dynamic Environment of International Trade

Part 2 (12 hours)

The International Marketing Environment

The Foundations of Culture and Cultural Dynamics – The Political Environment – The International Legal Environment – The Economic Environment – The Technological Environment

Part 3 (13 hours)

Developing Strategies for International Markets

Identifying the International Market Opportunities – International Marketing Mix Decisions

Part 4 (10 hours)

Implementing Strategies

Negotiating with International Customers, Partners, and Regulators – New Directions and Challenges

Pedagogy

Lecture, Case Discussion, Debate, Article Review, Seminar

Evaluation and Grading

Debate	...	10%
Case Discussion	...	10%
Presentation	...	10%
Article Review	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Cateora, R. Philip, Graham, L. John, and Graham, L. John (2018). *International Marketing*, 16/e; New Delhi: McGraw Hill Education

Reference Books

1. Joshi Rakesh Mohan (2014). *International Marketing*, 2/e; New Delhi: Oxford University Press
 2. Gerald Albaum, Jesper Strandskov and Edwin Duerr (2018). *International Marketing and Export Management*, 7/e; New Delhi: Pearson Education
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Course Title: **RETAIL MANAGEMENT**
Course Code: MB19RMT
Semester/ Credits: ELECTIVE /
3

Course Objective

This course enables the students to understand the retail industry, especially in India, and the functions and formats of retail. By the end of this course, the students will be able to develop strategies for the establishment, management and expansion of a retail institution in the dynamic retail environment. They will be equipped with inputs to pursue a career in retailing industry.

Course Coverage

Part 1 (9 hours)

Introduction

Overview of Retailing - Retail Formats - Theories of Retail Development - Retailing in India - Retailing in Key Regions of the World

Part 2 (9 hours)

Strategy and Planning

Understanding the Retail Consumer - Retail Strategy - Store Site Selection - Methods of Retail Expansion

Part 3 (10 hours)

Merchandise Management

Retail merchandising - Process of Merchandise Planning, Methods of Merchandise Procurement - Retail Pricing - Development of Private Labels - Category Management

Part 4 (8 hours)

Managing a Retail Environment

Human Resource Management in Retail - Retail Store Operations - Store Design – Layout - Visual Merchandising

Part 5 (9 hours)

Creating and Sustaining Value

Managing Retail Infrastructure - Supply Chain Management - Retail Marketing and Branding - Servicing the Retail Customer - Role of Technology in Retailing - The Changing Facets of Retailing

Pedagogy

Lecture, Case Discussion, Field Study, Seminar

Evaluation and Grading

Case Discussion	...	10%
Field Study	...	10%
Quiz	...	10%
Peer Review	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Pradhan, Swapna (2017). *Retailing Management: Text and Cases*, 5/e; New Delhi: McGraw Hill Education

Reference Books

1. Carver, R. James, Patrick, M. Dunne and Robert, F. Lusch (2015). *Retailing*, 8/e; New Delhi: Cengage India
2. Berman, Barry and Joel, R. Evans (2019). *Retail Management - A Strategic Approach*, 13/e; New Delhi: Pearson Education

Course Title: **RURAL MARKETING**
Course Code: **MB19RUT**
Semester / Credits: **ELECTIVE /**
3

Course Objective

This course will give insights on the rural markets of India, its peculiarities and evolving environment. At the end of this course, the students will be able to create marketing strategies that are relevant for the rural markets and consumers.

Course Coverage

Part 1 (8 hours)

Introduction to Rural Marketing

Rural Marketing – Concept, Scope, Nature, and Approaches – Urban Vs. Rural - Rural Marketing Management Perspectives - Challenges to Indian Marketer - Policy Interventions – Reforms in Rural towards Digital India

Part 2 (8 hours)

Rural Marketing Environment and Consumer Behaviour

The Evolution of Rural Marketing – The Rural Environment – The Rural Economic Structure - Changing Profile of Rural Consumers - Influence of Rural Consumer

Part 3 (8 hours)

Selection of Rural Market

Rural Marketing Research - Segmenting Rural Markets – Concepts, Degrees, Bases, and Guides to Effective Segmentation - Targeting Rural Markets – Positioning in Rural Markets

Part 4 (13 hours)

Rural Marketing Mix

Product – Concept, Product Mix Decisions, Competitive Product Strategies - Pricing – Concept, Significance, Objectives - Influencing Factors and Pricing Strategy - Rural Distribution – Challenges, Dynamics - New Players - New Approaches - Coverage Strategy - Promotion – Challenges - Developing Effective Rural Communication - Rural Media - Promotion Strategy

Part 5 (8 hours)

Future of Rural Marketing

The Rural Boom – The Rural Dividend

Pedagogy

Lecture, Case Discussion, Field Study, Seminar

Evaluation and Grading

Case Discussion	...	10%
Field Study	...	10%

Assignment	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Pradeep Kashyap (2017). *Rural Marketing*, 3/e; New Delhi: Pearson Education

Reference Books

1. Badi, V. Ravindranath and Narayansa. V. Badi (2015). *Rural Marketing*, New Delhi: Himalaya Publishing House
 2. Krishnamacharyulu, C.S.G. and Lalitha Ramakrishnan (2012). *Rural Marketing - Text and Cases*, 2/e; New Delhi: Pearson Education
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Course Title: **SERVICES MARKETING**
Course Code: **MB19SVM**
Semester/ Credits: **ELECTIVE /**
3

Course Objective

This course enables the students to understand the fundamental concepts of services marketing and the unique challenges inherent in managing and delivering quality services to meet customer expectations. At the end of this course, the students will design service blueprint and develop innovative strategies to fill the gaps in the service delivery process in order to create service excellence.

Course Coverage

Part 1 (5 hours)

Foundations for Services Marketing

Introduction to Services – Service Based Economies – Service and Technology – Characteristics of Services – Service Marketing Mix - The Gaps Model of Service Quality

Part 2 (10 hours)

Focus on the Customer

Customer Expectations of Services – Customer Perceptions of Services – Service Quality – Service Encounters – The Building Blocks for Customer Perceptions

Part 3 (10 hours)

Understanding Customer Requirements

Customer Research to Understand Customer Perceptions – Elements in an Effective Services Marketing Research Programme – Building Customer Relationships – Service Recovery – Service Recovery Strategies

Part 4 (10 hours)

Aligning Service Design and Standards

Service Innovation and Design – Types of Service Innovation – Stages in Service Innovation and Development – Service Blueprinting – Customer Defined Service Standards – Physical Evidence and the Servicescape

Part 5 (10 hours)

Delivering and Performing Service

Role of Employees in Service Delivery – Role of Customers in Service Delivery – Self Service technologies, Managing Demand and Capacity – Managing Service Promises – Pricing of Services

Pedagogy

Lecture, Case Discussion, Field Study, Seminar

Evaluation and Grading

Case Discussion	...	10%
Field Study	...	10%
Presentation	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Zeithaml, A. Valarie, Bitner Jo Mary, Gremler, D. Dwayne, Pandit Ajay (2018). *Services Marketing*, 7/e; New Delhi: McGraw Hill Education

Reference Books

1. Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee (2017). *Services Marketing: People, Technology, Strategy*, 8/e; New Delhi: Pearson Education
2. Jauhari Vinnie, Dutta Kirti (2017). *Services Marketing: Text and Cases*, 2/e; New Delhi: Oxford University Press

SYLLABUS & COURSE OUTLINE

LIST OF ELECTIVES IN DECISION SCIENCE

No.	Code	Title	Credits
1	MB19FNA	Financial Analytics	3
2	MB19HR A	HR Analytics	3
3	MB19MK A	Marketing Analytics	3
4	MB19SW A	Social Media and Web Analytics	3

Course Title: **FINANCIAL ANALYTICS**
Course Code: MB19FNA
Semester / Credits: ELECTIVE /
3

Course Objective

This course would enable the students to understand the process involved in selecting, building and testing models for various applications in finance using Spreadsheets. At the end of this course students can develop models using various financial data to help effective decision-making.

Course Coverage

Part 1 (8 hours)

Introduction to Modelling, Core Themes and Best Practices

Models of Models – Context and Objectives – The stages of Modelling - Using Models in Decision Support – Benefits of Using Models – Challenges in Using Models - Core Competencies and Best Practices

Part 2 (10 hours)

Model Design and Planning

Defining Sensitivity and Flexibility Requirements – Data Versus Formulae driven Approaches - Designing the workbook Structure

Part 3 (10 hours)

Creating Transparency: Formula Structure Flow and Format

Approaches to Identifying the Drivers of Complexity – Optimising Audit Paths – The Role of Formatting – Colour-coding of Inputs and Outputs – Basic Formatting Operations – Conditional Formatting – Custom Formatting

Part 4 (8 hours)

Building Robust and Transparent Formulae

Introduction – General Causes of Mistakes – Examples of Common Mistakes – The use of Named Ranges – Approaches to Building Formulae, to testing, Error Deduction and Management

Part 5 (9 hours)

Model Testing and Auditing

Choosing Spreadsheet Functions for Transparency, Flexibility and Efficiency – Dealing with Circularity – Model Review, Auditing and Validation

Pedagogy

Lecture, Case Discussion, Seminar, Exercises

Evaluation and Grading

Presentation	...	10%
Exercises	...	10%
Quiz	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Michael Rees (2017). *Principles of Financial Modelling*; New Delhi: Wiley India

Reference Books

1. Chandan Sengupta (2018). *Financial Analysis and Modelling using Excel and VBA, 2/e*; New Delhi: Wiley India
 2. Danielle Stein Fairhurst (2017). *Financial Modelling in Excel*; New Delhi: Wiley India
-

Course Title: **HR ANALYTICS**
 Course Code: MB19HRA
 Semester/ Credits: ELECTIVE/
 3

Course Objective

This course would enable the students to gain an in-depth understanding of the uses of analytical approaches in HR for a scientific decision making approach. At the end of the course students will be able to deploy appropriate analytical approaches for effectively managing the human capital.

Course Coverage

Part 1 (10 hours)

Introduction to metrics and analytics

HR Sources of data and information - HR metrics overview - Types of metrics: Efficiency measures - effectiveness measures – HR value impact measures - Moving from metric to analytics - Meaning and Definition of people analytics – Purpose – Analytics levels – Future trends - Internet of things and AI

Part 2 (10 hours)

Talent sourcing and Acquisition Analytics

Importance – How it works – Sourcing – Application Phase – Pre-interview Assessment Analytics – Interviews – Selection Analytics

Part 3 (7 hours)

Talent Engagement Analytics

Importance of Employee Engagement – Employee Engagement Surveys – Making Employee Engagement Surveys Predictive – Moving beyond the Survey – Employee Engagement Measures

Part 4 (9 hours)

Performance Management Analytics

Linking individual objectives to organisational objectives – Defining Performance Measures – Performance Incentives and Promotion – Providing insights to senior management – Benefits of Performance Management Analytics

Part 5 (9 hours)

Retention Analytics

Meaning – Earlier Approaches – Proactive Talent Retention Models – Data for Talent Attrition – Predictive Modeling – The Segmentation Strategy of Talent Retention Model Insights

Pedagogy

Lecture, Case Discussion, Exercises, Seminar

Evaluation and Grading

Presentation	...	10%
Case Discussion	...	10%
Exercises	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Reference Books

1. Pease Gene, Byerly Boyce and Fitz-enz Jac (2016). *Human Capital Analytics*, New Delhi: Wiley India
 2. Sesil James C. (2017). *Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives and Improving Collaboration*, New Delhi: Pearson Education
 3. Dipak Kumar Bhattacharyya (2017). *HR Analytics Understanding Theories and Applications*, 1/e; New Delhi: Sage Publications
 4. Kirsten Edwards and Martin Edwards (2016). *Predictive HR analytics*, 1/e; Kogan Page
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Course Title: **MARKETING ANALYTICS**
Course Code: **MB19MKA**
Semester/ Credits: **ELECTIVE /**
3

Course Objective

The objective of the course is to help the students to gain an understanding of various marketing analytics techniques that can be used to solve real world marketing problems. At the end of the course, students can demonstrate their ability to analyse marketing data and to interpret the results for solving marketing problems.

Course Coverage

Part 1 (8 hours)

Introduction

Need for Marketing Analytics - Resource-allocation Perspective for Marketing Analytics - Slicing and dicing marketing data with Pivot Tables - Summarizing the marketing data

Part 2 (9 hours)

Product Analytics

Cluster Analysis for Segmentation - Conjoint Analysis – Experimental Design - Interpreting Conjoint results - Applications

Part 3 (9 hours)

Marketing-Mix Analytics

Multiple regression in Marketing-Mix Models - Design of Price and advertising elasticity models - Media Selection Models

Part 4 (9 hours)

Customer Analytics

Customer Analytics – Calculating Customer lifetime value - Allocating marketing resources between customer acquisition and retention

Part 5 (10 hours)

Implementation

Implementing Marketing Analytics – Organizational Structure - Analytics Processes - Organizational Change

Pedagogy

Lecture, Exercises, Project

Evaluation and Grading

Exercises	... 10%
Project	... 10%
Quiz	... 10%
Online Course	... 10%
Mid Semester Examination	... 20%

End Semester Examination ... 40%

Text Book

Venkatesan Rajkumar, Farris Paul, Wilcox T. Ronald (2019). *Cutting-Edge, Marketing Analytics*; Noida: Pearson Education

Reference Books

1. Winston L. Wayne (2018). *Marketing Analytics*, New Delhi: Wiley India
 2. Hemann Chuck, Burbary Ken (2018). *Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World*, New Delhi: Pearson Education
-

Course Title: **SOCIAL MEDIA AND WEB ANALYTICS**
Course Code: MB19SWA
Semester/ Credits: ELECTIVE /
3

Course Objective

This course would enable the students to have a basic understanding of concepts, techniques, and tools of collecting and analyzing digital data on how users interface with an organization through social media and web. At the end of course, students can demonstrate their ability to analyze the social media and web data by using analytics to make better business decisions.

Course Coverage

Part 1 (6 hours)

Introduction

Need for Web Analytics - Data Collection techniques for web analytics - Overview of Analytics - Signing up for Analytics - Installing Analytics on company's site

Part 2 (10 hours)

Key Metrics in web analytics

Behaviour Analysis – Click Stream Data Analysis - Outcome Analysis – Conversion tracking - Experience Analysis – Research Data - Website Experimentation and Testing - Making Web analytics Actionable

Part 3 (8 hours)

Social Media Analytics

Sentiment Analysis - Sentiments, Opinions, Emotions and Topics - Social Metrics - Social Analytics & Available Data (Facebook, Twitter, & LinkedIn) - Mobile Analytics – Metrics - Mobile Platform

Part 4 (12 hours)

Google Analytics

Importance of Google Analytics - Setting up GA account, Account Structure - GA Access levels – KPIs - Type of reports - Google Analytics Integration - Linking Google Adwords - Google Adsense and Third party platforms and applications

Part 5 (9 hours)

Attribution and Marketing ROI

Multi Channel Attribution, Attribution Models – Last Interaction/Last Click - First Interaction/First Click – Linear - Time Decay and Position Based Attribution Models

Pedagogy

Lecture, Exercises, Project

Evaluation and Grading

	...	10%
Exercises		
Project	...	10%
Quiz	...	10%
Online Course	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Reference Books

1. Ganis, Kohirkar (2017). *Social Media Analytics*, 1/e, New Delhi: Pearson Education
 2. Avinash Kaushik (2013). *Web Analytics 2.0: The Art of Online Accountability & Science of Customer Centricity (SYBEX)*, New Delhi: Wiley India
 3. Alhlou Feras, Shiraz Asif, and Eric Fettman (2016). *Google Analytics Breakthrough: From Zero to Business Impact*, New Delhi: Wiley India
 4. Gupta Seema (2018). *Digital Marketing*, New Delhi: McGraw Hill Education
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SYLLABUS & COURSE OUTLINE

LIST OF ELECTIVES IN OPERATIONS MANAGEMENT

No.	Code	Title	Credits
1	MB19PRJ	Project Management	3
2	MB19TQM	Total Quality Management	3
3	MB19SCM	Supply Chain Management	3

Course Title: **PROJECT MANAGEMENT**
Course Code: MB19PRJ
Semester/ Credits: ELECTIVE/
3

Course Objective

This course would enable the students to gain knowledge on the principles and tools of project management. At the end of the course students will be able to apply the principles and tools of project management in business for effective management of projects.

Course Coverage

Part 1 (5 hours)

Project - Definition, Purpose of Project Management, Project Life Cycle, Project Management Growth

Part 2 (15 hours)

Project Initiation – Strategic Management and Project Selection - The Project Manager, Managing Conflict and the Art of Negotiation - The Project in the Organizational Structure

Part 3 (15 hours)

Project Planning – Project Activity and Risk Planning - Estimating Project Costs and Risks, Scheduling - Resource Allocation

Part 4 (10 hours)

Project Execution – Monitoring the Information Systems - Project Control - Project Auditing - Project Termination

Pedagogy

Lecture, Case Discussion, Exercises, Seminar

Evaluation and Grading

Presentation	...	10%
Case Discussion	...	10%
Exercises	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Meredith, R. Jack and Samuel J. Mantel (2012). *Project Management: A*

Managerial Approach, 8 /e; New Delhi: Wiley India

Reference Books

1. Chandra, Prasanna (2014). *Projects - Planning, Selection, Financing, Implementation and Review*, 8/e; New Delhi: McGraw Hill Education
 2. Kerzner, Harold (2014). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, 10/e; New Delhi: Wiley India
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Course Title: **TOTAL QUALITY MANAGEMENT**
Course Code: MB19TQM
Semester/ Credits: ELECTIVE /
3

Course Objective

This course is designed to provide the students with the knowledge of basic principles and practices of TQM and various tools and techniques used in TQM. At the end of the course students will be able to implement the basic principles of TQM in manufacturing and service based organizations and select and use appropriate tools and techniques for controlling, improving and measuring quality.

Course Coverage

Part 1 (6 hours)

Introduction to Total Quality Management

Introduction, Gurus of TQM, TQM Framework - Defining Quality - Historical review- Obstacles and Benefits of TQM

Part 2 (7 hours)

Leadership

Characteristics of Quality leaders - 7 Habits of highly effective people - Deming Philosophy - Role of TQM leaders - Core values - Quality Statement - Strategic Planning – Communication - Decision making

Part 3 (8 hours)

Human Resource Dimension of TQM

Customer Satisfaction – Customer perception of quality – Feedback - Using customer complaints - Service Quality, Translating Customer needs into requirements - Customer Retention - Employee Involvement – Empowerment – Teams - Suggestion system - Recognition and rewards - Performance Appraisal - Benefits

Part 4 (10 hours)

Process and Performance

Continuous Process Improvement – Process, improvement strategies - Types of problems - PDSA Cycle - Problem Solving method – Kaizen – Reengineering - Six- sigma - Quality awards

Part 5 (14 hours)

Tools and Techniques

Benchmarking - Information Technology - Quality Management System - Environmental and Occupational health and safety management systems - Quality Function Deployment - Management Tools and Statistical Process Control

Pedagogy

Lecture, Case Discussion, Exercises, Field Study

Evaluation and Grading

Exercises	...	10%
Case Discussion	...	10%
Quiz	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Besterfield, D.H., Besterfield-Michna, Carol, Besterfield-Sacre, Mary and Besterfield, H. Glen (2019). *Total Quality Management, 5/e*; New Delhi: Pearson Education

Reference Books

1. Oakland, John S (2014). *Total Quality Management and Operational Excellence: Text with Cases, 4/e*; New York: Routledge
 2. Kiran, D.R (2016). *Total Quality Management - Key Concepts and Case Studies, 1/e*; UK: Butterworth-Heinemann (Imprint of Elsevier)
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Course Title: **SUPPLY CHAIN MANAGEMENT**
Course Code: MB19SCM
Semester/ Credits: ELECTIVE /
3

Course Objective

This course would enable the students to gain an understanding of the strategic role of supply chain, key strategic drivers of supply chain performance and the analytical methodologies for supply chain analysis. At the end of this course students would be able to design a supply chain and solve supply chain problems.

Course Coverage

Part 1 (10 hours)

Building a Strategic Framework to Analyse Supply Chain

Understanding the Supply Chain – Objectives, Decision Phases, Examples - Supply Chain Drivers and Metrics – Designing the Supply Chain Network – Network Design in Supply Chain - Designing global supply chain networks

Part 2 (15 hours)

Planning Demand and Supply in a Supply Chain

Demand Forecasting in a Supply Chain – Aggregate Planning in a Supply Chain - Sales and Operations Planning – Planning and Managing Inventories in a Supply Chain – Managing Uncertainty in a Supply Chain

Part 3 (10 hours)

Designing and Planning Transportation Networks

Transportation in a Supply Chain - Managing Cross Functional Drivers in a Supply Chain - Pricing and Revenue Management in Supply Chain

Part 4 (10 hours)

Information Technology in a Supply Chain

The role of IT in a supply chain – The supply chain IT framework – The future of IT in the supply chain – Risk management in IT – Supply chain IT in practice – Coordination in a supply chain

Pedagogy

Lecture, Case Discussion, Seminar, Exercise

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	10%
Presentation	...	10%
Exercises	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Chopra, Sunil, Meindl, Peter and Kalra, D.V. (2019). *Supply Chain Management: Strategy, planning and operation*, 7/e; New Delhi: Pearson Education

Reference Books

1. Shah, Janat (2016). *Supply Chain Management - Text and Cases*, 2/e; New Delhi: Pearson Education
2. Micheal H Hugos (2018). *Essentials of Supply Chain Management*, 4/e; New Delhi: Wiley India

SYLLABUS & COURSE OUTLINE

LIST OF ELECTIVES IN ENTREPRENEURSHIP

No.	Code	Title	Credits
1	MB19BME	Business Models in Entrepreneurship	3
2	MB19BPD	Business Plan Development	3
3	MB19ENF	Entrepreneurial Finance	3
4	MB19EPS	Entrepreneurship	3
5	MB19FBM	Family Business Management	3
6	MB19NVC	New Venture Creation	3
7	MB19SBM	Small Business Management	3
8	MB19SEN	Social Entrepreneurship	3

Course Title: **BUSINESS MODELS IN ENTREPRENEURSHIP**
Course Code: MB19BME
Semester/ Credits: ELECTIVE /
3

Course Objective

This course will enable the students to understand how and why business models matter to an organization's success. Students will learn how to create, test, adapt and innovate business models for a company to drive growth and sustainability. At the end of this course, students will be able to develop and evaluate business models using appropriate approaches.

Course Coverage

Part 1 (8 hours)

The Truth about Business Models

Business Models in Practice – History of Business Models – Road Test for Business Ideas

Part 2 (15 hours)

Business Model Architecture

Raw Materials – Collecting and Connecting the Stakeholders – Creating and Capturing Value in Business Models – The Power of Business Model Narratives – Business Model Canvas

Part 3 (12 hours)

The Business Model Lifecycle

First Step for Entrepreneurs – Lean Education for Start-Ups – Coherent Storytelling for Growing Firms – Rejuvenating Mature Firms

Part 4 (10 hours)

Business Model Change and Innovation

When Business Models Fail – Change and Adaptation – Innovation and Disruption

Pedagogy

Lecture, Case Discussion, Exercises, Business Model Canvas

Evaluation and Grading

Case Discussion	... 10%
Assignment	... 05%
Exercises	... 05%
Business Model Canvas	... 20%
Mid Semester Examination	... 20%
End Semester Examination	... 40%

Text Book

Bock, J. Adam, and George, Gerard (2019). *The Business Model Book: Design, Build and Adapt Business Ideas that Drive Business Growth*, 1/e; New Delhi: Pearson Education

Reference Books

1. Mullins, John (2019). *The New Business Road Test: What Entrepreneurs and Investors should do before Launching Lean Start-up*, 5/e; New Delhi: Pearson Education
 2. Gassmann, Oliver and Frankenberger, Karolin (2014). *The Business Model Navigator: 55 Models that will Revolutionize Your Business*, 1/e; New Delhi: Pearson Education
 3. Osterwalder, Alexander and Pigneur, Yves (2011). *Business Model Generation*, 1/e; New Jersey: Wiley & Sons, Inc
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Course Title: **BUSINESS PLAN DEVELOPMENT**
Course Code: **MB19BPD**
Semester/ Credits: **ELECTIVE /**
3

Course Objective

This course leads the students through the step-by-step process of developing, preparing and presenting comprehensive and effective business plans. At the end of this course, the students will develop a comprehensive business plan by identifying the target market opportunities, analysing competition, forecasting demand and estimating returns using a systematic approach.

Course Coverage

Part 1 (6 hours)

Starting the Process

Need for Planning – Developing and Screening Business Ideas – Feasibility Analysis Part

2 (15 hours)

Business Plan Preliminaries

Introductory Material - The Executive Summary – Industry Analysis – Market Analysis
– Management Team - Company Structure_

Part 3 (15 hours)

Business Plan Essentials

Marketing Plan – Operations Plan – Product Development Plan - Presenting the Business Plan

Part 4 (9 hours)

The Financials

Financial Projections – Demand Forecasting – Technical Analysis – Financial Estimates

Pedagogy

Lecture, Case Discussion, Exercises, Business Plan Development

Evaluation and Grading

Case Discussion	... 05%
Assignment	... 05%
Exercises	... 10%
Business Plan	... 20%
Mid Semester Examination	... 20%
End Semester Examination	... 40%

Text Book

Barringer, R. Bruce (2014). *Preparing Effective Business Plans: An Entrepreneurial Approach*, 2/e; New Delhi: Pearson Education

Reference Books

1. Chandra, Prasanna (2017). *Projects - Planning, Analysis, Selection, Financing, Implementation and Review*, 8/e; New Delhi: McGraw Hill Education
2. Kleiner, Eugene and Abrams, Rhonda (2014). *The Successful Business Plan: Secrets & Strategies*, 6/e; New Delhi: Prentice Hall

Course Title: **ENTREPRENEURIAL FINANCE**
Course Code: MB19ENF
Semester / Credits: ELECTIVE /
3

Course Objective

This course will equip the students with the required knowledge and skills for investment and financing decisions in entrepreneurial settings. At the end of this course, the students will be able to identify the factors to be considered for securing finance at different stages of venture development, both from a capital seeker and a capital provider perspective.

Course Coverage

Part 1 (9 hrs)

Introduction to Entrepreneurial Finance

Finance for Entrepreneurs – Principles and Role of Entrepreneurial Finance – Venture Life Cycle – Forms of Business Organization - Organizing and Financing a New Venture - Seed, Start-up and First Round Financing Sources

Part 2 (10 hours)

Operating the Venture

Preparing and Using Financial Statements – Operating Breakeven Analyses - Evaluating Operating and Financial Performance

Part 3 (10 hours)

Planning For the Future

Managing Cash Flow – Types and Costs of Capital – Valuing Early-Stage Ventures – Valuation Methods

Part 4 (8 hours)

Structuring Financing for the Growing Venture

Professional Venture Capital – Other Financing Alternatives – Security Structures - Determining Enterprise Value

Part 5 (8 hours)

Exit and Turnaround Strategies

Harvesting the Business Venture Investment – Financially Troubled Ventures – Resolving Financial Distress Situations – Private workouts and Liquidations

Pedagogy

Lecture, Case Discussion, Seminar, Exercises

Evaluation and Grading

Case Discussion	...	10%
Quiz	...	10%
Assignment	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Leach, J. Chris, Melicher, and Ronald, W. (2016). *Entrepreneurial Finance*, 5/e; New Delhi: Cengage Learning

Reference Books

1. Cornwall, R. Jeffrey, Vang, O. David, Hartman, M. Jean (2015). *Entrepreneurial Financial Management: An Applied Approach*, 3/e; New York: Routledge
 2. Rogers, Steven (2014). *Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur*, 3/e; NY: McGraw Hill Education
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Course Title: **ENTREPRENEURSHIP**
Course Code: MB19EPS
Semester/ Credits: ELECTIVE /
3

Course Objective

This course will enable the students to understand the concept of entrepreneurship and the stages involved in entrepreneurial process. At the end of this course, the students will be able to develop and systematically apply the entrepreneurial way of thinking in identifying business opportunities that may be commercialized successfully.

Course Coverage

Part 1 (10 hours)

The Entrepreneurial Perspective

The Nature and Importance of Entrepreneurs – Entrepreneurship and the Entrepreneurial Mind-set – The Individual Entrepreneur – International Entrepreneur Opportunities – Entrepreneurial strategy

Part 2 (9 hours)

From Idea to Opportunity

Creativity and the Business Idea – Opportunity Recognition – Protecting the Idea - Legal Issues for the Entrepreneur

Part 3 (8 hours)

From Opportunity to the Business Plan

The Business Plan –The Marketing Plan – The Organisational Plan – The Financial Plan

Part 4 (9 hours)

From the Business Plan to Funding the Venture

Sources of Funds – Informal Risk Capital - Venture Capital - Going Public Part

5 (9 hours)

From Funding the Venture to Launching, Growing and Ending the New Venture

Strategies for Growth and Managing the Implications of Growth – Accessing Resources for Growth from External Sources – Strategies for Harvesting and Ending the Venture

Pedagogy

Lecture, Case Discussion, Exercises, Seminar, Field Study

Evaluation and Grading

Case Discussion	...	10%
Exercises	...	10%
Presentation	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Hisrich, D. Robert, Peters, P. Michael, and Shepherd, A. Dean (2019). *Entrepreneurship*, 10/e; New Delhi: McGraw Hill Education

Reference Books

1. Kuratko, F. Donald, Rao, T. V, (2015). *Entrepreneurship*, 1/e; New Delhi: Cengage Learning
 2. Holt, H. David (2016). *Entrepreneurship*, 1/e; New Delhi: Pearson Education
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Course Title: **FAMILY BUSINESS MANAGEMENT**
Course Code: **MB19FBM**
Semester/ Credits: **ELECTIVE/ 3**

Course Objective

This course enables the students to understand the set of management, ownership, and family practices and associated challenges between a family and its enterprise. At the end of this course, the students will learn the strategies needed for leading, managing, growing and governing family enterprises in a globalized competitive economy.

Course Coverage

Part 1 (9 hours)

Fundamentals of a Family Business

Nature, Importance and Uniqueness of Family Business – The Family Dynamics Challenge – The Ownership Challenge – The Governance and Professionalism Challenge
Part 2 (9 hours)

Diagnosing the Family Business

Creating Conditions for the Continued Spirit of Enterprise – The 12S Model of Family Business – Succession – Development and Selection of the Next Generation – Transfer of Power

Part 3 (9 hours)

The Future of Family Business

Change, Adaptation and Innovation – Three States of Evolution – Family Business Governance – Boards of Directors – Family Councils – Family Offices – Family Meetings

Part 4 (9 hours)

Strategic Planning in Family Business

Creating Value with Unique Business Models – Strategic Regeneration – Trans generational Entrepreneurial Ventures – Estate Planning – The Owners Plan

Part 5 (9 hours)

Management of Family Businesses

Financial and Wealth Management in the Family Business – Business Valuation - Key Nonfamily Management – Commitment to Managing the Family Business Professionally – Extending the Family Business Culture to Nonfamily Managers

Pedagogy

Lecture, Case Discussion, Seminar, Exercises, Field Study

Evaluation and Grading

Case Discussion	...	10%
Presentation	...	10%
Assignment	...	10%
Field Study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Poza J., Ernesto, Daugherty S., Mary (2015). *Family Business*, 4/e; New Delhi: Cengage Learning

Reference Books

1. Zellweger Thomas (2017). *Managing the Family Business: Theory and Practice*, 1/e; UK: Edward Elgar Publishing
 2. Leach Peter, Dixit Tatwamasi (2015). *Indian Family Business Mantras*, 1/e; New Delhi: Rupa Publications
 3. Leach Peter (2007). *Family Businesses: The Essentials*, 1/e; London: Profile Books Ltd
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Course Title: **NEW VENTURE CREATION**
Course Code: **MB19NVC**
Semester/ Credits: **ELECTIVE/ 3**

Course Objective

This course enables the students to understand the stages involved in creating new ventures. At the end of this course, the students will be able to develop a new venture plan based on a comprehensive opportunity assessment.

Course Coverage

Part 1 (9 hours)

Entrepreneurship and Free Enterprise

Entrepreneurship and New Venture Opportunities – Entrepreneurship and Innovation Small Business and Corporate Entrepreneurship – Contrasting Enterprises – A Model for New Ventures – Entrepreneurship in Emerging Markets Part

2 (9 hours)

Product and Service Concepts for New Ventures

The Product Concept and Commercial Opportunities – Product Protection- Patents – Trademarks – Copyrights – Services – Developing an Effective Business Model - The Human Side of Entrepreneurship

Part 3 (9 hours)

Marketing and New Venture Development

Marketing Research for New Ventures – Marketing – Functions and Strategies – International Markets – New Venture Opportunities

Part 4 (9 hours)

Organizing and Financing the New Venture

The Entrepreneurial Team and Business Formation – Business Acquisitions and Franchising
– Financial Resources for New Ventures – Managing Growth and Transition

Part 5 (9 hours)

Startup for Creating the Adventure

The Rise of the Startup Economy – The Six Forces of Change – The Big Idea – Creating Great Customer Experiences – The New Brand Order - Scaling to New Heights

Pedagogy

Lecture, Case Discussion, Exercises, Field Study, Seminar

Evaluation and Grading

Case Discussion	...	10%
Assignment	...	10%
Field Study	...	10%
Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Holt H., David (2018). *Entrepreneurship: New Venture Creation*, New Delhi: Pearson Education

Reference Books

1. Fisher, Steven, Duane, Ja-Nae (2016). *Startup Equation – A Visual Guidebook for Building your Startup*, New Delhi: McGraw Hill Education
 2. Kumar Arya (2017). *Entrepreneurship: Creating and Leading an Entrepreneurial Organisation*, New Delhi: Pearson Education
 3. Barringer R., Bruce, Ireland R., Duane (2017). *Entrepreneurship: Successfully Launching New Ventures*, 4/e; New Delhi: Pearson Education
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Course Title: **SMALL BUSINESS MANAGEMENT**
Course Code: MB19SBM
Semester / Credits: ELECTIVE /
3

Course Objective

This course enables the students to understand the benefits and challenges of small business ownership. At the end of the course, students will be able to

critically evaluate small businesses in various sectors and develop a plan for small business entry.

Course Coverage

Part 1 (9 hours)

Entrepreneurs and Ideas: The Basis of Small Business

Small Business – Small Business Myths – Small Business Entrepreneurs – Small Business Ideas

Part 2 (9 hours)

Small Business Paths and Plans

Small Business Entry – Paths to Part Time Entrepreneurship – Paths to Full Time Entrepreneurship – Small Business Strategies – Business Plans

Part 3 (9 hours)

Marketing in the Small Business

Small Business Marketing - Small Business Promotion – Small Business Pricing, Distribution and Location

Part 4 (9 hours)

Management in the Small Business

Small Business Accounting – Cash and Asset Management - Small Business Finance – Small Business Protection – Human Resource Management

Part 5 (9 hours)

Family Business

Importance of the Family Business – Contributions of Family Business in India – Types of Family Business – Responsibilities and Rights of the Family Shareholders - Succession in Family Business – Pitfalls of a Family Business - Improving the Performance of the Family Business

Pedagogy

Lecture, Field Study, Case Discussion, Business Plan

Evaluation and Grading

Assignment	...	05%
Field Study	...	10%
Case Discussion	...	10%
Business Plan	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Text Book

Katz, Jerome and Richard, Green (2018). *Entrepreneurial Small Business*, 5/e; New York: McGraw Hill Education

Reference Books

1. Charantimath M. Poornima (2019). *Entrepreneurship Development and Small Business Enterprises*, 3/e; New Delhi: Pearson Education
 2. Scarborough, M. Norman, Cornwall, and R. Jeffrey (2018). *Essentials of Entrepreneurship and Small Business Management*, 8/e; New Delhi: Pearson Education
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Course Title: **SOCIAL ENTREPRENEURSHIP**
Course Code: MB19SEN
Semester / Credits: ELECTIVE /
3

Course Objective

This course offers socially relevant entrepreneurial insights in order to develop an understanding of the economic and social value creation across a number of sectors/areas including poverty alleviation, energy, health and sustainability. At the end of this course, the students will learn to think strategically and act opportunistically with a socially-conscious business mindset.

Course Coverage

Part 1 (12 hours)

Social Entrepreneurship

Social Entrepreneurship Definition – The Pioneers – Functions of Social Entrepreneurs – Difference between Social and Business Entrepreneurship - Qualities of Successful Social Entrepreneurs - Theories and Models of Social Entrepreneurship

Part 2 (12 hours)

Key Elements of Social Entrepreneurship

Value Creation – Entrepreneur and Stakeholders Perspective – Global Context – The Role of Culture in forming Social Ventures – The Role of Innovation in Developing Solutions for Social Problems

Part 3 (11 hours)

Management of Social Ventures

The Process of Social Entrepreneurship – The Founding Team in the Social Venture – Managing the Social Venture – Financing Non-profit and For-profit Social Ventures - Barriers of Social Change - Financial Constraints – Attracting Talented Workers

Part 4 (10 hours)

Creating a Sustainable Change

Measuring Success – Scaling the Social Venture – Creating an Impact and Sharing Best Practices in Social Entrepreneurship

Pedagogy

Lecture, Case Discussion, Field Study, Article Review, Social Venture Plan

Evaluation and Grading

Case Discussion	...	10%
Field Study	...	10%
Assignment	...	05%
Social Venture Plan	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	40%

Reference Books

1. Coleman, Susan, Kariv, Dafna (2015). *Creating the Social Venture*, New York: Routledge
 2. Bornstein, David, Davis, Susan (2018). *Social Entrepreneurship: What Everyone Needs to Know*, New Delhi: Oxford University Press
 3. Bornstein, David (2018). *How to Change the World: Social Entrepreneurs and the Power of New Ideas*, New Delhi: Oxford University Press
 4. Keohane, Georgia Levenson (2013). *Social Entrepreneurship for the 21st Century: Innovation Across the Nonprofit, Private, and Public Sectors*, New York: McGraw Hill Education
 5. Wei-Skillern, J., Austin, J., Leonard, H., & Stevenson, H. (2007). *Entrepreneurship in the Social Sector (ESS)*, New Delhi: Sage Publications
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