



VIVEKANANDA GLOBAL UNIVERSITY, JAIPUR

(Established by Act 11/2012 of Rajasthan Govt. Covered u/s 2(f) of UGC Act, 1956)
Recognised by UGC, Council of Architecture (COA), Bar Council of India, Pharmacy Council of India (PCI), and Provisional Member of AIU

VGU/2020-21/ 47,48,49

Date: 31/03/2021

NOTICE

Faculty of Management

Minutes of Joint Meeting of BOS and BOF


Joint Meeting of members of Board of studies and Board of Faculty of the Department of Management Studies was held at 11:00 am on 26th March 2021 in the Boardroom of the university.

All the members were present.

In the beginning, Convener of Board explained the purpose of the meeting, and asked the members to discuss the agenda. BOS and BOF Members discussed about the Learning Outcomes based Curriculum Framework (LOCF), CBCS pattern, New Education Policy, and suggested following change in syllabus:

1. Massive Open Online Courses (MOOCs) are important to earn additional credits from MOOC platform so it should be considered for UG and PG scheme.

Discussion was done on the syllabus of BBA, BBA(H), MBA in detail. There were no changes suggested for any course.


Convener
BoS and BoF

Copy to: Chairperson/ Vice Chairperson/CEO/Director/ Deputy Director -- VIT /President / Pro-President / Registrar / All Deans/ Provost cum Proctor/ COE/ Centre Head-GCEC & CODE/ Associate Deans / All HODs / Principal, Pharmacy / ERP Cell/ All faculty members/Office File



APPROVED

VIVEKANANDA GLOBAL UNIVERSITY, JAIPUR

(Established by Act 11/2012 of Rajasthan Govt. Covered u/s 2(f) of UGC Act, 1956)

SCHEME & SYLLABUS FOR MASTER OF BUSINESS ADMINISTRATION

Version	1.3
Applicable for Back Examination (Session)	Session 2021-2022
Date of BOS/BOF/AC	BOS-26/03/2021, BOF-26/03/2021, AC- 1/ 04/2021.
Page No. Where Major/Minor Changes have been done	
Implemented from (Session)	Session 2021-2022
Schemes Syllabus	Schemes: Sem.-I to IV, Schemes & Syllabus of Semester I & IV

Four Semesters / Two year

Total Credit of the Program

Semester	I	II	III	IV	Total
Credit / Semester	30	30	33	20	113



SESSION: 2021-2022

Sector-36, NRI Road, Sisyawas, Jagatpura, Jaipur (Raj.)-303012
Ph.: 0141-2851000 Fax: 0141-4077900; Email: info@vgu.ac.in Website: www.vgu.ac.in

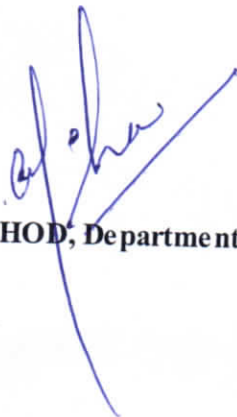
APPROVED

Approved Scheme and Syllabus of Programme

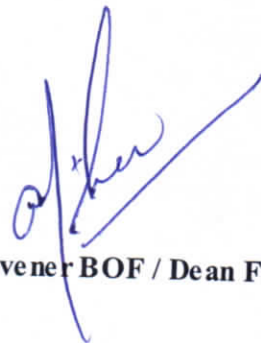
Master of Business Administration

Faculty of Management

2021-2022



Convener BOS / HOD, Department



Convener BOF / Dean Faculty



APPROVED

Teaching Scheme

MBA

1. Teaching and Examination Scheme for Master of Business Administration:

Periods of study and courses of examination are as per Choice Based Credit System for MBA.

1.1. The Master of Business Administration (MBA) is a regular program, conducted on-campus at Jaipur.

Course	Duration of the Program	
	Normal duration	Extended duration
MBA	Full time Two years (04 semesters)	Full time Four years (08 semesters)

1.2. Credit Distribution for four semesters of Master of Business Administration is given in table below:

(Semester I & IV)
(Batch 2021 - 2023)

Semester	I	II	III	IV	Total
Credit / Semester	30	30	33	20	113



PROGRAMME DETAILS

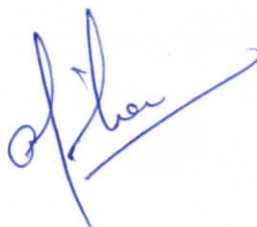
APPROVED

Name of programme	Master of Business Administration
Duration of the Programme	II Year
Programme Outcome	<p>PO1: Management Knowledge: Acquire knowledge and skills in management and ability to apply its principles and practices to arrive at optimal solution for any corporate problems</p> <p>PO2: Problem Solving & Entrepreneurship Innovation - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.</p> <p>PO3: Behavioral skills: Improve the verbal and non-verbal communication skills and acquire leadership skill and team work capabilities through participation. Demonstrate hands-on experience in administration and research.</p> <p>PO4: Financial Perspective : Demonstrate Knowledge and understanding of the Accounting and Financial Principles and apply these to manage projects in multi disciplinary environment.</p> <p>PO5: Ethics: Apply ethical principles and understand the impact of the professional management solutions in societal and environmental contexts.</p> <p>PO 6: Global Orientation and Cross-Cultural Appreciation: Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management</p> <p>PO 7: Environment and Sustainability - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.</p> <p>PO 8: Life Long Learning – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.</p>

afha



Programme Specific Outcomes	MBA (Marketing) PSO 1: Graduates will apply the knowledge of marketing, strategic marketing process, consumer behavior and allied areas to different types of organizations in society. PSO 2: Graduates will be able to analyze market segments, identify target markets, and effectively position brands. PSO 3: Graduates will be able to create value-based marketing prepositions for varied segments. PSO 4: Graduates will be able to design integrated marketing communications across different platforms. PSO 5: Graduates will be able to create and sustain brands across segments.
	MBA (Human Resource) PSO 1: Graduates will develop professional competencies in the field of Human resources Management. PSO2: Develops integrated approach to human resource development in varied organizations. PSO 3: Design and develop integrated human power induction and retention plans. PSO4: Design value-based organizations for nurturing talent. PSO 5: Create systems to assimilate diversity among employees for growth of organization and harmony in society.
	MBA(Finance) PSO1: Graduates shall assimilate and apply principles of financial prudence with in organizations. PSO 2: Graduates shall apply theoretical, statistical techniques to issues of Accounting and Finance in varied organizations. PSO3: Develop the skills to work in a technology enabled digitized business environment. PSO 4: Develop the analytical skill set for risk assessment and mitigation across different types of financial PSO 5: Evaluate the regulatory environment for timely compliance and commit to ethical conduct.




MBA (Agri Business Management)

PSO1: Graduates shall develop multifunctional skills to be professional in agribusinesses.

PSO2: Graduates shall acquire knowledge of agriculture and allied sectors to strengthen economic contribution of the sectors through employment and entrepreneurship.

PSO 3: Assimilate cross functional knowledge to strengthen the Agri based businesses and organizations

PSO 4: Design Agri product marketing strategies in consonance with the economic and ecologic Impacts.

PSO5: Setup or assist to setup startups/enterprises

MBA (International Business)

PSO1: Graduates shall develop an insight about global business environment.

PSO2: Imbibe the relevance of different trade theories in economic environment of multiple trade blocks.

PSO3: Develop sensitivity to local, cultural and ethnic issues in international markets.

PSO 4: Assimilate the differences in the regulatory environments across international markets.

PSO 5: Create international business strategies reflecting the local needs and global spirations of the organizations.



Evaluation Scheme

Marks Distribution:

Marks	Theory
Maximum Marks	100
Internal Marks	40%
External Marks	60%

Internal Marks (Continuous Evaluation)

Type of Component	Weightage to be given	Duration of Exam
Theory		
MidTerm1	10%	1.5 hours
MidTerm2	10%	1.5 hours
Class work Quiz (2)	20%	
Class work (4 Assignments or one Project/Case study)		

External Marks (End Term Evaluation)

Type of Component	Weightage to be given	Duration of Exam
Theory		
EndTerm	60%	3 hours

- Practical and theory courses are mentioned in the form of L-T-P, where

L- Lecture

T- Tutorial

P- Practical

- Program Elective courses are clearly mentioned as "Program Elective." In case of more than one program elective they bear the nomenclature I, II, III and so on.
- Open Elective courses are clearly mentioned as "Open Elective." In case of more than one open elective they bear the nomenclature I, II, III and so on.
- Any zero credit courses are to be treated as Pass/Audit Courses.



Signature

APPROVED

MBA I Semester

Code	Course Category	Name of the Subject	Max. Marks	Theory exam	Internal Assessment	Lecture per week	Tutorial / week	Practical / Lab	Credits
MBM 102	Core Course	Managerial Economics	100	60	40	3	1	0	4
MAT 153	Core Course	Quantitative methods for management	100	60	40	3	1	0	4
MBM 103	Core Course	Accounting for Managers	100	60	40	3	1	0	4
MBM 104	Core Course	Legal Aspects of Business	100	60	40	4	0	0	4
MBM 108	Core Course	Management Concepts	100	60	40	4	0	0	4
MBM 109	Core Course	Organizational Behavior	100	60	40	4	0	0	4
MBM 107	Core Course	Business Environment	100	60	40	4	0	0	4
MBM 105	Core Course	Business Ethics	100	60	40	2	0	0	2
		TOTAL	800	48	320	27	3	0	30



A handwritten signature in blue ink, appearing to be "A. K. Sharma", written over a horizontal line.

Managerial Economics

APPROVED

Course code: MBM 102

L-T-P Structure: 3-1-0

Maximum Marks: 100

Objective: To enable the students to imbibe the economic concepts, theories and models, their relevance application in management decision-making.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Define the roles of managers in firms and how the internal and external decisions are to be made by managers
- CO 2 Analyse the demand and utility function across industries.
- CO 3 Apply the tools of economic theory to explain optimal production and cost decision by the firm.
- CO 4 Design the competitive strategies according to the nature of products & the structure of the markets.
- CO 5 Analyze real -world business problem with a systematic theoretical framework and design the important terms/approaches/ practices related to national income.

MODULE I : Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics.

MODULE II: Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus. Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

MODULE III: Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function, Cost concepts - cost - output relationship - Economies and diseconomies of scale – cost functions.

MODULE IV: Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

MODULE V: National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

Case studies according to the modules have to be discussed.

References:

1. & Pillai Business & Managerial Economics Himalaya Publishing Co – 2000
2. Chopra, O.P Managerial Economics Prentice Hall Inc., New Delhi, 2001.
3. Trivedi, M L, Managerial Economics: Theory & Applications, Tata McGraw Hill, 2002
4. Dholakia, R.H. & Oza, A.N, Microeconomics for Management Students, OUP, 2003.
5. Chaturvedi, D.D. & Gupta S.L, Managerial Economics: Text & Cases, Brijwasi Book Distributors and Publishers, 2003.
6. Dominic Salvatore: Managerial Economics: Principles & Worldwide Applications, Oxford University Markar Press. 2007

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
C01	3	1	0	1	1	1	1	2
C02	2	0	0	2	0	0	0	0
C03	1	2	0	2	0	0	0	1
C04	1	2	0	1	1	1	1	2
C05	2	3	0	0	0	0	1	0



Quantitative Methods for Management

Course code: MAT153

L-T-P Structure: 3-1-0

Maximum Marks: 100

Objective: to make the students familiar with the statistical and mathematical techniques and their applications in business decision making.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Appreciate the rigor of the necessary theory required to build a suitable model to solve managerial decision making.
- CO 2 Demonstrate a sound knowledge of statistical terms. use of uni- bi variate analysis for business decision making.
- CO 3 Translate real world problems into probability models.
- CO 4 Compute the index numbers using various formulas.
- CO 5 Knowledge about formulating and testing a hypothesis by using Z, test Chi-square test.

Module I Linear, Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models- concept of Interest. Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem- Optimization

Module II Data Analysis – Uni- Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications). Bivariate – correlation and regression – problems related to business applications

Module III Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poison and Normal – Simple problems applied to business.

Module IV Index numbers – Types of Index numbers, uses of index numbers, Construction of price, Quantity and volume indices: Fixed base and Chain base methods. Fisher ideal index number, proportion, Percentage, Interval and ratio.

Module V Hypothesis testing of Proportion and Mean – single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests

Case studies according to the modules have to be discussed.

Readings:

1. S.C. Gupta, Fundamentals of Statistics, Himalaya publishing house.
2. S P Gupta, Statistical Methods, Sultan Chand.
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited
4. B L Agarwal, Basic Statistics, New age international publishers.
5. Richard Levin and David Rubin, Statistics For Management.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	0	2	0	1	2	1
CO2	2	3	0	0	0	0	1	2
CO3	2	3	0	1	0	1	0	1
CO4	0	1	0	1	0	0	0	0
CO5	1	2	0	1	0	0	1	2



Course code: MBM 103
Maximum Marks: 100

L-T-P Structure: 3-1-0

Objective: to develop an insight of theory, principles and techniques of accounting and utilization of financial and accounting information for planning, and decision-making

Course Outcome (CO):

- CO 1 Understand the fundamental concepts and principals of financial accounting and apply in business activities.
CO 2 Analyze and compare the financial statements of an organization and interpret the contents.
CO 3 Demonstrate the ability to prepare and interpret the cash flow statement.
CO 4 Analyze and compare different ratios and depreciation techniques and how they will help in decision making.
CO 5 Make various types of budgets at organizational level for cost control and efficiency.

MODULE I: Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Accounting Equations, Journals, ledgers and trial balance. Final Accounts, Trading, Profit Loss account with adjustments, Balance sheet

MODULE II: Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Comparative Statements, Common - Size statement, Fund Flow Statement - Statement of Changes in Working Capital -Computation of Fund from Operations -Computation of various sources and uses of funds - Preparation of Fund Flow Statement.

MODULE III: Cash Flow Statement Analysis- Computation of Cash from Operations, Problems - Distinction between Fund Flow and Cash Flow Statement. Problems

MODULE IV: Accounting Ratios: construction of balance sheet using ratios (problems) Depreciation Methods-Straight line method, written down value method, Sinking fund method.

MODULE V: Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

Case studies according to the modules have to be discussed.

Readings:

1. R.L. Gupta and Radhaswamy Advanced Accountancy: Theory, Method and Application, Sultan Chand & Sons.
2. Gupta and Gupta Management Accounting, sahitya bhawan publication.
3. Khan and Jain, Management Accounting, Tata McGraw hill.
4. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd., Latest edition
5. S K Bhattacharyya, John Dearden & S Venkatesh, Accounting For Management: Text And Cases, Vikas Publishing House, 2016

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	0	3	0	1	0	2
CO2	3	2	0	3	1	1	0	1
CO3	1	1	0	3	0	0	0	1
CO4	1	2	0	2	0	0	0	1
CO5	2	3	0	3	0	0	1	1

Legal Aspects of Business

Course code: MBM 104

Maximum Marks: 100

L-T-P Structure: 4-0-0

Objective: The course is designed to assist students in understanding basic laws affecting a Business Enterprise.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Student will be Differentiate between an Agreement and Contract and explain Obligations and Rights & Duties of parties involved in Contract.
- CO 2 Provide insights into company proceeding under companies act 2013 and their inferences there of.
- CO 3 Be able to analyze sale of goods act and different negotiable instruments.
- CO 4 Develop an extensive understanding of GST and Income tax act.
- CO 5 Summarize of the different latest provisions of the law and determine the legal issues in assigned cases.

MODULE I: THE INDIAN CONTRACT ACT 1872 Essential of a valid contract, Void Agreements, Definition of contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts. **AGENCY** Nature of agency – Creation of agency, types of agents, Agent's authority and

liability of principal and third party: Rights and duties of principal, agents and Third party, liability of agent's torts, termination of agency.

MODULE – II COMPANY LAW Major Principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

MODULE – III THE SALE OF GOODS ACT 1930 Sales contract, Transfer of title and risk of loss, Guarantees and Warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller. **NEGOTIABLE INSTRUMENTS ACT 1881** Nature and requisites of negotiable instruments. Transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

MODULE – IV INCOME TAX ACT AND GST (Basics) — Concepts, Scope, Methods of GST Calculation, Practical Implications of GST. Right to. Information Act.

MODULE - V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums, Cybercrimes, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

Case studies according to the modules have to be discussed.

Readings:

1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India.
2. P. K. Goel, Business Law for Managers, Bizentra Publishers, India.
3. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India.
4. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill.
5. Ravinder Kumar, Legal Aspects of Business, Cengage learning.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	0	0	0	0	0	1
CO2	3	2	0	1	2	2	0	1
CO3	1	2	0	1	0	0	1	0
CO4	3	2	0	2	0	1	1	2
CO5	1	0	0	0	0	0	0	1



Course code: MBM 108
Maximum Marks: 100

L-T-P Structure: 4-0-0

Objective: The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Understand the process of planning and decision making in organization.
- CO 2 Through knowledge of authority & responsibility and different organization structure.
- CO 3 Justify the complexities associated with management of human resources in the organization and integrate the learning in handling these complexities.
- CO 4 Understand about the role of leadership motivation & communication in an organization.
- CO 5 Understand the process & all aspects of control system.

Module I: Management & Decision Making

Concept & Nature of Management; Levels of Management; Managerial Roles, Essential Managerial Skills; Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long-Range Planning - Flexibility in Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes.

Module – II: Organizing

Organizing - Organization Structure and Design - Formal and Informal Organization. Mechanistic v/s Adoptive Structures

Authority and Responsibility Relationships - Delegation of Authority and Decentralization Organization structure Tall and flat organization structure, Interdepartmental Coordination - Emerging Trends in Corporate Structure, - Impact of Technology on Organizational design -

Module – III: Staffing

Concept and importance of staffing as a part of Human Resource Management Staffing process: Recruitment - sources; Selection – process Training and Development - Concept and importance. Methods of training- on the job and off the job- Induction training, vestibule training, apprenticeship training and internship training.

Module – IV: Directing

Concept and importance; Elements of Directing: - Supervision - concept, functions of a supervisor; - Motivation - Concept, Maslow's hierarchy of needs; Financial and non-financial incentives; - Leadership - concept, styles - authoritative, democratic and laissez faire; - Communication - formal and informal communication; barriers to effective; communication, how to overcome the barriers.

Module – V: Controlling

Nature, Process and Aspect of Control, Types, Areas of exercising control, Major Control System, and their designing, Control Tools and Techniques – Information Controls, Financial Controls, Operations Controls and Behavioral Controls.

Case studies according to the modules have to be discussed.

Readings:

1. Harold Koontz, O'Donnell and Heinz Weihrich, "Essentials of Management" New Delhi, TataMcGraw Hill.
2. R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill.
3. Stephen Robbins "Management", New Delhi, Pearson, Latest edition
4. L M Prasad, Principles of management, Sultan Chand & Sons, Latest edition
5. V.S.P Rao / Bajaj, Management process and organization, Excel Books, Latest edition.



APPROVED

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	0	0	0	1	2	3	1
CO2	2	3	0	0	0	0	0	1
CO3	3	3	2	0	0	2	0	1
CO4	3	3	2	2	0	2	0	2
CO5	3	2	0	0	1	0	2	2



A handwritten signature in blue ink, consisting of stylized cursive letters.

Organizational Behaviour

APPROVED

Course code: MBM 109
Maximum Marks: 100

L-T-P Structure: 4-0-0

Objective: To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

Course Outcome (CO)

- CO 1 Understand the development of OB and its importance in manage people at the workplace.
CO2 To understand the human behavior as an individual.
CO 3 Able to assimilate the different approaches to motivation.
CO 4 Learn the foundation of group dynamics and management of different types of conflicts at the workplace.
CO 5 Understand different types of organizational structure and learn to deal with change and stress.

MODULE-I: Organization Behavior-Introduction, definition, concept, nature and scope of OB. Need for studying organizational behavior, contributing disciplines to OB, Models of OB, Evolution of OB –classical to post modern theories.

MODULE-II: Perception and Attribution: Concept, Nature, Process and its application in OB Personality: Concept of Personality and theories of personality: Learning: Concept and Theories of Learning, Implications of learning on managerial performance, reinforcement. Managing millennial at workplace and workplace diversity. Transactional Analysis, Johari Window. QWL in Indian context.

MODULE-III: Motivation: Need, Concepts and its application at workplace, Content theories, Process theories, Contemporary theories of motivation, Leadership –theories and functions, leadership styles in Indian context.

MODULE-IV: Foundation of group behavior: definition and characteristics of Groups and Teams, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams.

MODULE-V: Organizational Change and development: Kurt Lewin change cycle, OD models & interventions, Resistance to change, managing resistance to change, Implementing Change, Job stress and its management, Importance of work life balance

Case studies according to the modules have to be discussed.

Readings:

1. Gilbert: Principles of Management, McGraw Hill.
2. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
3. Kavita Singh: Organisational Behavior, Vikas Publication.
4. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.
5. Luthans Fred: Organisational Behavior, Tata McGraw Hill.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	3	0	0	0	0	1
CO2	0	0	2	0	0	0	1	0
CO3	1	0	1	0	0	1	0	0
CO4	2	1	1	0	0	0	1	0
CO5	2	2	1	0	1	0	2	2



[Handwritten signature]

Objective: The objective of this course is to acquaint the students to the emerging trends in business environment. Also to understand the government policies and current issues in Indian perspective.

Course Outcome (CO)

- CO1:** Define the various categories that are helpful to manage internal business environment.
CO2: Describe monetary and fiscal policies and pertinent legislation for industries.
CO3: Understanding of technological, social and cultural factors to evaluate the recent trends in the business environment.
CO4: Understand the recent developments in business environment in India.
CO5: Elaborate the current trends and challenges for Indian economy to become globally competitive.

Module I: Nature of the Environment of Business: - Nature, Concept and Significance of Internal Environment, Management of Organizational Resources for Developing Effective Internal Organizational Environment, Economic Structure.

MODULE – II: Economic Policies, Government and Business: - Industrial, Monetary, Fiscal and Foreign Trade Policies, Role of RBI and ministry of finance in policy making, national and per capita income, economic reforms, consequences.

MODULE – III: Environmental scanning and socio-cultural environment: - Introduction of MSME, and its reforms, Government Guidelines for Technological Up gradation (STPs), India's performance in various business indexes, Cross – culture management, social responsibility of business, Business ethics, Analysis, forecasting and assessment of cultural environment – social audit..

MODULE – IV: Recent Development in Business Environment of India: - Market Freedom, Privatization, Globalization, NITI Aayog, BRICS, Make in India Initiative, Tradecorridors, Carbon Credits in India.

MODULE – V: Global environment: – routes of globalization, Recent FDI norms, WTO – benefits and problems for India. Analysis of global environment – scanning, monitoring, forecasting, assessing global environment, PESTEL analysis.

Case studies according to the modules have to be discussed.

Readings:

1. Chidambaram, Business Environment, Vikas Publication House Pvt Ltd
2. Francis Cherunillam, Business Environment, Himalaya Publishing House
3. K. Aswathapa, Essentials of Business Environment, Himalaya Publishing
4. M. Rubmand. J. Lewraw and L.D. Booth, International Business: Firm and Environment, McGraw Hill Publications
5. V. Neelamegam, Business Environment, Vrinda Publications

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	0	0	2	1	2	3
CO2	1	1	0	1	0	2	1	2
CO3	1	0	0	0	2	1	2	2
CO4	2	0	0	0	1	1	1	2
CO5	1	0	0	0	1	3	1	1



Business Ethics

Course Code: MBM 105
Maximum Marks: 100

L-T-P Structure: 2-0-0

Objective: To make students realize the need and importance of ethical issues and how business should be led based on ethical principles and an ethical mindset.

Course Outcome (CO)

CO1 Understand the relevance of Indian Ethos for further enrichment of holistic leadership principles and practices.

CO2 Application of several important concepts and frameworks for moral reasoning to complex business issues..

CO3 The student will be able to analyze various ethical codes in corporate governance

CO4 Provide insights to participants for developing leadership that is socially, environmentally and culturally responsible.

CO5 Understand the safe working conditions, health and environment in the organization.

Module I: Ethics and Corporate Governance: Definition, Concept of: Righteousness, Fairness, Honesty, Integrity, Human Dignity, Intellectual Honesty, Corporate governance principles, machinery, cases of Indian companies.

Module II: Principles and Values: - Concept and Difference. Concept of Ordinary Justice, Distributive Justice. Principles for Managerial Ethics, Rights of a common citizen, Corruption in Business and Administration.

Module III: Independent Directors on the Board, independent roles of Chairman and Managing Director, Transparent Managerial Appraisal System, Transparency in Audits, Audit Standards to be followed. Full compliance of regulations in Letter and Spirit. What is mindset and how principle driven Leadership should be followed for ethical running of business.

Module IV: Corporate Social Responsibility (CSR): Who is responsible? Conflict of Interest, Conduct of Individuals and organizations, Role of Corporation/Business vis-à-vis Society, Difference between charity & Philanthropy.

Module V: Provide Safe Working Condition, Safety Standards in Organization, Safety Standard Implementation, and Implementation of proper grievance procedure for Safety Issues. Ensuring clean environment and no discharge of unsafe effluents in atmosphere. Complete compliance with safety and effluent regulations. Provide education for safety, health and environment in the organization.

Case studies according to the modules have to be discussed.

Readings:

1. A.C. Fernando: Corporate Governance, Pearson Education.
2. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing
3. Mathur, U C Corporate Governance and business ethics, MacMillan India Ltd, Latest Edition
4. Baxi, C V: Corporate Governance, Excel Books, Latest Edition
5. Sadri S, Sinha A K and Bonnerjee, P: Business Ethics: concepts and cases, TMH, Latest Edition.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	0	0	0	3	0	0	1
CO2	0	2	0	0	3	0	1	1
CO3	2	0	0	0	3	0	1	1
CO4	2	3	0	0	3	2	3	2
CO5	0	3	0	0	3	1	3	2



MBA II Semester

Code	Course Category	Name of the Subject	Max. Marks	Theory exam	Internal Assessment	Lecture per week	Tutorial per week	Practical / Lab	Credits
MBM 201	Core Course	Human Resource Management	100	60	40	3	0	0	3
MBM 202	Core Course	Financial Management	100	60	40	3	1	0	4
MBM 203	Core Course	Marketing Management	100	60	40	3	0	0	3
MBM 204	Core Course	Research Methodology	100	60	40	3	1	0	4
MBM 207	Core course	Introduction to Agri Business	100	60	40	3	0	0	3
MBM 209	Core Course	Management Information System	100	60	40	3	0	0	3
MBM 210	Core Course	International Business Management	100	60	40	3	0	0	3
MBM 214	Core course	Total Quality Management	100	60	40	3	0	0	3
MBM 215	Elective I	Digital Marketing	100	60	40	2	0	0	2
MBM 216	Elective II	Innovation & Design Thinking							
SE 201	Skill Enhancement	Business Communication	100	60	40	2	0	0	2
		TOTAL	1000	600	400	28	2	0	30

* Students have to undergo two months summer internship.



Human Resource Management

Course Code: MBM 201
Maximum Marks: 100

L-T-P Structure: 3-0-0

Objective: To develop the understanding of the concept of human resource management and to understand its relevance in organizations. To develop necessary skill set for application of various HR issues. To analyse the strategic issues and strategies required to select and develop manpower resources.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Define the basic concept, functions and processes of human resource management
- CO 2 Understand the role of recruitment and selection in relation to the organization business and HRM objective
- CO 3 Design and formulate training and development programmes and performance appraisal.
- CO 4 Understand job based compensation management system.
- CO 5 Understanding the labor laws and horizon of HRM.

Module I: Human Resource Function Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organization of HR departments - Line and staff functions - Role of HR Managers.

Module II: Recruitment & Placement Job analysis: Methods - IT and computerized skill inventory - Writing job specification - HR and the responsive organization. Recruitment and selection process: Employment planning and forecasting - Building employee commitment: Promotion from within - Sources, Developing and using application forms - IT and recruiting on the internet. Employee Testing & selection: Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques.

Module III: Training & Development Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. Developing Managers: Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice. Career planning and development, 720 degree Appraisal.

Module IV: Compensation & Managing Quality Establishing Pay plans: Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerized job evaluation. Pay for performance and Financial incentives: Organisation wide incentive plans, Benefits and services: Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

Module V: Labour relations and employee security Industrial relation and collective bargaining: Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation. Labour Welfare: Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

Case studies according to the modules have to be discussed.

Readings:

1. D.K. Bhattacharya, Human Resource Planning, Excels Publications.
2. Ramaswamy, Managing Human Resources, Oxford University Press, Latest Edition.
3. Aswathappa, Human Resource Management, Tat McGraw Hill.
4. Edwin Flippo, Personnel management, McGraw Hill.
5. Jyotsana Singh, Personnel Management, Centrum Press



APPROVED

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	0	0	1	0	1	0	0	0
CO2	1	0	1	0	0	0	0	2
CO3	1	2	3	0	1	2	0	3
CO4	1	0	0	1	1	0	0	0
CO5	2	2	0	0	2	1	0	0

After



Financial Management

Course Code: MBM 202
Maximum Marks: 100

L-T-P Structure: 3-1-0

Objective: The purpose of the course is to offer the students relevant, systematic, efficient and actual knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems.

Course Outcome (CO)

At the end of course, the students will be able to

CO 1: Understand the foundation of financial management, financial decision and role of finance managers .

CO 2: Analyze and evaluate capital projects under different situation using appropriate capital budgeting techniques.

CO3: Analyze the ways of raising capital and their respective advantage and disadvantage in different circumstances.

CO 4: To critically examine various theories and policies of dividend and determine optimal payout policy.

CO5: select and apply techniques in assessing and managing working capital.

Module I: Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues.

Module II: Capital budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

Module III: Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.

Module IV: Capital Structure Theory - Net Income Approach - Net Operating Income Approach – MM Approach - Dividend Policy - Types of Dividend Policy - Dividend Policy and share valuation -CAPM.

Module V: Working Capital Management - Definition and Objectives - Working Capital Policies – Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems)- Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

Case studies according to the modules have to be discussed.

Readings:

1. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Publishing Co. Ltd.
2. M.R. Agarwal, Financial Management, Garima Publications Jaipur.
3. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
4. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
5. Chandra, P Financial Management, Tata McGraw-Hill.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	0	0	0	1
CO2	1	0	0	3	0	1	1	1
CO3	2	2	0	2	0	1	0	1
CO4	0	1	0	1	0	0	0	0
CO5	2	1	0	2	0	0	0	1

Marketing Management

Course Code: MBM 203
Maximum Marks: 100

L-T-P Structure: 3-0-0

Objective: The objective of this course is to train participants to apply concepts and techniques in marketing so that they become acquainted with the duties of a marketing manager. Through cases, discussions, exercises and activities, participants would be given opportunities to perform the role of a marketing manager.

Course Outcome (CO)

At the end of course, the students will be able to

CO 1: Understand the fundamental of marketing to enable them to take better marketing decision.

CO 2: Observe & understand the nuance & complexities involved in various product & pricing decision.

CO 3: Design wholesaling, retailing, Franchising, direct marketing, E commerce marketing practices.

CO 4: Understand the promotion mix & design advertising campaigns.

CO 5: Understand the concept of marketing research & explore the emerging marketing trends.

Module I: Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; Consumer decision making process, Co-Creation and Customer engagement.

Module II: Product Decisions: Concept of a product; Classification of products; levels of product, Major product decisions; Product line strategies and product mix strategies; Product life cycle – strategic implications; new product development. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies

Module III: Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

Module IV: Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Media selection, Integrated Marketing communication.

Module V: Marketing Research: Meaning and scope of marketing research; Marketing research process. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing, Competitive strategies.

Case studies according to the modules have to be discussed.

Readings:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective - Indian Context, Macmillan Publishers India Limited.
3. Saxena, R. Marketing Management, 6th Edition, Tata McGraw Hill Education
4. Stanton, Fundamentals of Marketing, Tata McGraw Hill
5. Marketing Management – R Saxena – Tata McGraw Hill

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	0	0	0	0	0	1
CO2	3	2	0	0	0	1	1	2
CO3	3	2	0	0	0	1	1	2
CO4	3	3	0	0	0	1	1	2
CO5	2	3	2	0	2	2	1	2

Research Methodology

Course Code: MBM 204
Maximum Marks: 100

L-T-P Structure: 3-1-0

Objective: To Read, interpret, and critically evaluate social research and identify, explain, and apply the basic concepts of research, such as variables, sampling, reliability, and validity.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Get an overview of research scope and approach.
- CO 2 Formulate the research problem and understand the major research design.
- CO 3 Determine data collection sources and learn the descriptive statistic.
- CO 4 Acquire with various data analysis tools and techniques.
- CO 5 Understand the good research report writing.

Module I: Meaning and Importance of Research – Types of Research- Exploratory Research- Descriptive Research – Casual Research - Research Approaches - Research Process – Defining Research Problem - Selection and necessity of defining the problem.

Module II: Research Design –meaning, need and features of good research design, important concepts related to research design. Experimental research designs Sampling and Sampling Design Sampling Methods – Simple Random Sampling – Stratified Sampling – Systematic Sampling– Cluster Sampling – Multistage Sampling, Non-Probability Sampling – Convenience Sampling – Judgment Sampling – Quota Sampling- Snowball sampling.

Module III: Data Collection – Primary and Secondary Data – Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale –Guttman Scale – Likert Scale – Schematic Differential Scale. Descriptive statistics- Measures of central tendency- Dispersion- Skewness - Correlation and Regression Analysis.

Module IV: Editing – Coding – Classification of Data – Tables and Graphic Presentation –Basics of inferential statistics- Types of Errors- Hypothesis testing -Parametric test - T-test, Z test, Chi Square test- ANOVA Test. Non-Parametric tests.

Module V: Preparation and Presentation of Research Report- Types of reports- Layout of Research Report- Bibliography-References writing- Precautions for writing Research Report.

Case studies according to the modules have to be discussed.

Readings:

1. C.R. Kothari, Research Methodology, Vikas Publications
2. Naresh Malhotra – Marketing Research, Pearson.
3. Tripathi P.C: A Textbook of Research Methodology, Sultan Chand & Sons.
4. R. Divivedi: Research Methods in Behavior Science, Macmillan India Ltd.
5. Gupta S; Research Methodology and Statistical Techniques, Deep & Deep Publication (P) Ltd.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	0	0	0	0	1	2
CO2	0	2	0	0	1	0	0	2
CO3	0	3	0	0	1	0	0	2
CO4	0	3	0	0	0	0	0	2
CO5	0	1	2	0	0	0	0	1



Introduction to Agri-Business

Course Code: MBM 207
Maximum Marks: 100

L-T-P Structure: 3-0-0

Objective: To introduce some of the basic concepts of agribusiness in order to: improve farm management and post-harvest skills, strengthening the capacity and internal management of farmers' organizations to support the development of agribusiness and improve marketing and production.

Course Outcomes(CO)

At the end of course, the students will be able to

- CO1 Understand the fundamental of management with reference to Agri-business .
- CO2 Gain knowledge about production and distribution process.
- CO3 Gain skills and knowledge to manage agro industry.
- CO4 Understand the functions of farm business management to make effective and profitable decision-making
- CO5 Analyze the current events and issues that are occurring in agriculture and how they affect the future of agriculture.

Module I: Nature of Agri- Business, Evolution of Changing Dimensions of Agri- Business in India. Application of management principles in agri-business. Type, pattern and scope of Agri-Business.

Module II: Characteristics of Production, consumption and Marketable surplus of Agri Business in India. Rural Marketing, Distribution system, Marketing of Agriculture inputs, Marketing by the Govt., functioning of selected procurement agencies. Location factors and other problems in processing of Agricultural products.

Module III: Management of Agro industries. Locational Factors and other problems faced by Agri. industries and other industries related to Agri-business, Management of water shed and development projects, management of irrigation system, farm power and machinery mgt., food technology mgt., environmental mgt.

Module IV: Nature, scope and functions of farm business management, working out existing and alternative farm plans. Farm labour, farm capital and farm machinery. Decision making process in farm management

Module V: Advanced concepts in Agricultural production: Technology Management for Livestock products, Quality Management in food industry, Agricultural inputs supply management, Vegetable seeds production management, Crop seed production management, Fertilizer management, Management of veterinary hospitals.

Case studies according to the modules have to be discussed.

Readings:

1. Koontz, H. and Welhrich, Horticulture Management, McGraw-Hill.
2. Stoner, J.etc. Horticulture Management, N. Delhi, Prentice Hall Of India.
3. J.D. Drilon Jr., Introduction to Agribusiness Management.
4. John, N. David and Ray, Concept of Agribusiness Management.
5. Kenneth D. Dull, Principles of Management in Agri-Business, Western Publication

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	0	1	0	0	1	0	1	1
CO2	1	2	0	0	1	0	2	2
CO3	1	2	0	0	2	0	0	1
CO4	1	2	0	0	2	0	2	2
CO5	1	3	0	0	1	1	2	2



after

Management Information System

APPROVED

Course code: MBM 209
Maximum Marks: 100

L-T-P Structure: 3-0-0

Objective: Recognize contemporary MIS theory and how information systems support business strategy, business processes, and practical applications in an organization. Interrelate how various support systems can be used for business decisions and to sustain competitive advantage.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Describe the role of information tech & info system in business with respect to various management levels
- CO 2 Explore the use of some common information system for decision making in various domain.
- CO 3 Understand the DSS & AI models for decision-making process.
- CO 4 Manage information technology & supply chain management.
- CO 5 Learn the concept, types and security issues of e- commerce.

Module I: Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organization as a system - Components of Information Systems - IS Activities - Types of IS.

Module II: IS for operations and decision-making Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage.

Module III: DSS and AI: DSS models and software: The decision-making process - Structured, Semi Structured and Unstructured problems; What if analysis, Sensitivity analysis, Goal-seeking Analysis and Optimizing Analysis. Overview of AI, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms - Expert Systems.

Module IV: Managing Information Technology: Managing Information Resources and technologies - IS architecture and management - Centralized, Decentralized and Distributed - EDI, Supply chain management & Global Information technology Management.

Module V: Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs e-business, advantages and disadvantages of ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like Business -to- Business (B2B), Business-to- customer (B2C), Customer-to-customer (C2C), customer- to- business (C2B),G2C. E-commerce: Business Models and Concepts. Security and Ethical Issues of E-Commerce.

Case studies according to the modules have to be discussed.

Readings:

1. James A O'Brien, "Management Information Systems", Tata McGraw Hill.
2. Effy Oz, "Management Information Systems", Vikas Publishing House.
3. Kenneth C Laudon and Jane P Laudon, —Management Information System, PHI.
4. Waman S Jawadekar, "Management Information System Text and cases", Tata McGraw-Hill.
5. James A O'Brien, George M Marakas, Ramesh Behl Management Information Systems TMH.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	0	0	0	0	0	0
CO2	2	3	1	0	0	0	1	0
CO3	3	3	0	0	0	1	2	1



[Handwritten signature]

APPROVED

CO4	1	1	0	0	0	1	0	1
CO5	2	2	0	0	0	2	1	1



[Handwritten signature]

International Business Management

Course Code: MBM 210
Maximum Marks: 100

L-T-P Structure: 3-0-0

Objective: It aims to provide students with practical tools and theoretical knowledge related to international trade and the exploration of practical issues faced by business managers in international business situations. Students will study international business at the nation-state level and at the level of the company.

Course Outcome (CO)

At the end of course, the students will be able to

CO 1 Understand basic concept and theories of international business.

CO 2 Gain understanding of international business environment and culture.

CO 3 Identify and interpret relevant international financial documents and evaluate financial strategies that support an organization's integrative trade initiatives.

CO 4 Apply knowledge to support all organizations regional integrative trade initiative.

CO 5 Analyze Global sourcing and challenges faced by Indian

Module I: Introduction to International Business: Introduction, Introduction to International Business, Elements of International Business, Globalization International Trade theories and their application: Introduction, Why do nations trade, Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter's diamond model.

Module II: International Business Environment: Introduction, Economic Environment, Political Environment, Demographic environment, Legal Environment; Culture and International Business: Introduction, Meaning of Culture, Country Culture, and Culture in an International Business Organization

Module III: Foreign Investments- Types and Motives: Foreign investments, types of foreign investments, Foreign Trade of India- Recent Trends in India's Foreign Trade, MNCs and FDI: Trends and Issues, Exchange control in India: Objectives & methods Motives; Global trade institutions: Introduction, World trade organization (WTO), International Labor Organization (ILO), UNCTAD, and IMF

Module IV: Regional integration: Introduction, Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, India and Trade Agreements, BOP: Concept, Components, Disequilibrium

Module V: Global Sourcing and Indian Industries structure: Introduction, What is global sourcing, Reasons for global sourcing, advantages and disadvantages, Challenges for Indian Businesses

Case studies according to the modules have to be discussed.

Readings:

1. Dr. Aswathappa, International Business, Tata McGraw Hill.
2. P. Subba Rao – International Business – HPH
3. Shyam Shukla; International Business, Excel Books.
4. Francis Cherunilam; International Business, Prentice Hall of India
5. Mahua Dutta, International Business, I.K. Intl

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	0	0	1	2	0	0
CO2	0	1	0	0	2	2	1	1
CO3	0	2	0	2	2	1	1	0
CO4	0	1	3	2	2	3	3	2
CO5	0	1	0	0	1	3	2	2



Total Quality Management

Course Code: MBM 214
Maximum Marks: 100

L-T-P Structure: 3-0-0

Objective: The primary objective of this course is to make the students acquainted with the Quality Management as a system that serves to control Quality in the critical activities of an organization by bringing together resources, equipment, people and procedures.

Course Outcome (CO)

At the end of course, the students will be able to

- CO1 Define the basic principles of TQM in manufacturing and service based organization with context of Export and Import.
- CO2 Gain insights of various theories and principle given by TQM thinkers.
- CO3 Discuss the key aspects of the quality of export goods with appropriate tools and techniques for controlling, improving and measuring quality.
- CO4 Analyze and implement six sigma for quality control.
- CO5 Evaluate the need of quality in terms of ISO 9000.

Module I: Introduction – Evolution of quality, Definition, Concept and Features of TQM, Eight building blocks of TQM.

Module II: TQM thinkers and Thought – Juran Trilogy, PDCA cycle, 5S, Kaizen, Crosby's theory on Quality Management, Quality Performance Excellence Award- Deming Application Award, European Quality Award, and Malcolm Baldrige National Quality Award.

Module III: TQM tools- Benchmarking: Definition, concepts, benefits, elements, reasons for benchmarking, process of benchmarking, FMEA, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept and need.

Module IV: Six Sigma- Features of six sigma, Goals of six sigma, DMAIC, Six Sigma implementation.

Module V: Statistical Process Control- Central Tendency, The seven tools of quality, Normal curve, Control charts, Process Capability; Quality Systems- ISO 9000, ISO 9000:2000, ISO 14000, other quality systems

Case studies according to the modules have to be discussed.

Readings:

1. Total Quality Management by N.V.R Naidu, G. Rajendra New Age international.
2. Total Quality Management by R.S Naagarazan, New Age international.
3. Dale H. Besterfield et al, Total Quality Management, Pearson Education.
4. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House.
5. Bester field, Total Quality Management, Pearson Education India.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	0	0	0	0	0	0	1
CO2	1	2	1	0	1	2	1	1
CO3	0	1	0	0	0	0	0	0
CO4	1	2	0	0	0	0	2	1
CO5	1	0	0	0	1	1	1	1



Digital Marketing

Course Code: MBM 215

L-T-P Structures: 2-0-0

Maximum Marks: 100

Objective: To make the students understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media and to provide learning for developing, evaluating, and executing a comprehensive digital marketing strategy and plan.

Course Outcome (CO)

At the end of course, the students will be able to

- CO1 Introduce the concept of digital marketing
- CO2 Understand the concept and gain insight on digital marketing mix.
- CO3 Learn about social media marketing. Strategy and tools – Facebook & LinkedIn
- CO4 Strategy and tools – Twitter, Snapchat & Insta
- CO5 Elaborate digital analytics and demonstrating SEO/SOs

Module I: Introduction to Digital Marketing: Evolution of Digital Marketing from traditional to modern era, Role of Internet; Current trends, Infographics, implications for business & society; Emergence of digital marketing as a tool; Drivers of the new marketing environment; Digital marketing strategy; P.O.E.M. framework, Digital landscape, Digital marketing plan, Digital marketing models.

Module II: Internet Marketing and Digital Marketing Mix – Internet Marketing, opportunities and challenges; Digital marketing framework; Digital Marketing mix, Impact of digital channels on IMC; Search Engine Advertising: - Pay for Search Advertisements, Ad Placement, Ad Ranks, Creating Ad Campaigns, Campaign Report Generation Display marketing: - Types of Display Ads - Buying Models - Programmable Digital Marketing - Analytical Tools - YouTube marketing

Module III: Social Media Marketing – Role of Influencer Marketing, Tools & Plan– Introduction to social media platforms, penetration & characteristics; Building a successful social media marketing strategy Facebook Marketing: - Business through Facebook Marketing, Creating Advertising Campaigns, Adverts, Facebook Marketing Tools LinkedIn Marketing: - Introduction and Importance of LinkedIn Marketing, Framing LinkedIn Strategy, Lead Generation through LinkedIn, Content Strategy,

Module IV: Analytics and Targeting Twitter Marketing: - Introduction to Twitter Marketing, how twitter Marketing is different than other forms of digital marketing, framing content strategy, Twitter Advertising Campaigns Instagram and Snapchat: - Digital Marketing Strategies through Instagram and Snapchat Mobile Marketing: - Mobile Advertising, Forms of Mobile Marketing, Features, Mobile Campaign Development, Mobile Advertising Analytics Introduction to social media metrics

Module V: Introduction to SEO, SEM, Web Analytics, Mobile Marketing, Trends in Digital Advertising– - Introduction and need for SEO, How to use internet & search engines; search engine and its working pattern, On-page and off-page optimization, SEO Tactics - Introduction to SEM Web Analytics: - Google Analytics & Google AdWords; data collection for web analytics, multichannel attribution, Universal analytics, Tracking code Trends in digital advertising.

Case studies according to the modules have to be discussed.

Readings:

1. Seema Gupta, Digital Marketing, Mc-Graw Hill.
2. Ian Dodson, The Art of Digital Marketing, Wiley, Latest Edition
3. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson.
4. Vandana Ahuja, Digital Marketing, Oxford University Press, Latest Edition
5. Philip Kotler Marketing 4.0: – Moving from Traditional to Digital, Wiley.



APPROVED

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	0	0	1	1	1	1
CO2	0	0	0	0	1	1	1	1
CO3	1	2	1	0	2	3	1	1
CO4	1	2	1	0	2	3	1	1
CO5	1	1	0	0	2	2	1	1



[Handwritten signature]

Innovation & Design Thinking

APPROVED

Course Code: MBM 216
Maximum Marks: 100

L-T-P Structure: 2-0-0

Objective: It gives an in-depth Understanding on Various aspects of Innovation, Creativity, evolving business models, incubation and design thinking.

Course Outcome (CO)

At the end of course, the students will be able to

CO1 Introduce the elements and principles of design thinking.

CO2 Gain insight on design thinking tools and process

CO3 Analysis about creativity and innovation in product design.

CO4 Develop design thinking and its process for various industries start-ups.

CO5 Develop Design Thinking in various sectors.

Module I: Introduction to Design Thinking: Introduction to elements and principles of Design, basics of design-dot, line, shape, form as fundamental design components. Principles of design. Introduction to design thinking, history of Design Thinking, New materials in Industry

Module II: Design thinking: Design thinking process (empathize, analyze, idea & prototype), implementing the process in driving inventions, design thinking in social innovations. Tools of design thinking - person, costumer, journey map, brain storming, product development.

Module III: Innovation: Art of innovation, Difference between innovation and creativity, role of creativity and innovation in organizations. Creativity to Innovation. Teams for innovation, Measuring the impact and value of creativity. Product Design: problem formation, introduction to product design, Product strategies, Product value, Product planning, product specifications

Module IV: Design thinking for strategic Innovation: An exercise in design thinking – implementing design thinking for better process. Implement design thinking process in various Industries. Design thinking for Startups.

Module V: Design thinking in various sectors: Case studies in Information Technology, Finance, Education, Management and Retail sector. Analyze and Prototyping, Usability testing, Organizing and interpreting results

Case studies according to the modules have to be discussed.

Readings:

1. Roger, M. (2013). The Design of Business: Why Design Thinking is the Next Competitive Advantage. Boston: Harvard Business Review Press.
2. Product Design and Manufacturing by A.K. Chitale and R.C. Gupta, Prentice Hall.
3. Change by design, Tim Brown, Harper Bollins
4. Design the Future , by Shrrutin N Shetty , Norton Press
5. Yousef Haik and Tamer M.Shahin, "Engineering Design Process", Cengage Learning,

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	0	1	0	0	0	0	0	1
CO2	2	1	0	0	1	0	1	1
CO3	2	2	0	0	0	0	1	1



[Handwritten signature]

APPROVED

CO4	1	2	0	0	0	0	1	0
CO5	1	1	1	1	0	1	1	1

[Handwritten Signature]



Business Communication

Course Code: SE 201
Marks: 100

L- T-P Structure: 0-0-2 Maximum

Objective: Students will be able to understand the importance of Communication in Business, to develop writing skills and presentation, writing business proposals and letters, application of business communication in the self-development process.

Course Outcome (CO)

At the end of course, the students will be able to

- CO1 Define the role of communication in Business Scenario.
- CO2 Develop interpersonal skills that contribute to effective and satisfying personal, social and professional relationships.
- CO3 Develop professional business writing skills.
- CO4 Develop skills related with personality development as per the requirement of the corporate world
- CO5 Demonstrate the use of basic and advanced proper writing techniques that today's technology demands, including anticipating audience reaction

Module I: Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis

Module II: What is oral Communication – principles of successful oral communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication. Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Prewriting – Writing – Revising – Specific writing features – coherence – electronic writing process.

Module III: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos. Understanding the case method of learning – different types of cases – overcoming the difficulties of the case method – reading a case properly (previewing, skimming, reading, scanning) – case analysis approaches (systems, Behavioral, decision, strategy) – analyzing the case – dos and don'ts for case preparation

Module IV: Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation- types of visual aid. Negotiations skills: What is negotiations – nature and need for negotiation – factors affecting negotiation –stages of negotiation process – negotiation strategies.

Module V: Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication. Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – videoconferencing. Meetings – Planning meetings – objectives – participants – timing – venue of meetings– leading meetings. Media management – the press release- press conference – media interviews Seminars – workshop – conferences. Business etiquettes.

Case studies according to the modules have to be discussed.

Readings:

1. Ober Newman, Communicating in Business, Cengage Learning.
2. P. Subba Rao, B.Anita Kumar, C.Hima Bindu, Business Communication, Cengage Learning India. Pvt. Ltd.
3. Jeff Butterfield, Soft Skills for Everyone, Cengage Learning.
4. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand and Sons, New Delhi.
5. Sailesh Sen Gupta, Business and Managerial Communication, PHI.



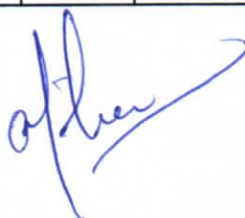
PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	0	0	1	0	1	1	1	0
CO2	0	0	3	0	2	2	2	2
CO3	1	1	3	0	1	2	0	2
CO4	1	1	2	0	1	1	1	1
CO5	2	1	3	0	1	2	1	2




MBA III SEM

Code	Course Category	Name of the Subject	Max Marks	Theory Exam	Internal assessment	Lecture / week	Tutorial /week	Practical / Lab	Credits
MBM 301	Compulsory	Project Management	100	60	40	2	1	0	3
MBM 302	Compulsory	Supply Chain Management	100	60	40	2	0	0	3
MBM 304	Compulsory	Strategic Management	100	60	40	2	0	0	3
MBM 311	Specialisation (Marketing)	Consumer Behaviour	100	60	40	3	0	0	3
MBM 314		Marketing of Services	100	60	40	3	0	0	3
MBM 315		Integrated Marketing Communication	100	60	40	3	0	0	3
MBM 316		Sales Distribution & Logistics Management	100	60	40	3	0	0	3
MBM 321	Specialisation (Human Resource Management)	Employee legislation	100	60	40	3	0	0	3
MBM 325		Strategic Human resource management	100	60	40	3	0	0	3
MBM 323		Training & Development	100	60	40	3	0	0	3
MBM 324		Performance Management & Talent Retention	100	60	40	3	0	0	3
MBM 331	Specialisation (Financial Management)	Principles & Practices of Banking	100	60	40	3	0	0	3
MBM 332		Management of Financial Services	100	60	40	3	0	0	3
MBM 333		Financial Innovation & Risk Management	100	60	40	3	0	0	3
MBM 334		Security Market and Portfolio Management	100	60	40	2	1	0	3
MBM 341	Specialisation (Agri Business)	Livestock Production & Management	100	60	40	3	0	0	3




APPROVED

MBM 342	Management)	Farm Management	100	60	40	3	0	0	3
MBM 343		Fertilizer Technology and Management	100	60	40	3	0	0	3
AGD 408		Agricultural Marketing Trade and Prices	100	60	40	3	0	0	3
MBM 351	Specialisation (International Business Management)	International Trade Procedures & Documentati on	100	60	40	3	0	0	3
MBM 352		International Marketing Management	100	60	40	3	0	0	3
MBM 353		Global HRM	100	60	40	3	0	0	3
MBM 354		International Financial Management	100	60	40	2	1	0	3
SIP 300		Summer Internship	100	40	60	0	0	0	2
		TOTAL	1200	700	500	30	3	0	33



Project Management

Course Code MBM- 301

Maximum Marks-100

L-T-P Structure: 2-1-0

Objective: The successful development of the project's procedures of initiation, planning, execution, regulation and closure as well as the guidance of the project team's operations towards achieving all the agreed upon goals within the set scope, time, quality and budget standards.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Define the main principles, concepts, theories, techniques, processes and activities involved in project management.
- CO 2 Analysis the economic, technical, marketing, financial and social aspects of projects.
- CO 3 Design project planning scheduling, rescheduling, project financing, venture capital and private equity and there role in project financing.
- CO 4 Develop critical- thinking and risk managing capabilities to investigate complex business problems to propose project- based solutions.
- CO 5 Evaluate the project and gain knowledge of project financing.

Module I: Introduction to Project: Project management: concepts & types of projects, characteristics, Project life cycle, Project identification, Project formulation, Project organizations

Module II: Project Feasibility and Appraisal: Market, Technical, Financial, Economic Feasibility Project appraisal: Concept, Types of appraisal: Financial, Social appraisal of the Industrial Projects-SCBA Numerical on financial appraisals.

Module III: Work break down structure and Responsibility Matrix, Project scheduling-Gantt's Chart and rescheduling, Project Management Information System (PMIS)

Module IV: Managing risks in Project: Types and measures of project risk, methods-Risk adjusted Discount Rate, Certainty Equivalent Coefficient, Sensitivity Analysis, Decision Tree Analysis

Module V: Project Evaluation and Control Project Evaluation, Post Audit, Project Control approaches, Project final closure, Project Financing- Means of Finance, Financial Institutions-IDBI, ICICI, SIDBI, NABARD

Case studies according to the modules have to be discussed.

Readings:

1. Project Management – M R Agrawal, Garima publication.
2. Prasanna Chandra, Projects: Planning, Analysis, Financing, Implementation & Review, Tata McGraw Hill.
3. Project Management- Vasant Desai, Himalaya Publishing House.
4. S.Choudury, Project Management, Tata McGraw Hill Publications.
5. N P Agarwal, B K Mishra, Project Appraisal, RBSA Publishers

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	0	0	0	0	0	1
CO2	1	2	0	0	3	1	3	1
CO3	0	2	0	0	0	0	0	1
CO4	2	3	2	0	0	1	1	1
CO5	2	2	0	2	0	0	1	1



Course Code: MBM 305

L-T-P Structure: 2-0-0

Maximum Marks: 100

Objective: The Course is designed to acquaint the students with a set of skills and tools to improve Productivity to get competitive advantage.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Define the main principles, concepts, theories, techniques, processes and activities involved in Supply Chain Management.
- CO 2 Understand the breakeven analysis and supply chain decision related to facility/ plant location.
- CO 3 Gain knowledge of supply chain design and strategies.
- CO 4 Analysis the planning & controlling supply chain.
- CO 5 Apply various techniques of inventory management & their practical solutions.

Module I: Introduction of Operations and Supply Management, Operations and Supply Strategy, Strategic decisions in operations, supply, Competitiveness and Productivity. Process, Types of Production Systems: Mass, Batch, Job shop production, Product and process matrix. Process planning and Process analysis. Capacity Planning: Defining and measuring capacity, determining capacity requirements, Capacity alternatives. Job Design and Work measurement

Module II: Break even analysis, Facility Planning, Quality control: Break even analysis: Break even for Multi Product situations, Capacity expansion decisions, Make or Buy decisions, Equipment Selection decisions, and Production process selection decisions. Importance and factors affecting the Plant Location, Single and Multi-facility location Techniques. Facility layout.

Module III: Supply Chain Design: Supply Chain Strategic, Measuring Supply Chain Performance, Supply Chain Design Strategy, Service Supply Chains, Outsourcing, and Design for Logistics, Value Density, Global Sourcing, Sourcing/Purchasing-System Design matrix, Mass customization. Lean Manufacturing: Lean logic, The Toyota Production System, Lean Implementation Requirements.

Module IV: Planning and Controlling Supply Chain: Enterprise Resource Planning: SAP, SAP Application Modules, Implementing ERP Systems. Demand Management: Types of Forecasting, Components of Demand, Qualitative Techniques in Forecasting, Time Series Analysis, Casual Relationship Forecasting, Focus Forecasting, Web Based Forecasting-Collaborative planning, Forecasting, and Replenishment (CPFR). Aggregate Sales and Operative planning.

Module V: Inventory, Maintenance Management and Scheduling: Classification, role of inventory in supply chain, inventory costs, continuous and periodic review systems, Economic order quantity (EOQ), Economic batch quantity (EBQ) and Quantity discount model. Lead time, Reorder Point, concept of service level and safety stock, Selective inventory control systems. Importance of Maintenance, Breakdown, Preventive, Predictive and TPM (Total Productive Maintenance), Basic concept of Reliability, Work Centers, Priority Rules and Techniques, Shop-Floor Control, Personal Scheduling in Services. Constraint Management: Goal of the Firm, Performance Measurements, Unbalanced Capacity, Bottlenecks and Capacity-constrained Resources, Basic Manufacturing Building Blocks, Methods of Control, Comparing Synchronous Manufacturing to MRP and JIT.

Case studies according to the modules have to be discussed.



Readings:

1. Chase, R. B. et al., Operations and Supply Management, Tata McGraw-Hill.
2. Aswathappa & Shridhara Bhatt - Production Operations Management, Himalaya.
3. Govil. M. and Proth, J., Supply Chain Design and Management, Academic Press.
4. Shah, J, "Supply Chain Management", Pearson.
5. Mohanty, R.P and Deshmukh, S.G, "Essentials of Supply Chain Management", Jaico.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	0	0	0	0	1	1	1
CO2	2	2	0	1	0	0	1	1
CO3	1	1	0	0	0	1	1	1
CO4	0	1	0	0	0	0	0	1
CO5	0	1	0	1	0	1	1	1



A handwritten signature in blue ink, appearing to be "A. K. Sharma" or similar, written in a cursive style.

Strategic Management

Course Code: MBM 304
Maximum Marks: 100

L-T-P Structure: 2-0-0

Objective: The course is designed to cover fundamental issues with regard to corporate and business strategy and the implementation and process aspect of strategic management.

Course Outcome (CO)

At the end of course, the students will be able to

- CO1 Describe the basics of strategic management, SWOT analysis, ETOP analysis.
- CO2 Distinguish between different levels of strategy formulation and implementation
- CO3 Formulate various functional strategies.
- CO4 Apply Balance scorecard approach to strategy implementation.
- CO5 Understand the tools & techniques used in strategic management.

Module I: Introduction to strategic management- need, process and relevance, strategy formulation and implementation, SWOT analysis, ETOP analysis (with special reference to Indian scenario), concept of competitive advantage, Resource Based view of the firm, Mapping strengths and weakness, Porter's concept of value chain.

Module II: Different levels of strategy- corporate, business and functional strategies (with example), interrelationship among different level of strategy, corporate strategy- merger, acquisition, diversification, divestment., competitive and business level strategies.

Module III: Functional strategies- marketing, human relation, production and operation and information technology strategy. McKinsey 7s Framework.

Module IV: Implementation of strategies- resources, leadership, structural and cultural implementation, use of Balance Scorecard for integration and measurement in strategy implementation (with basic strategy map)

Module V: Tools and Techniques used in strategic management- BCG matrix, experience curve, economic value addition of strategy, brief introduction to Global strategy.

Case studies according to the modules have to be discussed.

Reference:

1. Kazmi, Azhar and Adela Kazmi; Strategic Management Mc Graw Hill, New Delhi
2. Porter, M. E. (2004). Competitive strategy. New York: Simon & Schuster.
3. Grant, R. M. (2015). Contemporary Strategy Analysis: Text and Cases, (8th ed.). Wiley created value through global networks. New York: McGraw Hill
4. Wheelan, Thomas and J David Hunger; Strategic Management and Business Policy, Pearson Marketing Management

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	0	0	1	0	2	1
CO2	2	3	0	0	2	0	2	2
CO3	1	1	0	0	1	0	0	1
CO4	3	2	2	1	1	1	2	1
CO5	2	1	2	1	1	0	1	1



after

Objective: To familiarize the students with the various aspects of consumer decision making process.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Explain the concept and significance of consumer behavior apply the same in marketing decisions.
- CO 2 Distinguish between different consumer behavior influences and their relationships.
- CO 3 Establish the relevance of consumer behavior theories and concepts to marketing decisions.
- CO 4 Gain an understand of the consumer decisions making process.
- CO 5 Understand the core concept of consumer satisfaction & consumer.

MODULE I INTRODUCTION: Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behavior in marketing decisions.

MODULE II CONSUMER BEHAVIOR MODELS: Industrial and individual consumer behavior models - Howard- Sheth, Engel – Kollat, Webster and wind Consumer Behavior Models – Implications of the models on marketing decisions.

MODULE III INFLUENCES: Internal: Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Lifestyles – Consumer expectation and satisfaction. External: Socio-Cultural, Cross Culture - Family group – Reference group – Communication - Influences on Consumer behavior

MODULE IV CONSUMER BEHAVIOUR DECISION: Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behavior, Customer action and disposal of products, Diffusion of Innovation.

MODULE V CONSUMER SATISFACTION AND CONSUMERISM: Concept of Consumer Satisfaction; Working towards enhancing consumer satisfaction; sources of consumer dissatisfaction; dealing with consumer complaint. Concept of consumerism; consumerism in India; the Indian consumer; Reasons for growth of consumerism in India; Consumer protection act.

Case studies according to the modules have to be discussed.

Readings:

1. Consumer Behavior – Text and cases- by Satish K Batra and S H Kazmi, Excel Books.
2. Consumer Behavior- Suja Nair, Himalaya Publishing House.
3. S. Ramesh Kumar, Consumer Behavior: The Indian Context (Concepts and Cases), Pearson Education.
4. J. Paul Peter and Jerry Olson, Consumer Behavior & Marketing Strategy, McGraw Hill Education, Latest Edition.
5. Schiffman; Consumer Behavior, Pearson Education.

PO-CO-PSO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	1	1	0	1	1	0	1	2	0	0	0	0
CO2	2	2	1	1	2	1	1	2	2	2	2	1	1
CO3	2	1	1	0	1	1	1	1	1	2	1	1	2
CO4	2	1	1	1	2	1	2	2	1	1	0	1	0
CO5	1	2	1	1	1	1	0	2	1	1	0	0	1



Marketing of Services

Course Code: MBM 314

L-T-P: 3-0-0

Maximum Marks: 100

Objective: This course aims at enabling students to apply service marketing concepts and principles to the unique challenges and opportunities of services to create customer value.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Define and classify services and knowledge of services sector growth .
 CO 2 Gain in depth knowledge of services marketing mix.
 CO 3 Analyze the STP in services consumption models, consumer decision process designing & managing service process.
 CO 4 Identify the service quality gap & the ways to eliminate the gaps.
 CO 5 Have insight on marketing of services of various service sector

Module I: Introduction Growth of the service sector. The concept of service. Characteristics of Service – Classification of service – Designing of the service, blueprinting, using technology developing, human resources, building service aspirations.

Module II: The Seven Ps: Product decision, Pricing, Strategies and tactics, Promotion of service and placing of distribution methods for services. Additional dimension in services marketing – People, physical evidence and process.

Module III: Service Market Segmentation, Targeting & Positioning: Process of market segmentation, Targeting and positioning service (Competitive advantage through focus strategies) value addition to the service product. Consumer Behavior in Services context: The three stage model of service consumption and The Consumer Decision Process. Designing and Managing Service Processes: Flowcharting Customer service process, Employees' role in service delivery, Service Triangle, Consumers' role in service delivery.

Module IV: Causes of Service – Quality gaps. The customer expectations versus perceived service gap. Factors and Techniques to resolve this gap Customer Relationship Management. Gaps in Services – Quality standards, factors and solutions – The service performance gap – Key factors and strategies for closing the gap. External communication to the customers – The promise versus delivery gap – Developing appropriate and effective communication about service quality.

Module V: Marketing of Service with Special Reference to Financial Services - Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.

Case studies according to the modules have to be discussed.

Readings:

1. Dr. Shajahan. S; Service Marketing (Concept, Practices & Cases); Himalaya Publishing House.
2. Shanker, Ravi; Services Marketing – the Indian Perspective; Excel Books.
3. Dutta: Service Management, I.K. International.
4. K. Venkataramana, Service Management, SHBP.
5. S.M. Jha: Services Marketing HPH

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	1	0	1	1	1	0	1	2	2	2	2	2
CO2	2	1	2	2	1	1	1	2	2	3	2	1	2
CO3	3	2	2	2	1	1	1	1	3	2	2	0	1
CO4	1	2	2	1	1	2	0	3	2	1	2	1	0
CO5	2	2	0	1	1	1	0	2	3	2	1	2	1



Integrated Marketing Communication**Course Code: MBM 315****L-T-P: 3 -0-0****Maximum Marks: 100**

Objective: To familiarize the students with the different elements of integrated marketing communications, so that they can look at marketing communications with a holistic approach.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Understand the role of IMC and advertising in marketing process.
- CO 2 Elaborate the advertising budgeting methods and functions types of advertising agency.
- CO 3 Showcase creativity in advertising and understand the media planning & scheduling process
- CO 4 To understand the the scope and role of sales promotion and Personal selling in IMC.
- CO 5 Understand the ways & importance to monitor, evaluate and control the promotional programs

Module I: Overview of marketing communication, Role of IMC in marketing process, Factors affecting the marketing communication mix, Integrated Marketing Communication tools, Models of consumer responses. Advertising: Objectives of Advertising, Role of Advertising in the Marketing Process, Types of Advertising, Advertising Planning.

Module II: Advertising budgeting methods, Advertising Agency functions and types. Departmentalization and remuneration, Criteria for selecting the agencies, client- agency relationship.

Module III: Creativity in advertising, Creative Process, Creative Strategy-Appeals and execution Styles, Advertising Copywriting, Layout-Functions and Types. Media planning & Scheduling: Overview of Media Planning, Establishing Media objectives, Evaluation of Media mix -print, Broad cast (T.V. & Radio), Cinema, Outdoor, Direct Mail and Internet, Media Scheduling.

Module IV: Sales-promotion objectives, Tools of sales promotion, designing the sales promotion program. Direct Marketing objectives, benefits and elements. Personal Selling objectives, strategy and process. Event, Key elements of Events and Sponsorship. Public relations meaning, objectives, tools of public relations. Interactive Marketing and Social media Marketing -Meaning, Components.

Module V: Monitoring, Evaluation and control: Measuring the effectiveness of the Promotional Program Evaluating the social, ethical and economic aspects of advertising and promotion.

Case studies according to the modules have to be discussed.

Readings:

1. Jaishri Jethwaney & Shruti Jain, Advertising Management, Oxford University Press, New Delhi.
2. Rajeev Batra, John H. Myers and David A. Aaker, Advertising Management, Pearson Education.
3. K. C. Sethia & S. A. Chunawala, Foundations of Advertising Theory & Practice, Himalaya Publishing House, Mumbai, Latest Edition.
4. George E. Belch & Michael A. Belch, Advertising and Promotion, Tata McGraw Hill Publishing Ltd, Latest Edition
5. Sonatakki, Advertising, Kalyani Publishers

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	0	2	2	2	1	0	2	2	2	0	1
CO2	2	2	1	0	1	2	1	1	1	2	2	2	1
CO3	2	2	2	1	0	2	1	0	2	2	2	2	2



APPROVED

CO4	2	1	0	1	0	2	1	1	2	2	1	2	2
CO5	1	2	1	1	1	1	0	1	2	1	2	1	1



Sales Distribution and Logistics Management**Course Code: MBM 316****L-T-P: 3 -0-0****Maximum marks: 100**

Objective: to enlighten the students with the Concepts and Practical applications of Sales and Distribution Management.

Course Outcome (CO)

At the end of course, the students will be able to

- CO1 Understand the role of IMC and advertising in marketing
- CO 2 Elaborate the advertising budgeting methods and
- CO 3 Design the strategies to the managers sales force effectively.
- CO 4 Understand the fundamental of distribution management
- CO 5 Gain and understanding of physical distribution & logistics management

Module I Introduction: Sales Management, Process, Role of Sales Manager, Qualities of a Successful Salesman. Concept of Personal Selling: Sales Management and Salesmanship, Process of Personal Selling. Buyer Seller Dyad

Module II Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.

Module III Sales Force Management: Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force. Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Evaluating the sales force performance.

Module IV Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels. Channel Design and Planning, Managing Marketing Channels, Evaluation of Channel Performance.

Module V Physical Distribution Management: Components of Physical Distribution - Transportation, Warehousing and Inventory Control System, IT and Logistics Management

Case studies according to the modules have to be discussed.

Readings:

1. Still, Richard R.; Cundiff, Edward W.; Govoni, Norman A. P, Sales Management: Decisions, Strategies, and Cases, Prentice Hall.
2. Tapan K. Panda and Sunil Sahadev, Sales and Distribution Management, Oxford University Press.
3. Aftab Alam, Sales and Distribution Management, Wisdom Publication
4. S.L. Gupta, Sales and Distribution Management: Text and Cases, Excel Publishers.
5. Panda – Sales & Distribution Management, Oxford University Press.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	1	0	1	1	2	0	2	2	2	1	2	2
CO2	2	2	2	0	1	1	0	2	2	1	2	2	1
CO3	2	2	0	2	2	2	2	1	0	2	2	2	
CO4	2	2	1	1	1	1	2	1	2	2	1	1	
CO5	1	1	0	1	0	0	1	0	1	2	1	2	



Aftab

Human Resource Management

Employee Legislation & Compensation

Course code: MBM 321
Maximum Marks: 100

L-T-P Structure: 3-0-0

Objective: To familiarize the students with the understanding and provisions of employee laws and basic concepts of compensations.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Gain a broad intellectual understanding of labor law & role of ILO.
- CO 2 Understand the industrial and compensation legislation
- CO 3 Learn the legal factors that do--and ought to--justify statutory, contractual, and common law interference with employment.
- CO 4 Gain an understanding of labor legislation & policies.
- CO 5 Learn the compensation system and wages policy

Module I Evolution of Labor Legislation: History of labor movement in India, Indian Constitution and Labor Law, Approaches to enforcement of Labor Law, Labor Commissions and their recommendations, International Labor Organization (ILO) and its role.

Module II Industrial Legislations: Trade Union Act, 1926, Industrial Employment (Standing Orders) Act, 1946, Industrial Dispute Act, 1947. **Compensation Legislations:** Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976, Workmen's Compensation Act, 1923.

Module III Social Security Legislations: Employee's State Insurance Act, 1948, Employees Provident Fund (and Miscellaneous Provisions) Act, 1952, Payment of Gratuity Act, 1972, Maternity Benefit Act, 1961, Child Labor (Prohibition & Regulation) Act, 1986.

Module IV Labor Legislations and Policies: The Factories Act, 1948 – Objective of the Act, inspecting staff, health, safety, and welfare measures, working hours and employment of adults, annual leave with wages, special provisions, penalties and procedures, Contract Labor (Regulation and Abolition) Act, 1970, Shop and Establishment Act, Emerging issues and future trends in labor policies.

Module V Introduction to Compensation: Meaning, components, types - Job based and Skill based approaches, Characteristics of an ideal compensation system, factors affecting compensation, designing a compensation plan, equity in compensation management, job evaluation process and its methods, concept of wages, wage policy in India, compensation of special groups. Economic theories of wages; Benefits and Incentive plans; Executive compensation

Case studies according to the modules have to be discussed.

Readings:

1. Ramaswamy, E. Managing Human Resources, Oxford University Press, New Delhi
2. Monappa, A. Industrial Relations, Tata McGraw Hill, New Delhi
3. Sinha, Sinha, Sakher, Industrial Relations, Trade Unions and Labour Legislations, Pearson Education, New Delhi
4. Venkataratnam, C.S., Industrial Relations, Oxford University Press, New Delhi
5. Dutta, S.K. Guide to Disciplinary Action, Tata McGraw Hill, New Delhi



[Handwritten signature]

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	0	0	0	0	0	0	0	1	0	0	0	0
CO2	1	0	0	0	0	0	0	0	0	0	0	1	1
CO3	1	1	0	0	0	0	0	1	0	0	0	1	1
CO4	1	1	0	0	0	0	0	1	0	0	0	0	0
CO5	2	0	0	0	0	0	0	2	0	0	0	0	1



A handwritten signature in blue ink, appearing to be "A. K. Verma", written over a horizontal line.

Strategic Human Resource Management

Course code: MBM 325

L-T-P Structure: 3-0-0

Maximum Marks: 100

Objective: To give an overall idea about different strategic options available with an organization and how strategic human resource management plays a key role in decision making.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Understand concept of strategic Human Resource Management with respect to global environment.
- CO 2 Learn about recruitment and retainment strategies adopted by an organization.
- CO 3 Understand about framing of good compensation and reward strategies for an organization.
- CO 4 Understand all kind of retirement & retrenchment strategies.
- CO 5 Learn about the human aspects of strategies implementation in organization.

Module I Introduction to SHRM: Definition, Need, Importance, and Steps, Human Resource Environment: Workforce Diversity, Demographic Changes, Temporary and Contract Labor, Global Environment, International Labor Standards, Changed Role of HR in Organizations

Module II Recruitment & Retention Strategies: Online Recruitment, Outsourcing Recruitment, Head Hunting & Performance Management Strategies: Defining Key Result Areas, Seniority Vs. Merit-based Promotions, Pay for Performance, 360 Feedback, Executive Performance.

Module III: Compensation & Reward Strategies: Skill Based Pay, Broad banding, Variable Pay, Incentives and Benefits, Profit Sharing, ESOP, Executive Compensation, Training & Development Strategies: Cross-cultural Training, Multi-Skilling, Succession Planning, Learning Organizations and Organizational Learning

Module IV: Retirement & Retrenchment Strategies: Redundancy, Downsizing, HR Outsourcing, Employee Leasing, Separation Benefits e.g. VRS/CRS

Module V: Human Aspects of Strategies Implementation, Human Side of Mergers & acquisition, Leadership, Managing Conflict, Stress Management, Work-life Balance, Reengineering HR, Human Resource Development: Accounting and Audit, Scorecard and Report

Case studies according to the modules have to be discussed. Readings:

1. Strategic Human Resource Management by Tanuja Agarwala, Oxford University Press
2. Personnel Management - Text & Cases, By C. B. Mamoria & V. S. P. Rao, Himalaya
3. Strategic Human Resource Management by Rajib Lochan Dhar, Excel Books
4. HRD Audit by TVR Rao, Response Books Publishers
5. Strategic Prospects for HRM by Shaun Tyson, Jaico Publishing House

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	0	0	0	1	1	0	0	1	0	1	0	1
CO2	1	1	0	0	0	0	0	0	2	1	1	1	1
CO3	2	0	0	0	0	0	0	1	1	2	0	0	
CO4	0	1	1	0	0	0	1	0	0	0	1	1	
CO5	2	1	1	0	0	1	1	1	3	2	0	0	



Training and Development

Course code: MBM 323
Maximum Marks: 100

L-T-P Structure: 3-0-0

Objective: To familiarize the students with the function of training and development and create understanding of the need, importance and implementation of training for the effectiveness of the training,

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Analyze the role of training & development in HRM
- CO 2 Design the training program as per the need
- CO 3 Understand the various training methods & techniques for conducting effective training programs.
- CO 4 Evaluate the training program and understand the emerging trends and new perspective on training.
- CO 5 Understand the concept & strategies barriers, framework of HRD.

Module I Introduction to Training: concept, and rationale; training process: role of stakeholders in training programme; Organization and Management of training function; Training needs assessment –organizational analysis, operational analysis, person analysis; competency mapping

Module II Designing the training programme: process of learning in training programme – attributes and factors influencing; learning process; learning styles; training climate and pedagogy; developing training modules; Training aids

Module III Training methods and techniques: role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving

Module IV Evaluation of training: need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training; emerging trends in training and development; new perspectives on training – cross cultural training, e-learning, knowledge management

Module V Human Resource Development: Conceptual Framework, Issues in HRD, HRD Multidimensional and New Concept, Objects of HRD, HRD and HRM, Agents of HRD, Strategy for HRD, HRD Culture, Mechanism and Subsystems of HRD, HRD Barriers, Frame-work of HRD. Executive – Development. Career Advancement, Career Planning, Succession Planning and Counselling, Feedback. HRD in India-Recent Scenario, HRD in Different Sectors.

Case studies according to the modules have to be discussed.

Readings:

1. Sahu, R.K., Training for Development, Excel Books, New Delhi
2. Pareekh, U. & Rao, T.V. Designing and managing Human Resource Systems, Oxford.
3. Dr. Ratan Reddy, Effective HR Training Development Strategy, HPH, Latest Edition.
4. Mathews, Designing and Managing a Training and Development Strategy, Pearson, Latest Edition
5. Raymond Noe, Employee Training & Development, Tata McGraw – Hill Publication, Latest Edition.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	1	2	0	0	0	0	2	2	0	2	2	1
CO2	0	0	0	0	0	1	0	2	2	2	3	1	1
CO3	1	1	0	2	2	1	0	1	1	0	2	3	1
CO4	1	0	1	0	1	1	0	1	1	2	1	1	1
CO5	3	1	0	0	1	1	1	2	2	0	1	0	0



Performance Management and Talent Retention**Course code: MBM 324****L-T-P Structure: 3-0-0****Maximum Marks: 100**

Objective: The Main objective of the course is to offer an understanding of various approaches to measure performance and facilitates studying different methods of performance appraisal.

Course Outcome (CO)

At the end of course, the students will be able to

- CO1 Define the concept of performance management and outline its role in contemporary organizations.
 CO2 Explain the importance of the performance management system in enhancing employee performance
 CO3 Design and implemented the performance management project.
 CO4 Compare and contest the different performance management techniques.
 CO5 Design the talent retention strategies.

Module I Fundamentals of Performance Management: Concept, essence, scope, need for performance management as a system, principles, Performance Management vs. Performance Appraisal, performance management process, performance management and strategic planning linkages, performance and potential management

Module II Performance Measurement: Managing for results, managing behaviour, managing competencies, conducting performance reviews

Module III Designing and Implementing Performance Management Process: Performance Planning, defining objectives and performance standards, defining capability requirements, performance management system implementation, automation of performance management process, legal requirements

Module IV Key Issues: 360° feedback, feedback, counselling and coaching, strategy maps and balance score card, management team performance, managing organizational performance, performance management and pay, performance management training, evaluating performance management

Module V Talent Retention: Cost and consequences of talent departure, diagnosing causes of talent departure, measuring and monitoring turnover and retention data, designing engagement strategies, drivers of engagements

Case studies according to the modules have to be discussed.

Readings:

1. Michael. Armstrong, Performance Management, Kogan Page, Latest Edition.
2. Chadha, P., Performance Management: It's About Performing Not Just Appraising, McMillan India Ltd., Latest Edition
3. Robert Bacal, Performance Management, McGraw-Hill Education, T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness. New Delhi, Response Books, Latest Edition.
4. Adrian Thornhill, Phil Lewis, et. all, Managing Change: A Human Resource Strategy Approach, Financial Times-Prentice Hall, Pearson Education, New Delhi, Latest Edition
5. Trivedi, Human Resource Development, Oxford & IBM Publishing.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	0	0	0	1	1	1	1	3	1	1	0	0
CO2	1	1	0	0	1	1	0	1	1	0	1	1	2
CO3	0	1	1	0	1	1	1	2	2	0	1	0	0
CO4	0	1	1	0	0	1	1	2	2	2	1	1	1
CO5	3	1	1	0	0	0	0	1	2	1	0	0	1



Finance

Principal and Practices of Banking

Course Code: MBM 331

L-T-P: 3-0-0

Maximum Marks: 100

Objective: The objective of the course is to develop the skills required for understanding India's most challenging and important financial sector. Principles and practices of banking subject will enable the management student to have an insight to the core service sector and how it works.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Understand the evolution banking system
- CO 2 Gain knowledge of regulatory framework of banking.
- CO 3 Understand the operation in banks
- CO 4 Gain insight about the customer relationship management in banking industry.
- CO5 Analyze the role of rural banking and micro-finance institution in india.

Module I: Principles and Practices of Banking: An introduction to Indian Banking System: overview and its segmentation, Financial System: Overview and Recent developments in Indian Financial System. Structure of Commercial Banks, Private Sector Banks, Public Sector Banks, and Foreign banks, Introduction and Features of Co-operative Banks, Source of funds and use of funds.

Module II: Regulatory Framework of Banking: RBI Act 1934: Functions of RBI, Tools for Monetary Control-CRR, SLR, Bank Rate, REPO rate, Reverse REPO Rate.Monetary Policy.

Basel Norms: Basel I, Principles of Capital Adequacy, Drawbacks of Basel I, Basel II, Objective of Basel II, Three pillars of Basel II, Basel III. SEBI: Introduction and Functions of the Board.

Module III: Retail banking products - Accounts: Types of Customer Accounts, Procedure for opening an account. Loans and Advances: Principles of lending, Different types of loans. Introduction to e-Banking: Origin of e- Banking, Significance. Products and services in E- Banking: Internet banking, Mobile banking. Electronic payment systems in Banks: Various payment systems: ECS (Debit & Credit) EFT, NEFT, RTGS and IMPS. Latest trends in e-banking and Constraints

Module IV: Customer Relationship Management in Banking Perspective: Customer relationship management: Concept and Objectives, Importance and Need of Customer Relationship Management, CRM Success Factors, Models of CRM, Relevance in banking.

Module V: Rural Banking: An introduction, Rural Banking System in India, Financial Inclusion and RBI Policy. Microfinance: Trends, Issues & Challenges, Microfinance Institutions in India and Small Finance banks.

Case studies according to the modules have to be discussed.

Readings:

1. M.N. Gopinath: Banking Principles and Operations, Snowwhite Publications.
2. J.N. Jain & R.K. Jain: Modern Banking and Insurance, Regal Publications
3. K.P.M. Sundaram and P.N. Varshney: Banking Theory Law and Practice, Sultan Chand and Sons.
4. Vasanth Desai: Indian Banking, Nature and Problems, Himalaya Publications House.
5. U.C. Patnaik: Rural Banking in India, Anmol Publications.



after

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	1	0	3	0	1	0	2	3	1	0	1	0
CO2	2	0	0	2	1	1	1	2	3	2	1	2	0
CO3	2	1	0	2	0	2	1	2	2	1	2	1	0
CO4	2	0	1	0	0	1	0	1	2	1	0	1	1
CO5	0	1	1	2	0	1	0	2	2	1	0	2	1



Management of Financial Services**Course code: MBM-332****L-T-P: 3-0-0****Max Marks: 100**

Objective: The Course aims at providing the students, basic knowledge about the Finance concepts, markets and various services provided in those markets.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Understand the various types of financial services
- CO 2 Demonstrate the function of merchant banking.
- CO 3 Know the role of venture capital.
- CO 4 Get aware of credit rating agencies.
- CO 5 Gain the knowledge of mutual funds & insurance

Module I: Financial Services: Concept, Nature and Scope of Financial Services. Financial Markets: Capital Markets and Money Markets and Financial Instruments.

Module II: Issue Management: Concept, Categories of securities issue: Right Issue, Public Issue: Private Placement and it's features, Prospectus, IPOs / Offer for sales, Pricing of issue, Book Building, Allotment Procedure, Green shoe Option. Underwriting and concept of Merchant Banking.

Module III: Venture Capital –Concepts and Types, Growth of Venture Capital in India – Financing Pattern under Venture Capital. Lease financing: Concepts and Type, Advantages and Limitations, Financial Lease Evaluation. Hire purchasing,

Module IV: Factoring, Forfeiting and Bill Discounting, Credit Rating: Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE.

Module V Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Role of AMFI. Debt Securitization – Concept and Application, Loans offering by Non-Banking financial Institutions, Insurance: Concept, Purpose and need of insurance, insurance contracts. Type of Insurance: Life Insurance and General Insurance.

Case studies according to the modules have to be discussed.

Readings:

1. Gordon & Natarajan, Financial Markets and Services, Himalaya publishing.
2. Khan M.Y, Financial services, McGraw Hill.
3. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
4. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
5. S. Gurusamy, Merchant Banking and Financial Services Vijay Nicole Imprints Pvt. Ltd.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	1	0	0	0	0	1	0	0	1	0	0	1
CO2	2	1	0	0	0	1	0	0	1	1	0	0	0
CO3	2	2	1	0	0	2	0	1	1	1	1	1	1
CO4	2	2	0	1	0	1	0	0	1	1	2	2	1
CO5	1	0	0	2	0	1	0	2	1	0	0	0	1




Financial Innovations and Risk Management

Course Code: MBM 333

L-T-P: 3-0-0

Maximum Marks: 100

Objective: At the end of the course, students are expected to have learnt the risk faced by corporates and how derivatives are applied to manage risk.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Student will understand the tools of financial engineering
- CO 2 Gain the knowledge of various forms of corporate structuring.
- CO 3 Understand the basic concept of concept of derivative and types of derivative instrument.
- CO 4 To know the basic technique for the valuation of derivative instruments.
- CO 5 Demonstrate the various techniques of heading risk.

Module I Introduction to Financial Engineering: Factors, tools-conceptual-Risk and return analysis, interest rates, speculation, arbitrage; physical, Zero coupon securities, CMOs, Asset backed securities, Hybrid securities

Module II Corporate restructuring: Expansion, selloffs, changes in ownership and control-Mergers, takeover, divestitures, spinoff and split-ups, going public, LBO, Buyback, joint ventures.

Module III Introduction to Derivative: Types, Participants in a Derivative market, Understanding Index and Beta, Forward - contract and their limitations, Introduction to Futures, distinction between futures and forwards, Future terminology, Future payoffs,

Module IV Options and Swaps: concept, terminology, types-put & call, covered & uncovered, interest rate options, currency options, option Greeks-Beta, Gamma, Vega, Theta, Rho, comparison between options and futures, Concept, Features, types- interest rate swap, currency swap, swap options.

Module V Corporate risk management: components of corporate risk, Hedging risk- Classes of hedging techniques-natural, synthetic, application of derivatives-hedging through index futures, hedging through options, Trading mechanism, clearing and settlement.

Case studies according to the modules have to be discussed.

Readings:

1. Varma, Derivatives & Risk Management, Tata McGraw hill Latest Edition
2. Gupta, S. L., Financial Derivatives – Theory, concepts and practice, Prentice Hall of India
3. John C. Hull, Futures and Option Markets, Pearson Education, Latest Edition
4. Vohra & Bagri Futures and Options, Tata McGraw hill, Latest Edition
5. Robert Kosowski, Salih N. Neftci, Principles of Financial Engineering, Academic Press Advanced Finance.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	0	0	1	2	2	0	2	3	0	2	0
CO2	1	2	0	0	2	2	1	0	3	2	0	1	1
CO3	2	2	0	0	2	2	1	0	2	3	0	2	0
CO4	2	2	1	0	0	2	1	0	2	2	1	1	1
CO5	0	2	1	2	0	1	0	1	2	1	1	1	1

afha

Security Market and Portfolio Management

Course Code: MBM 334
Max Marks: 100

L-T-P: 2-1-0

Objective: The aim of this course is to understand the securities market mechanism, and to analyze various investment products. It tries to equip students with various financial innovation-taking place in the market and their implications.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Describe the basics of different investment avenues.
- CO 2 Classify various financial market and in functions.
- CO 3 Practice the tools and technique of security analysis.
- CO 4 Analyze the securities performance using various valuation model.
- CO 5 Gain the insight of selection and evaluation of portfolio.

Module I: Module I: Overview of Securities market: Concept of Savings and Investments, Investment alternatives, security market in India-primary and secondary market, participants in securities market.

Module II Primary and Secondary Market - Public issue, right issue, Private placement; Basic of Stocks; Different Types of Stocks; National Stock Exchange; Trading and settlement; Development of Securities Market in India; SEBI and its Role in Primary and Secondary Market; SEBI and its Functions; a Case Study on OTCBB Analysis and Valuation of Debt and Equity.

Module III Security analysis- Security Analysis and Valuation: Fundamental and Technical Analysis Stock Prices Change; its Causes; Effect of Macroeconomics Variable on Stock Market; Basics and usefulness of Technical Analysis and Fundamental Analysis; Industry and Company Analysis; Difference between Technical and Fundamental Analysis.

Module IV Portfolio Management: Concept; Relation between Risk and Return Portfolio return and risk, CAPM, Calculation of Portfolio risk, Diversification of Portfolio risk, Efficient Frontier, Optimal Portfolio Pricing Model; its Valuation and Validity; **Markowitz Portfolio Selection Model**. Case Study: Nations Bank - Valuation: Stock Valuation: the Gordon Growth Model; Portfolio Evaluation; Case Study: Vanguard - Mutual Funds and Taxes.

Module V Implementation and review-selection of securities, portfolio execution, revision and performance evaluation, Treynor, Sharpe, Jensen and Information Ratio Performance Measures. Application of Portfolio Performance Measures. Factors affecting the use of Performance Measures

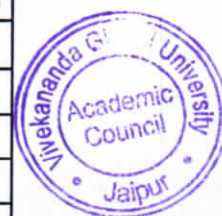
Case studies according to the modules have to be discussed.

Readings:

1. Prasanna Chandra Investment Analysis And Portfolio Management, Tata McGraw Hill.
2. Fischer and Jordon, Security analysis and Portfolio Management, Pearson Latest Edition
3. Avadhani, V.A., Investment and security Markets in India, Himalaya Publishing House
4. John. F. Marshall, Vipul K. Bansal, Financial Engineering, PHI
5. Vohra & Bagri Futures and Options, Tata McGraw hill, Latest Edition

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	0	0	1	0	0	1	1	1	2	0	1	0
CO2	1	1	0	1	2	2	1	1	2	2	1	1	1
CO3	2	2	0	2	1	2	2	0	2	2	1	2	1
CO4	2	2	1	3	2	2	1	1	2	1	1	2	0
CO5	0	2	1	3	0	0	1	1	2	1	1	0	1



Agri Business Management

Farm Management

Course code: MBM 342

Max Marks: 100

L-T-P: 3-0-0

Objective: This introduces students to the essentials of farm management.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Understand the concept scope of farm management.
- CO 2 Gain insight on the various principles applied to farm management
- CO 3 Prepare the planning & budgeting of farm
- CO 4 Understand the various system of farming
- CO 5 Demonstrate the various practices of farming.

Module I: Introduction, Definitions, Objectives of farm Management, Scope of Farm Management, Economic theory and farm management science, what makes a successful farm manager? Relationship of farm management with other sciences, Farm management problems under Indian conditions

Module II: Economic Principles applied to Farm management: Principle of Variable proportion, Cost principle, principle of factor substitution, law of equi-marginal returns, Opportunity cost principle, principle of combining enterprises, Principle of comparative advantage, Time Comparison principle, Limitations of principles of farm management.

Module III: Farm Planning, Budgeting and Programming: Farm planning, Farm budgeting, Steps of Complete budgeting, Programming Techniques.

Module IV: Systems of Farm Organization: Different systems of farming, Peasant farming, Corporate farming, State farming, Co-operative farming, Collective farming, Criteria for choice in India, Suitability of alternative systems.

Module V: Farm Size and Practices: Measurement of size of farm, Pattern of farm holdings in India, Factors determining economic holdings, Farm size practices – Large scale and small scale farming, Specialized and diversified farming, Mixed farming, Extensive and intensive farming.

Case studies according to the modules have to be discussed.

Readings:

1. Ronald D. Kay, William M. Edwards, Patricia Ann Duffy, Farm Management, McGraw-Hill.
2. A. S. Kahlon, Karam Singh, Economics of Farm Management in India Theory and Practice, Allied Publishers.
3. Kent Olson, Farm Management Principles and Strategies, Wiley.
4. Reji D. Nair, Farm Management, Concept Publishing Company.
5. Roop Kishore Tandon, Sheo Prasad Dhondyal, Principles & Methods of Farm Management, Achal Prakashan Mandir.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	1	2	2	0	1	0	2	2	1	2	0	2
CO2	1	1	1	1	2	0	2	2	2	0	2	1	3
CO3	2	0	2	2	0	0	1	1	1	2	2	1	0
CO4	3	3	3	0	1	2	1	0	2	1	1	2	2
CO5	0	2	1	0	1	1	1	1	3	2	1	1	2

after



Fertilizer Technology & Management**Course Code: MBM 343****L-T-P: 3 -0-0****Max Marks: 100****Objective:** To acquaint the students to latest advance in fertilizer technology management.**Course Outcome (CO)**

At the end of course, the students will be able to

- CO 1 Identify the concept, scope, types & role of fertilizer in agriculture industry.
 CO 2 Know the material requirements in agriculture.
 CO 3 Identify engineering problems in fertilizer manufacturing.
 CO 4 Evaluate the testing method & current trends of fertilizers.
 CO 5 Analyze the various pricing policy, scope & environment consequences.

MODULE I: Fertilizer development concept, scope, need, resource availability; import and export avenues for fertilizer; types of fertilizers, grading and chemical constitutions, role of fertilizers in agriculture production, production and consumption of fertilizer in India.

MODULE II: Raw material needed and principles of manufacturing of nitrogenous, phosphoric and potassic fertilizers, secondary nutrient sources and micro-nutrient formulations.

MODULE III: production efficiency and capacity utilization; quality control and legal aspects-fertilizer control order.

MODULE IV: Testing facilities; constraints in fertilizer use and emerging scenario of fertilizer use; assessment of demand and supply of different fertilizers, fertilizer distribution, and fertilizer storage.

MODULE V: Field trails and demonstration, fertilizer pricing policy; scope of bio-fertilizer; environmental pollution due to fertilizer use.

Case studies according to the modules have to be discussed.

Readings:

1. Brady NC & Weil RR. 2002. The Nature and Properties of Soils. 13th Ed. Pearson Edu.
2. Fertilizer Control Order (different years). Fertilizer Association of India, New Delhi.
3. Indian Journal of Fertilizers (different years). Fertilizer Association of India, New Delhi.
4. San Chilli V. 1950. Chemistry and Technology of Fertilizers. American Chemical Soc. Monograph
5. Tisdale SL, Nelson WL, Beaton JD & Havlin JL. 2002. Soil Fertility and Fertilizers. 5th Ed. Prentice Hall.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	0	1	1	2	2	2	1	2	1	1
CO2	0	1	2	1	0	1	1	2	1	2	2	1	2
CO3	1	2	1	0	2	0	2	3	2	1	2	1	2
CO4	2	0	3	2	1	0	1	1	2	2	1	1	1
CO5	2	1	1	1	2	0	1	1	2	1	1	1	0



Agricultural Marketing Trade and Prices

Course Code: AGD 408
Maximum Marks: 100

L-T-P: 3-0-0

Objective: The objective of this course is to give the students an understanding of concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Explain the fundamentals of management with reference to agribusiness.
- CO 2 Acquaint with various functional areas of agribusiness
- CO 3 Understand the policies & practices of agribusiness.
- CO 4 Explain the advertising & promotional activities of agriculture.
- CO 5 Analyze the various management strategies related to Agri business

Module I: Meaning and scope, agricultural marketing and economic development; agricultural market structure-meaning, components and dynamics of market structure; marketing strategy-meaning & significance, formulation of marketing strategy; agribusiness marketing environment, design of marketing mix, market segmentation and targeting, determinants of consumer's behavior.

Module II: Agri product management (Fiber, grains, cash crops) - Agri product management process and decisions, new Agri product development – significance and classification of new product, stages and estimation of demand of new Agri product; product life cycle.

Module III: Pricing policies and practice for agribusiness- determinants of price, objectives of pricing policies and pricing methods.

Module IV: Promotional management – advertising planning and execution; sales promotion; grading and standardization.

Module V: Distribution Management- storage and warehousing and transportation management for agricultural products; marketing agencies/ intermediaries – roles and functions; distribution channels involved in agribusiness.

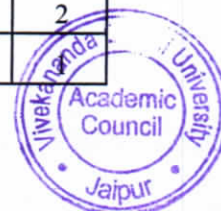
Case studies according to the modules have to be discussed.

Readings:

1. Acharya SS & Agarwal NL. 2004. Agricultural Marketing in India, Oxford.
2. Kohls RL & Uhj JN, Marketing of Agricultural Products, Prentice Hall.
3. S. S. Acharya, Agricultural Marketing In India, Oxford & IBH Publishing Company Pvt. Limited
4. S. S. Raut, Prema J. Borkar, S. R. Ed Ghadekar, Agricultural Marketing Trade & Prices, Agroment Publishers.
5. Sawalia Bihari Verma, Agricultural Marketing, Scientific Publisher (India)

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	0	0	2	1	2	0	2	1	2
CO2	2	0	2	2	1	1	1	1	1	2	2	1	1
CO3	2	1	1	2	2	1	1	0	1	1	1	1	3
CO4	0	1	1	2	1	0	2	2	1	0	2	2	2
CO5	2	0	0	0	0	0	2	1	1	1	2	2	2



Livestock Production & Management

Course Code: MBM 341
Maximum Marks: 100

L-T-P: 3-0-0

Objective: The objective of the course is to make students understand the different livestock and their management.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Analyze the various aspects of livestock in national economy.
- CO 2 Explain the application of general livestock management principles in the production and management of major domestic animals.
- CO 3 Understand the management of farm animals and poultry.
- CO 4 Learn about the ingredients, classification of nutrients for livestock & poultry.
- CO 5 Design specialized training in animal treatment to the extent of highest expertise

MODULE I Role of livestock in the national economy. Reproduction in farm animals and poultry. Housing principles, space requirements for different species of livestock and poultry.

MODULE II Management of calves, growing heifers and milch animals. Management of sheep, goat and swine. Incubation, hatching and brooding.

MODULE III Management of growers and layers. Important Indian and exotic breeds of cattle, buffalo, sheep, goat, swine and poultry. Improvement of farm animals and poultry.

MODULE IV Digestion in livestock and poultry. Classification of feedstuffs. Proximate principles of feed. Nutrients and their functions. Feed ingredients for ration for livestock and poultry.

MODULE V Feed supplements and feed additives. Feeding of livestock and poultry. Introduction of livestock and poultry diseases. Prevention (including vaccination schedule) and control of important diseases of livestock and poultry.

Case studies according to the modules have to be discussed.

Readings:

1. Ghosh, Nilotpal, Livestock Production Management, PHI Learning Pvt. Ltd.
2. Victor Roy Squires, Wayne L. Bryden, Livestock Production, Management Strategies and Challenges, Nova Science Publishers.
3. Sunil Kumar, Livestock Production and Management Recent Trends and Future Prospects, NIPA.
4. N. S. R. Sastry, C. K. Thomas, R. A. Pearson, Livestock Production Management, Kalyani Publishers.
5. Richard A. Battaglia, Handbook of Livestock Management, Prentice Hall.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
C01	0	1	2	2	1	1	2	2	1	1	2	2	2
C02	1	1	1	1	2	0	2	2	2	0	2	1	2
C03	2	1	2	2	2	0	2	2	2	1	2	0	2
C04	2	1	3	2	1	0	1	0	2	2	3	1	0
CO5	2	1	1	1	0	1	0	1	1	1	1	0	1



International Business

APPROVED

International Trade Procedure and Documentation

Course Code: MBM 351

L-T-P Structures 3-0-0

Maximum Marks: 100

Objective: This course will help student to get with the process of international and domestic trade procedures. The course will help in forming a knowledge base of policy framework in International Trading with special emphasis on India. The course will also apprise them of the documentation procedures and its sanctity in International Market.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Explain the concepts in trade documentation in international business with respect to foreign trade
- CO 2 Understand the terms of payment regulatory and financing practices in Exim.
- CO 3 Prepare the Exim trade document & procedures.
- CO 4 Understand the good assistance & support to promote export.
- CO 5 Learn the current trends of India's Exim policy

Module I Export Import Documentation and Policies: EXIM- Regulatory Framework, Export Sales Contract, EXIM Documents-An Overview, Electronic Data Interchange System, Processing of an Export Order.

Module II Terms of Payment and Financing Practices: Term of Payment, Exchange Control Regulation and Facilities Concerning Exports, Export Finance, Export Credit Insurance, Import Finance.

Module III Export Import Trade Operations: Preparing for Shipment, Cargo Insurance, Shipment of Export Cargo, Customer Clearance of Import Cargo

Module IV Export Assistance and Support Measures: Institutional Setup for Export promotions of India, Export Assistance in India, Procedures for claiming Export Assistance.

Module V EXIM in INDIA: Current Trends of EXIM in India, Trade Agreements of India with other Countries, Latest Developments in EXIM policies.

Case studies according to the modules have to be discussed.

Readings:

1. Rama Gopal, Export Import Procedures, Documentation and Logistics, New Age International Publishers, New Delhi.
2. M. D. Jitendra, Export Procedures and Documentation, Rajat Publications.
3. Pervin Wadia, Export Markets and Foreign Trade Management, Manishka Publications.
4. Paras Ram, Export: What, Where and How, Anupam, Publications.
5. Government of India, Handbook of Import - Export Procedures.

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	1	0	1	1	2	1	2	2	2	2	2	2
CO2	2	2	1	0	1	2	1	2	2	1	0	2	2
CO3	2	1	2	3	2	1	2	0	0	2	2	2	0
CO4	1	2	0	1	2	1	2	2	2	2	2	1	2
CO5	1	1	1	0	0	0	1	1	2	1	1	2	1

International Marketing Management**Course Code: MBM 352****L-T-P Structures: 3-1-0****Maximum Marks: 100**

Objective: This course will present various concepts and tools for analyzing international strategies and evaluating the marketplace. Specifically, the focus will be on developing, evaluating and implementing international marketing strategy at the corporate, regional and local levels. By learning about both theory and practice, the student will obtain a good conceptual understanding of the field of international marketing as well as become firmly grounded in the realities of the global marketplace.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Understand the basics concepts scope principles benefits & environment of international marketing.
- CO 2 Gain knowledge about marketing research, scope & process.
- CO 3 Gain knowledge about the product planning strategies and policy in the international market.
- CO 4 Understand the various channels involved in the distribution channels in international market.
- CO 5 Gain insight on the promotional & pricing strategies in international market.

Module 1: Introduction to International Marketing: Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, , Benefits of international marketing, Marketing Environment

Module 2: International Marketing Research: Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system

Module 3: International Product Policy and Planning: Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services

Module 4: Product and Distribution Strategies: Introduction, International Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, and International Packaging.

Module 5: International Promotional & Price Strategies: Introduction, Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing. Introduction of Price Strategies, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade

Case studies according to the modules have to be discussed.

Readings:

1. Rakesh Mohan Joshi , International Marketing, Oxford University Press
2. P. K. Vasudeva, International Marketing, Excel Books
3. Justin Paul, International Marketing Text and Cases, Tata McGraw-Hill
4. U C Mathur, International Marketing Management Text and Cases, SAGE Publications
5. Gautam Dutta, Global Marketing, Pearson Education India



APPROVED

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	1	0	2	1	2	1	1	2	2	1	1	2
CO2	2	2	2	1	0	2	2	2	2	0	1	1	1
CO3	3	1	1	0	0	1	1	2	1	2	2	1	0
CO4	3	0	1	3	3	3	1	3	3	2	2	1	2
CO5	2	1	0	1	1	2	1	1	2	1	1	2	0



Objective: On completion of this course, student will be able to take decisions regarding recruiting methods, selection procedures and staffing decisions for expatriate employees, Design a training program using an effective framework for evaluating training needs, designing a training program, and evaluating training results, Properly interpret salary survey data, design a pay structure and monitor the implementation of performance-based pay system and design employee benefit schemes.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Explain the key terms, theories/concepts and practices within the field of GHRM
- CO 2 Develop the recruitment processes
- CO 3 Evaluate the HR practice & the management of people in the workplace.
- CO 4 Understand the multinational performance management and HR practices
- CO 5 Gain knowledge of human behavior in global perspective

MODULE-1: Introduction to global HRM drivers of globalization, variables that moderate differences between HRM and GHRM. Global HRM trends and future challenges: Ethics in international business, strategies. The organization context: The path of global status and control mechanism. Sustaining international business operations, Globalization emerging global economy, globalization of market, production investment and technology.

MODULE-2: Recruiting and selecting staff for international assignment: issues in staff selection, factors Moderating performance, selection criteria, dual – career couples, re-entry and career issues: the repatriation process, multinational responses, designing a repatriation programme. Training and development: role of expatriate training, pre-departure training, developing staff through international assignment.

MODULE-3: International compensation: approaches of international compensation, key components of an international compensation programme, executive compensation. Global HR issues in the host context: standardization and adaption of work practices, retaining, developing and retrenching staff, language standardization, monitoring HR practices. International industrial relations: issues, responses of trade unions to multinational, regional Integration

MODULE-4: Multinational performance management: Challenge, performance management and performance appraisal of international employees, appraisal of HCN employees. HRM in cross border mergers and acquisitions: Motives behind mergers and acquisitions, HR Interventions.

MODULE-5: Understanding human behavior in global perspective – issues in organization culture, cultural diversity at work, motivation and communication across culture, cross cultural leadership, multi-cultural teams. Comparison of Indian HRM with those of UK, USA, Japan and China.

Case studies according to the modules have to be discussed.

Readings:

1. Amitabh Deo Kodwani, Global Human Resource Management Concepts and Cases, SBS Publishers & Distributors.
2. Hilary Harris, Chris Brewster, Paul Sparrow, International Human Resource Management, Chartered Institute of Personnel and Development
3. Nilanjan Sengupta, International Human Resource Management, Excel Books
4. Edward Lawler, Effective Human Resource Management, Stanford University Press

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	1	1	1	2	2	1	1	2	1	1	2
CO2	2	1	2	1	0	1	1	1	1	2	2	2	1
CO3	1	2	2	1	0	2	1	0	2	2	2	2	2
CO4	1	1	0	2	1	0	1	1	2	2	2	1	0
CO5	3	1	1	1	1	0	1	1	2	1	1	2	1

International Financial Management**Course Code: MBM 354****L-T-P Structures 2-1-0****Maximum Marks: 100**

Objective: The course provides an analytical framework for understanding how cross-border financing, valuation, risk management and investment decisions are influenced by exchange rates, tax and legal issues and country risk.

Course Outcome (CO)

At the end of course, the students will be able to

- CO 1 Know about the concept of international financial management and world monetary system.
- CO 2 Define international capital and foreign exchange market and Identify and appraise investment opportunities in the international environment
- CO 3 Identify risk relating to exchange rate fluctuations and develop strategies to deal with them
- CO 4 Develop strategies to deal with other types of country risks associated with foreign operations
Express well considered opinion on issues relating to international financial management
- CO 5 Gain knowledge of taxation system in international corporations.

MODULE I: Core Concept of International Finance Management: Significance of International Financial Management; World Monetary System; Challenges in Global Financial Market; Multinational Finance System; International and Multinational Banking.

MODULE II: International Banking and Finance: Exchange Rate Regime: A historical Perspective; International Monetary Fund: Modus Operandi; Fundamental of Monetary and Economic Unit; The Global Financial Market; Domestic and Offshore Market. Structure of Foreign Market; Forward Quotation and Contracts; Exchange Rate Regime and the status of Foreign Exchange Market; International Trade in Foreign Market International Trade in Banking Service; Monetization of Banking Operation. Structuring International Trade Transaction; Fundamental Equivalence Relationship; Structural Model for Foreign Exchange and Exposure Rates; Central Banking Intervention and Equivalence Approach; Issues in the Internalization Process of Foreign Investment and International Business.

MODULE III: Foreign Exchange Risk Management: Classification of Foreign Exchange and Exposure Unit; Management of Exchange Rate Risk Exposure, Balance of Payment: Component of Balance Payment; Collection Reporting and Presentation of Statistics; International Flow of Goods, Service and Capital; Alternate Concept of "BOP Surplus" and "Deficits"

MODULE IV: Currency and Interest Rates: Currency and Interest Rates Futures; Currency Options; Financial Swap; Theories of Exchange rates, Movement: Arbitrage and Law of One price' Inflation Risk and Currency Forecasting. International Capital Budgeting: Basics of Capital Budgeting; Issues in Financial Investment Analysis; International Project Appraisal; International Banking crises of 1982; Country Risk Analysis in International Banking.

MODULE V: Taxation: Objective of Taxation on International Investment; U.S. Taxation of Multinational Investment Corporation; Tax, Incentives for Foreign Trade

Case studies according to the modules have to be discussed.

Readings:

1. P. G. Apte, International Financial Management, McGraw-Hill Education
2. Alan C. Shapiro, Peter Moles, International Financial Management, John Wiley & Sons, Limited
3. V. K. BHALLA, International Financial Management (Text and Cases), S CHAND & Company Limited
4. V. S. Somanath, International Financial Management, I.K. International Publishing House Pvt. Limited
5. Siddaiah, International Financial Management, Pearson Education India.



APPROVED

PO-CO Mapping: HIGH-3, MEDIUM-2, LOW-1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	0	0	3	0	2	0	1	2	2	2	1	2
CO2	2	2	1	0	2	2	1	2	2	2	2	2	1
CO3	1	2	1	2	2	1	2	1	0	2	2	2	0
CO4	1	2	0	1	2	1	2	3	2	2	0	1	2
CO5	2	1	0	1	1	1	0	2	2	1	1	2	1

afhar



IV Semester

Code	Course Category	Name of the Subject	Max. Marks	External assesment (Presentation & Viva)	Internal Assessme nt	Lecture per week	Tutoria l per week	Practic al / Lab	Credi ts
MBM 400	Training	Practical training in Industry	500	300	200	0	0	0	20
		TOTAL	500	300	200	0	0	0	20

Practical training in Industry

Course Code: MBM 400
Maximum Marks: 500

L-T-P Structure- 0-0-0

The students are required to undergo 6 months training in company organization of high repute. The students must obtain prior approval of the Director of the college/ institution before going for his/ her training. Every student will be allotted a mentor / guide and the student will submit monthly report to his mentor / guide. This will form the basis of internal assessment. On completion of the training, the students will be required to submit training report, not exceeding 60 to 70 pages, which shall be evaluated in the Fourth Semester. Training report must be submitted 15 days before the date of external exam. The Viva- voce will be taken to check what the student has learnt during training. This will be the basis for external assessment. The University with the recommendations of the President, VGU Jaipur, will appoint the examiners for the evaluation of training report and viva- voce.

