

**HALDIA INSTITUTE OF TECHNOLOGY**  
**SCHOOL OF MANAGEMENT AND SOCIAL SCIENCE**  
**MBA PROGRAMME**  
**(Curriculum under Autonomy – 2024)**

**Objective**

To conduct business and industry - oriented MBA Programme following AICTE Model Curriculum for Management (MBA & PGDM), 2018.

**Course**

- Two – Year full-time MBA course (Four –Semester).
- Minimum number of classroom contact teaching or MBA programme should be 96 credits (one credit equals 10 hours) and Internship/Project should be 08 credits i.e., Total 96 + 08 = 104 credits.
- Specialization: Students can opt for any two functional specializations (One Major Area and one Minor Area) from Marketing, Finance, and Human Resource Management.
- Each Paper = 4 credits (40 contact hours)
- Marks per paper: 100 (30% - Continuous Assessment)

**Course Structure**

➤ **Regular Course**

<b>Semester</b>	<b>Paper</b>	<b>Credit (4 credits/paper)</b>	<b>Contact Hours 10 weeks/paper</b>
I (C*)	6	24	240
II (C*)	6	24	240
III (2 C*+4 E**)	6	24	240
Internship/Project #1	1	4	–
IV (5 E**)	5	20	200
Comprehensive viva	1	6	–
Internship/Project #2	1	4	–
<b>Course Total</b>	<b>25</b>	<b>106</b>	<b>920</b>

(# Project: Project Preparation + Report Writing + Viva)

(C\*: CORE PAPERS/E\*\*: ELECTIVE PAPERS)

### Session

- July – December (Odd Semesters / 1<sup>st</sup> & 3<sup>rd</sup> )
- January – June (Even semesters / 2<sup>nd</sup> & 4<sup>th</sup> )
- Project Work : after 2<sup>nd</sup> Semester and 3<sup>rd</sup> Semester Examination, (12 weeks & above)

### Internship / Project

Twelve weeks or above Internship Project in industry. Preparation of Project Report on an area of Elective courses (**Finance, Marketing, Human Resource Management**).

## CURRICULUM

### Core Courses (Six / Semester)

#### Semester – I

MB–101 Managerial Economics  
MB–102 Organizational Behaviour  
MB–103 Managerial Communication  
MB–104 Legal Regulatory Framework  
MB–105 Indian Ethos and Business Ethics  
MB–106 Statistics for Managerial Decision

#### Semester – II

MB–201 Business Research Methodology  
MB–202 Financial Management  
MB–203 Marketing Management  
MB–204 Operations Management  
MB–205 Information System Management  
MB–206 Human Resource Management

#### Semester - III

##### **Core Papers:**

MB–301 Project Management & Entrepreneurship  
MB–302 Strategic Management  
MB–303 Internship Project and Viva Voce

##### **Elective Papers: Three from any one Functional Area (Major) and one from a different Functional Area (Minor)**

FM/ MM/HR – 301  
FM/ MM/HR – 302  
FM/ MM/HR – 303  
FM/ MM/HR – 304  
MM/HR – 305

#### Semester – IV

##### **Compulsory paper: Dissertation – MB 401**

##### **Elective Papers (Three from Major Functional Area and Two from Minor Functional area) \*\***

FM/MM/HR– 401  
FM/MM/HR – 402  
FM/MM/HR – 403  
FM/ MM/HR – 404  
FM/ MM/HR – 405  
FM/ MM/HR – 406

**\*\*The Major and Minor Functional areas will be same as chosen in the 3<sup>rd</sup>Semester.**

**Elective Papers for Third Semester**

**Functional Specialization (3rd Semester)**

<b>MARKETING</b>	
<b>CODE</b>	<b>COURSE NAME</b>
MM 301	RETAIL MANAGEMENT
MM 302	DIGITAL & SOCIAL MEDIA MARKETING
MM 303	IMC/ PROMOTION STRATEGY
MM 304	MARKETING RESEARCH
MM 305	LOGISTICS AND SUPPLY CHAIN MANAGEMENT

<b>HUMAN RESOURCE</b>	
<b>CODE</b>	<b>COURSE NAME</b>
HR 301	TEAM DYNAMICS AT WORK
HR 302	HR METRICS AND ANALYTICS
HR 303	CROSS CULTURAL MANAGEMENT
HR 304	ORGANIZATIONAL DESIGN
HR 305	INDUSTRIAL SOCIOLOGY

<b>FINANCE</b>	
<b>CODE</b>	<b>COURSE NAME</b>
FM 301	BANKING PRACTICES
FM 302	FINANCIAL MARKETS & SERVICES

FM 303	INSURANCE PRACTICES
FM 304	CORPORATE FINANCE

**Elective Papers for Fourth Semester**

**Functional Specialization (4th Semester)**

<b>MARKETING</b>	
<b>CODE</b>	<b>COURSE NAME</b>
MM 401	CONSUMER BEHAVIOUR
MM 402	B2B MARKETING
MM 403	SALES & DISTRIBUTION MANAGEMENT
MM 404	SERVICE MARKETING
MM 405	PRODUCT & BRAND MANAGEMENT
MM 406	INTERNATIONAL MARKETING

<b>HUMAN RESOURCE</b>	
<b>CODE</b>	<b>COURSE NAME</b>
HR 401	MANPOWER PLANNING RECRUITMENT & SELECTION
HR 402	EMPLOYEE RELATIONS & LABOUR LAWS
HR 403	COMPENSATION & BENEFITS MANAGEMENT
HR 404	PERFORMANCE MANAGEMENT
HR 405	STRATEGIC HRM
HR 406	INTERNATIONAL HRM

**FINANCE**

<b>CODE</b>	<b>COURSE NAME</b>
FM 401	INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT
FM 402	TAXATION
FM 403	MERGERS, ACQUISITION & CORPORATE RESTRUCTURING
FM 404	FINANCIAL DERIVATIVES
FM 405	INTERNATIONAL FINANCE
FM 406	PROJECT APPRAISAL & FINANCE

## FIRST SEMESTER

### MB 101: MANAGERIAL ECONOMICS

(Credit = 4, Contact Hours =40)

<b>Course Name:</b> Managerial Economics	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> MB 101	<b>Semester:</b> 1 <sup>st</sup>
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory: 4hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme:</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> No prior knowledge of economics or business is required. This course will start from basic concepts, making it accessible to students from diverse educational backgrounds. However, a willingness to engage with basic mathematical and analytical thinking will help in understanding topics like demand analysis, cost concepts, and decision-making models.	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. To equip students with a foundational understanding of managerial economics, including the nature and scope of firms, demand analysis, production functions, and pricing strategies, enabling informed decision-making in business.</li> <li>2. To develop skills in economic decision-making using key financial tools such as internal rate of return, cost analysis, and budgetary control, fostering strategic and cost-effective business solutions.</li> <li>3. To provide a comprehensive overview of macroeconomic parameters and key economic indicators, including national income, fiscal and monetary policies, and global economic crises, with an emphasis on their impact on business and industry.</li> </ol>	

### Details of Syllabus

Unit	Content	Contact Hrs.
1.	<b>Introduction to Managerial Economics:</b> <ol style="list-style-type: none"> <li>(a) Definition, Nature, Scope, Importance and General Foundation of Managerial Economics. Circular flow of activities.</li> <li>(b) Nature of firm; Objectives of firm; Theory of firm Forms of Organizations-Sole Proprietorship; Partnership; Joint Stock Company; Cooperatives; Public Enterprises.</li> </ol>	[4L]
2.	<b>Demand Analysis, Markets and Its Pricing:</b> <ol style="list-style-type: none"> <li>a) Relevance of demand analysis in Business Decision-making: Law of Demand; Elasticity of Demand; Determinants of Demand. Numerical problems on elasticity.</li> <li>b) Individual, firm and Market demand; Demand Curve and its</li> </ol>	[16L]

	<p>nature.</p> <p>c) Demand Forecasting Techniques.</p> <p>d) Production functions in short and long run</p> <p>e) Cost concepts: Types of cost; Relationship between Average and Marginal Cost in Short run and long run; Marginal costing in business decision making.</p> <p>f) Product Markets and Recourse Markets. Market Structure: Differently Competitive Markets; Pricing under different Market structures. Methods of Pricing new and existing products; Pricing strategies.</p>	
3.	<p><b>Decision Making (Basics Only):</b></p> <p>Concept of Required Rate of Return and Internal Rate of Return; Annual-cost and Annual-worth Comparisons; Present-worth analysis; Computation of Cost of Capital and its relevance to decision-making; Economic Life; Replacement Economy; Analysis of risk and uncertainty in capital expenditure decisions. Basic concept of Budgetary Control.</p>	[8L]
4.	<p><b>Macro-Economic Parameters and Macro-Economic Issues:</b></p> <p>(a) Introduction to National Income and Methods of Estimating National Income.</p> <p>(b) Inter Sectoral Linkages Macro Aggregates and Policy Interrelationships- Fiscal and Monetary Policies. Business and Government.</p> <p>(c) Happiness Index, Human Development Index (HDI), and Global Hunger Index (GHI)</p> <p>(d) Economic Indicators Technology, Employment and Poverty-Issues and Challenges Industrial Finance – Money Market and Capital market.</p> <p>(e) The Great Depression of 1920s and lessons learnt. Global recession of 2008 and its impact on Indian business. The Euro crisis.</p> <p>(f) WTO and its impact on Indian Agriculture and Textiles industry. Concepts of SEZs, EPZs, FTZs and EPCs.</p>	[12L]

<b>References:</b>
1) Gupta G.S., MANAGERIAL ECONOMICS McGraw-Hill Education India Pvt Ltd.
2) Managerial Economics by D N Dwivedi (2015); Vikas Publishing House
3) Panneerselvam, R., Sivasankaran, P. &Senthilkumar, P. - Managerial Economics, Cenage

Learning India Pvt. Ltd., 2018.
4) Varshnavy and Maheashwary, MANAGERIAL ECONOMICS, Sultan and Chand, New Delhi.

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Students will be able to understand the relevance of demand, production, and cost analysis in business decision-making and apply these principles to optimize firm performance.
<b>CO 2</b>	Students will acquire the ability to differentiate between various market structures and develop effective pricing strategies for both new and existing products.
<b>CO 3</b>	Students will be able to compute the cost of capital, evaluate risk and uncertainty, and apply concepts like internal rate of return and zero-based budgeting in business decisions.
<b>CO 4</b>	Students will understand the impact of macroeconomic policies, global crises, and international trade agreements (e.g., WTO) on industries such as agriculture and textiles, with a particular focus on the Indian economy.

**MB 102: ORGANIZATIONAL BEHAVIOUR**  
(Credit = 4, Contact Hours =40)

<b>Course Name:</b> Organisational Behaviour	<b>Stream:</b> MBA
<b>Course Code:</b> MB-102	<b>Semester:</b> 1st
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4 hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Foundational understanding of several key areas of Management	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Enable learners to identifying factors that influence individual behaviour, such as personality, attitudes, motivation, perception, and emotions, and their impact on work performance and job satisfaction.</li> <li>2. Help learners to understand how groups and teams function, including group behaviour, team dynamics, decision-making processes, and conflict resolution.</li> <li>3. Help learners to familiarize students with the role of organizational structure and culture in shaping behaviour and performance within organizations.</li> <li>4. Provide learners with tools and techniques for understanding employee motivation and effective Leadership and designing strategies to increase engagement and job satisfaction.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<p><b>Foundations and Individual tenets of Studying Behavior of Individuals across Organizations:</b></p> <p>a) Personality– Meaning of Personality, Determinants of Personality, Theories of Personality-Freudian Stages of Personality Development, Psychoanalytic Theory, Big 5 theory, Hofstede’s Framework of Personality Analysis, Measurement of Personality -Myers-Brigg’s Type Indicator, Some Important Personality traits considered for Job Fit.</p> <p>b) Perception – Process and Principles, Difference between Sensation and Perception, Nature and Importance, Factors Influencing, Perception (External and Internal Factors), Perceptual Selectivity, Errors in Perceptual Interpretation, Attribution Theory.</p> <p>c) Work Motivation – Approaches to Work Motivation, Theories of Motivation – Maslow’s Hierarchy of Need Theory, Alderfer’s ERG Theory, Herzberg’s Motivation-Hygiene Theory, McClelland’s Achievement – Motivation Theory, McGregor’s Theory X &amp; Y, Vroom’s Expectancy Theory, Porter Lawler Expectancy Model</p> <p>d) Attitudes and Job Satisfaction – Sources of Attitudes, Types of Attitudes, Functions of Attitudes, Cognitive Dissonance Theory, Attitude Surveys.</p>	<b>[12L]</b>

	Relations, Advertising vis-à-vis Sales Promotion, Advertising vis-à-vis Direct Marketing	
2.	<p><b>Leadership and Power-Politics in organizations:</b></p> <p>(a) Leadership - Leadership Theories</p> <p>(i) Trait Theories,</p> <p>(ii) Behavioural Theories (Managerial Grid, Michigan Studies)</p> <p>(iii) Contingency Theories ( Fred Feidler’s Theory, Harsey-Blanchard’s Theory, Robert House Theory)</p> <p>Transformational Leadership and Charismatic Leadership Leadership Style</p> <p>(b) Organisational Power and Politics:</p> <p>Classification of Power Bases, Power Hypotheses, Tactics to gain Power, Causes of Political Behavior, Negative and Positive aspects of Organisational Politics</p>	[10L]
3.	<p><b>Group Behavior and Conflict Management:</b></p> <p>a) Group Behavior - Characteristics of Group, Types of Groups, Stages of Development, Factors affecting Group Cohesiveness.</p> <p>b) Group Decision-making, difference work group and work team, Why work Teams, Work team in Organization, Team Building.</p> <p>c) Conflict in Organization - Sources of Conflict, Types of Conflict, Conflict Process, Conflict Cycle, Conflict Management Strategies</p>	[8L]
4.	<p><b>Cultural and Structural Aspects of Organisations:</b></p> <p>Meaning and Definition of Organizational Culture, Types of Organizational Culture, How Organizational Culture Starts, How Culture and Learned by Employees, Barriers to Change in Organizational Culture</p> <p>Different types of organizational structures, Features and Elements of Organizational Structures</p>	[10L]

<b>References:</b>
1. Organizational Behavior-An Evidence Based Approach, Fred Luthans, 12 <sup>th</sup> Edition, McGrawHill Education
2. Organizational Behavior- Managing People and Organizations, Griifin and Moorehead, Cengage Publications, Eleventh Edition
3. Organizational Behavior, NeharikaVohra Stephen P. Robbins and Timothy A. Judge, Pearson Education, 18 <sup>th</sup> Edition
4. Organizational Behavior Human Behavior At Work- Newstorm J.W, Pearson Education, 12 <sup>th</sup> Edition
5. Organizational Behavior Human Behavior At Work- K. Aswathappa, Himalaya Publishing House, 14th Edition

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Learners will be able to analyze and address issues related to employee performance, job satisfaction, and personal development.
<b>CO 2</b>	Learners will be able to facilitate effective teamwork, resolve group conflicts, and enhance collaboration within organizations.
<b>CO 3</b>	Learners will be able to assess and influence organizational culture, promoting a positive work environment and aligning the structure to achieve strategic goals.
<b>CO 4</b>	Learners will design strategies that enhance employee performance and job satisfaction by fostering motivation and will effectively lead teams and influence organizational outcomes by adapting their leadership approach

## MB 103: MANAGERIAL COMMUNICATION

(Credit = 4, Contact Hours =40)

<b>Course Name:</b> Managerial Communication	<b>Stream:</b> MBA
<b>Course Code:</b> MB-103	<b>Semester:</b> 1st
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4 hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> A certain level of professionalism, including knowing how to be polite and respectful in both written and verbal forms.	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"><li>1. Enable learners to write professional documents such as emails, reports, memos, and proposals with clarity, correctness, and coherence.</li><li>2. Enable learners to gain confidence in delivering presentations that are engaging, clear, and persuasive, using appropriate visual aids.</li><li>3. Enable learners to ensure that communication is always respectful, polite, and appropriate for the workplace.</li><li>4. Enable learners to develop the ability to adjust messaging for different stakeholders, including employees, customers, investors, and the media.</li></ol>	

### Details of Syllabus

Unit	Content	Contact Hrs.
1.	<b>Theories and Principles of Communication :</b> i) Definition, Purposes, Types, Process, Models and Barriers ,Johari Window ii) Written Communication – Stages of Writing, Composing Business Messages, Preparing Notes, Style, Punctuation, Using simple words, Proof Reading. iii) Basic Grammar- Voice Change, Degrees of Comparison, Narration Change and Correct usage of prepositions. (iii) Presentation Skills (Planning and Preparation/ Using Visual Aids/ Delivery), Individual and Team Presentations, Public Speaking, Listening and Feedback, Body Language ( Posture, Gesture, Haptics, Paralanguage, Occulesics, Proxemics , Language of Time, Olfaction),Listening Skills.	[12L]
2.	<b>Writing skills (Internal and External Communication):</b> Internal Communication – Circulars, Notices, Memos, Agenda, Difference between Memo and Notice, Minutes. External Communication – Covering Letter, Resume/CV	[10L]
3.	<b>Writing Business Letters:</b> Formats, Styles Types – Request, Enquiry, Placing Order, Instruction, Action, Complaint, Adjustment, Sales, Reference, Good News & Bad News, Acknowledgement	[8L]

<b>4.</b>	<p><b>Report writing and Selected Literary Works:</b>  i) Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.  ii) Focusing on critical thinking, descriptive ability and alternate analysis ( i) Packeltide's Tiger by Saki and ii) Hungry Stones by R.N. Tagore)</p>	<b>[10L]</b>
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<b>References:</b>	
1. Business Communication – Meenakshi Raman, Oxford Higher Education, 2 <sup>nd</sup> Edition	
2. Essentials of Business Communication All Courses- Rajesh Pal and J.S Korlahalli – Sultan Chand and Sons- 2022 Edition	
3. The Art and Science of Business Communication- P.D Chaturvedi and MukeshChaturvedi, Pearson, 4 <sup>th</sup> Edition	
4. Business Communication: Connecting At Work- Hory Shankar Mukherjee, Oxford,2 <sup>nd</sup> Edition	
5. Business Communication: AshaKaul, Oxford,Prentice Hall India- Eastern Economy Edition	

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Learners will demonstrate confidence and professionalism in speaking, presenting, and participating in discussions or meetings.
<b>CO 2</b>	Learners will present information clearly and engagingly, utilizing appropriate visual aids, body language, and vocal tone to influence or inform stakeholders..
<b>CO 3</b>	Learners will be able to proofread and edit documents for grammar, clarity, and overall effectiveness before submission or presentation.
<b>CO 4</b>	Learners will effectively communicate with various stakeholders (e.g. Clients, investors, and employees) to achieve desired business outcomes.

**MB 104: LEGAL REGULATORY FRAMEWORK**  
(Credit = 4, Contact Hours =40)

<b>Course Name: Legal Regulatory Framework</b>	<b>Category:</b> Management & Social Sciences
<b>Course Code: MB 104</b>	<b>Semester: 1<sup>st</sup></b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks : 100</b>
<b>Total Lectures: 40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Knowledge of commercial and industrial law.	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Students will be able to recognize legal and ethical issues when making business decisions.</li> <li>2. Students will be able to identify general principles of illegality, agreements related to public Welfare and the regulation of business.</li> <li>3. Students will understand the legal framework of the country and comprehend the changing trend as a lifelong learning.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
1.	<b>Legal Aspects of Business:</b> Society, State and Law, Basic Principles of Jurisprudence, Enforceability of Law Indian Contract Act, 1872 – Contract defined, Elements of valid contract, Classification of contracts, Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, Laws of agency, Bailment	<b>[11L]</b>
2.	<b>Sale of Goods Act, 1930 :</b> Classification of goods, Conditions & Warranties, Passing of ownership rights, Rights of an unpaid seller, Remedies for breach of Contract of Sale of Goods. Negotiable Instruments Act, 1881 – Definition and characteristics of different types of negotiable instruments, Parties to a negotiable instrument and their capacity, Dishonour of cheques, Discharge from Liability, Crossing of cheques, Bank drafts and Banker’s cheques. Basics of partnership Act, Tender Transparency Act 1998	<b>[9L]</b>
	<b>Companies Act, 2013, Amended Act 2015, 2017:</b> Nature and kinds of companies, Formation, Memorandum of Association, Articles of Association, Prospectus, Different types of meetings, Types of Directors,	

3.	Power of Directors Capital – shares, debentures, borrowing powers, minimum subscription, Appointment of Directors; Liquidation types, Fixed Price Method, Book Building Method, Peer Auction Method of Share Issue	[12L]
4.	<b>Consumer Protection Act, 1986</b> – Salient features and objectives of the Consumer Protection Act, 1986, Different Consumer redressal Forums, Composition and jurisdiction of district, state and National forum, Mode of complaints, Procedures for disposal of complaints, Penalty. <b>Intellectual Property Right-</b> Laws relating to Patents (Patent Act, 1970), Trademarks (Trademark Act, 1999), Copyright (Copyright Act, 1957), Geographical Indications (Registration & Protection) Act, 1999, Intellectual Property Regime (WTO Guidelines) Basic features of <b>Environment Protection Act 1986</b>	[8L]

<b>References:</b>	
1.	Misra, S. K & Puri, D. K.: Economic Environment of Business, Himalaya Publishing
2.	Sen & Mitra: Commercial law; World Press
3.	Pathak: Legal Aspect of Business, TMH
4.	Das & Ghosh: Business Regulatory Framework: Ocean Publication, Delhi
5.	Pillai & Bagavathi: Business law, S. Chand

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	The incumbent will understand the study of law and how it governs conduct in business. They will also recognize legal and ethical issues when making business decisions.
<b>CO 2</b>	The incumbent will be able to identify general principles of illegality, agreements related to public welfare, and the regulation of business. They will also be learn effective legal written communication skills and apply these skills to a variety of business-related tasks and settings.
<b>CO 3</b>	The incumbent will be able to develop the skill to analyze the different statute and correlate with business process and strategies.
<b>CO 4</b>	The incumbent will understand the legal framework of the country and comprehend the changing trend as a lifelong learning.

## MB 105: INDIAN ETHOS AND BUSINESS ETHICS

(Credit = 4, Contact Hours =40)

<b>Course Name:</b> Indian Ethos and Business Ethics	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> MB 105	<b>Semester:</b> 1 <sup>st</sup>
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Understanding of morals and values	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"><li>1. Enable students to find out how ethics guides one's moral action and judgments</li><li>2. Help students perceive how the value system in work culture builds a sustainable organization</li><li>3. Help students explore the essence of personal, social and environmental responsibility and gain an insight about the impact of moral philosophies in business activities</li></ol>	

### Details of Syllabus

Unit	Content	Contact Hrs.
1.	<b>Indian Ethos:</b> History & Relevance; Principles, practiced by Indian Companies; Role of Indian Ethos (Management lessons from Vedas, Mahabharata, Bible, Quran, Arthashastra), Ethics Vs Ethos, Work ethos and values for Indian Managers, Gurukul system of learning, Nishkama Karma, Stress Management - Yoga and meditation	[10L]
2.	<b>Human Values:</b> Value system in work culture, Theory of basic values, Impact of Values on stake holders, Trans-cultural human values, Spiritual values, Value spectrum of a good life, Social values, Psychological values, Value based leadership, Gandhian values	[8L]
3.	<b>Understanding Business Ethics:</b> Code of Ethics, Ethical Principles in Business, Approaches to Business Ethics: Teleological Approach, The Deontological Approach, Kohlberg's Six Stages Of Moral Development, Ethical dilemma, Reasoning, The Dilemma Resolution Process, Challenges in ethical decision making, Ethical leadership	[12L]
4.	<b>Building Ethical Culture:</b> Factors contributing towards building ethical culture, Corporate social responsibility, Personal social responsibility, Service Learning, Promoting peace and harmony, Sustainable Development, Social and ethical responsibilities of technologists	[10L]

**References:**

1. Human Resource Management – Jeffrey A. Mello, Cengage, 5<sup>th</sup> edition (2024)
2. Ethics, Values and Indian Ethos – A. Mishra, W. Biswas, A. Giri, New Age International Publishers
3. Values and Ethics in Business and Profession – S. Manna & S. Chakraborti, PHI
4. Values and Ethics in Profession- S. Mazumder, Everest Publishing House

**Course Outcomes (CO):**

On completion of the course students will be able to:

<b>CO 1</b>	Students shall strive to remain committed, transparent and responsible to their professional code of ethics.
<b>CO 2</b>	Students shall be able to integrate ethical vision while implementing technologies and management patterns to create harmony at work
<b>CO 3</b>	Students would be able to handle professional dilemma with moral reasoning and stand for social and ethical decision making in organizations.
<b>CO 4</b>	Students shall be able to practice and lead a quality life by ingraining moral philosophies.

## MB 106: STATISTICS FOR MANAGERIAL DECISION

(Credit = 4, Contact Hours =40)

<b>Course Name:</b> Statistics for Managerial Decision	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> MB106	<b>Semester:</b> I
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> A foundational understanding of basic mathematics and introductory statistics concepts is essential for the students.	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"><li>1. Equip students with the skills to analyze and interpret data effectively using statistical methods, enabling decision-making in management contexts.</li><li>2. Familiarize students with various statistical tools to solve real-world business problems, enhancing their analytical capabilities.</li><li>3. Foster critical thinking and problem-solving skills by teaching students how to apply statistical concepts to evaluate business performance and strategies.</li></ol>	

### Details of Syllabus

Unit	Content	Contact Hrs.
1.	<b>Basic Statistics:</b> Basic Concept of Variables, Population v/s Sample, Data Visualization, classification and tabulation of data, presentation of data, graphical presentation of data by frequency curve, frequency polygon, histogram.	[8L]
2.	<b>Measures of Central Tendency&amp; Probability:</b> Mean: Arithmetic (simple and weighted), combine, geometric, and harmonic – Median – Mode - Merits and demerits of measures of central tendencies – Interrelationships amongst the measures of central tendencies – Measure of dispersion. Rules of Probability, Conditional Probability (Baye's Theorem), Random Variables, Discrete and Continuous Distributions (Binomial, Poisson and Normal), Sampling – Basics.	[12L]
3.	<b>Correlation and Regression Analysis:</b> Correlation, scatter diagram, product moment correlation coefficient and properties, spearman's rank correlation coefficient, regression, regression coefficients, lines of regression & their properties, properties of regression coefficients, fitting of lines of regression by the least squares method, interpretation of slope and intercept.	[8L]

<b>4.</b>	<b>Statistical Inference:</b> Basics of Parametric & Non-Parametric Tests, Parametric Tests – Z test, t test, ANOVA, Non-Parametric Test – Chi square test, Spearman’s Rank Correlation Coefficient, Mann-Whitney test, etc.	<b>[12L]</b>
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<b>References:</b>	
1. Business Statistics: Text and Problems With Introduction to Business Analytics –Vohra, N. D., McGraw Hill, 2 <sup>nd</sup> edition (2021)	
2. Business Statistics – Beri, G., McGraw Hill, 3 <sup>rd</sup> edition (2017)	
3. Statistical Methods – Das, N., McGraw Hill, Combined edition volume 1 & 2 (2017)	
4. Statistics for Management – Levin, R.I., Siddiqui, M.H., Rubin, D.S., Rastogi, S., Pearson Education, 8 <sup>th</sup> edition (2017)	

<b>Course Outcomes (CO):</b>	
On completion of the course students will be able to	
<b>CO 1</b>	Apply different statistical tools and techniques to solve real-world management problems.
<b>CO 2</b>	Identify the proper statistical tools for analyzing the data and also interpret empirical data in an effective manner.
<b>CO 3</b>	Execute the research process for handling different managerial issues in a systematic manner.
<b>CO 4</b>	Develop critical thinking skills to assess statistical information and effectively communicate findings and recommendations to stakeholders, using appropriate visualizations and reports.

## SECOND SEMESTER

### MB 201: BUSINESS RESEARCH METHODOLOGY

(Credit = 4, Contact Hours =40)

<b>Course Name:</b> Business Research Methodology	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> MB201	<b>Semester:</b> 2nd
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> A basic understanding of research principles and quantitative and qualitative analysis techniques is recommended for the students.	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Equip students with the skills to design and implement effective research studies that address complex business questions.</li> <li>2. Familiarize students with various data collection methods and tools, enabling them to gather relevant and reliable information for analysis.</li> <li>3. Develop students' ability to analyze and interpret research findings, translating data insights into actionable business strategies and recommendations.</li> </ol>	

### Details of Syllabus

Unit	Content	Contact Hrs.
1.	<b>Introduction:</b> Research-meaning, significance, purpose and types; Criteria of good Research; Nature and Scope of Research Methodology; Research Methods and Research Methodology; Types of variables; Measurement Scales; Research Designs and its types; Steps in research-Identification, Selection and formulation of research problems including Review of Literature and Identification of research Gaps; Research questions; Hypothesis formulation; Questionnaire Design and Reliability Testing.	[8L]
2.	<b>Sampling techniques, Descriptive Statistics and Data collection &amp; presentation :</b> Importance of sampling, Probabilistic and Non-Probabilistic Sampling and determination of sample size; Steps in sampling process, Descriptive Statistics using statistical package - Mean, Median and Mode; Range, Standard Deviation, Skewness and Kurtosis, Data collection	[10L]

	techniques & Data presentation (textual, tabular, and graphical).	
3.	<b>Parametric and Non-parametric Tests using statistical package:</b> Fundamental assumptions for conducting parametric tests; Various parametric tests using statistical software like, Correlation and Regression Analysis, t-test; One-way ANOVA and Two-way ANOVA; Chi-Square Test; and Factor Analysis, Concept of non-parametric test, Difference between Parametric and Non-parametric Tests; Various non-parametric tests using statistical software like, Sign Test, Wilcoxon Test, Mann-Whitney U Test, Kruskal-Wallis Test, Friedman Test, Run Test, etc.	[14L]
4.	<b>Report Writing and Referencing Styles:</b> Concept, Types of Reports, Components of Reports, Steps in Report Writing, Layout and Presentation of Report; Concept of Research Ethics, Referencing Styles-APA, MLA and others.	[8L]

<b>References:</b>
1. Research Methodology for Social Sciences – Giri, A., Biswas, D., Sage Publication, 1 <sup>st</sup> edition (2018)
2. Business Research Methods – Bajpai, N., Pearson Education, 2 <sup>nd</sup> edition (2017)
3. Statistical Methods – Das, N., McGraw Hill, Combined edition volume 1 & 2 (2017)
4. Statistics for Management – Levin, R.I., Siddiqui, M.H., Rubin, D.S., Rastogi, S., Pearson Education, 8 <sup>th</sup> edition (2017)

<b>Course Outcomes (CO):</b>	
On completion of the course students will be able to	
<b>CO 1</b>	Demonstrate the ability to choose methods appropriate to research aims and objectives, comprehend descriptive and inferential statistics, and understand their use in management.
<b>CO 2</b>	Develop skills in qualitative and quantitative data analysis and presentation and also develop advanced critical thinking skills through research.
<b>CO 3</b>	Identify, and prepare the key elements of a research proposal/report.
<b>CO 4</b>	Demonstrate how educational research contributes to the objectives of specific career aspirations.

## MB 202: FINANCIAL MANAGEMENT

(Credit = 4, Contact Hours =40)

<b>Course Name: Financial Management</b>	<b>Category:</b> Management & Social Sciences
<b>Course Code: MB 202</b>	<b>Semester:</b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Basic knowledge of commerce and mathematics	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Students will learn all the basic concepts of financial management which will help them to cope up with higher level concepts of finance later on.</li> <li>2. They will be able to analyse a company's fundamental financial strengths and weaknesses and will be able to take decision regarding investment in that company's shares or debentures or any other financial instrument.</li> <li>3. The knowledge of finance is a basic requirement to enhance the scope of employability of the students irrespective of any field of management.</li> </ol>	

### Details of Syllabus

Unit	Content	Contact Hrs.
1.	<b>Introduction to Financial Management:</b> Goals of the firm - Financial Environments Sources of Funding Time Value of Money : Simple and Compound Interest Rates, Computing more than once a year, Annuity Factor Cost of Capital: Concept, Computation of Specific Cost of Capital for Equity – Preference – Debt, Weighted Average Cost of Capital – Factors affecting Cost of Capital. Leverage: Operating & Financial Leverage: Operating Leverage, Financial Leverage, Total Leverage Indifference Analysis in leverage study.	[10L]
2.	<b>Working Capital Management:</b> Overview, Working Capital Issues, Financing Current Assets (Short Term and Long Term- Mix)—Merits and demerits of Surplus and inadequate working capital—Determinants of working capital--Estimation of Working Capital.	[6L]
3.	<b>Cash Management:</b> Motives for Holding cash, Speeding Up Cash Receipts, Slowing Down Cash Payouts, Electronic Commerce, Outsourcing, Cash Balances to maintain Accounts Receivable Management: Credit & Collection Policies, Analyzing the Credit Applicant, Credit References, Selecting optimum	

	Credit period. Ratio Analysis – Computation of different Accounting ratio – Interpretation – Limitations	[12L]
4.	<b>Capital Structure Decision and Fundamentals of Capital Budgeting :</b> NI and NOI Model of Capital Structure The Capital Budgeting Concept & Process - An Overview, Generating Investment Project Proposals, Estimating Project, After Tax Incremental Operating Cash Flows, Capital Budgeting Techniques, Project Evaluation and Selection – \Alternative Methods	[12L]

<b>References</b>	
<ol style="list-style-type: none"> <li>1. M. Hanif &amp; A. Mukherjee : Financial Accounting. McGrawHill</li> <li>2. S. K. Paul: Financial Accounting, New Central book Agency</li> <li>3. S. P. Jain &amp; K. L. Narang: Cost and Management Accounting. Kalyani Publication</li> <li>4. P. M. Rao: Financial Statement Analysis and Reporting. PHI</li> <li>5. T. P. Ghosh, N. Ankarnath, K. J. Mehta &amp; Y. A. Alkafazi: Understanding IFRS Fundamentals, Wiley</li> <li>5. Tulsian &amp; Tulsian: Corporate Financial Reporting, S. Chand</li> </ol>	

<b>Course Outcomes (CO):</b>	
<b>CO1</b>	Incumbent will learn the basics of corporate balance sheet and will get the basic ideas about various decision areas in financial management including the use of mathematics of finance.
<b>CO2</b>	Incumbent will learn the techniques of determining working capital requirement in an organization giving due importance to cash management, receivables management and other related areas.
<b>CO3</b>	The incumbent will learn about long term decision making processes like capital budgeting analysis including the process of cost of capital determination and leverage analysis.
<b>CO4</b>	The incumbent will learn the techniques of determining various financial ratios, their implication in decision making in both short term and long term financing situation.

**MB 203: MARKETING MANAGEMENT**  
(Credit = 4, Contact Hours =40)

<b>Course Name:</b> Marketing Management	<b>Stream:</b> MBA
<b>Course Code:</b> MB-203	<b>Semester:</b> 2nd
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4 hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> A good grasp of general business concepts with a critical reasoning ability	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Enable learners to understand how marketing fits within the organizational strategy and its role in achieving business objectives.</li> <li>2. Help learners to understand the process of developing and implementing marketing strategies aligned with company goals..</li> <li>3. Help learners to enhance critical thinking abilities by solving complex marketing problems in Product pricing, Product distribution and Promotion</li> <li>4. Provide learners knowledge about brand management, role of product innovation and portfolio management in maintaining competitive advantage.</li> </ol>	

**Details of Syllabus**

Unit	Content	Contact Hrs.
1.	<p><b>Foundations of Marketing:</b></p> <p>a)Introduction: Definitions of marketing; Core Concept of Marketing – need, want, Demand states and Marketing tasks, offering and branding, Value Determination, and satisfaction, Evolution of marketing concepts (orientations); Marketing Mix – 4Ps and 4Cs. 4 Levels of Competition, Supply Chain and Vertical Integration</p> <p>b)Marketing Environment: Major components of Internal Environment, the micro- environment and macro-environment; SWOT Analysis, PEST Analysis and Micro Environment Analysis</p> <p>c) Strategy and Planning: Concept of SBU, Choice of Corporate level Strategy; BCG matrix, Porter’s Five Force</p> <p>d) Market Segmentation, Targeting and Positioning (STP): Concepts of market segmentation: Various bases for segmentation: Geographic, Demographic, Psychographic (VALS-II) and Behavioral; Targeting: Mass marketing, Segment Marketing, Niche Marketing, Micro Marketing, Customization and Customerization; Concept of Differentiation and Positioning, Positioning Errors</p>	<b>[12L]</b>
2.	<p><b>Consumer Behavior and Marketing Research:</b></p> <p>a) A framework of consumer decision making process, overview of major factors influencing consumer behavior, Buying roles, Industrial Buying Behavior; 4 types of Buying Behavior</p>	

	b) Marketing research: Role in decision making, Steps and process of Marketing Research	[6L]
3.	<b>Product Strategies:</b> a) Product: Product Classification, Service – characteristics and expanded service mix elements; Product Levels, Product Mix, Product Line Strategies, Product Life Cycle: concept and types and challenges faced in each of these stages, New Product Development. b) Branding and Packaging: Purpose of branding; Brand equity; Branding strategies; Purpose of Packaging; Types of Packaging – primary, secondary, shipping packages	[12L]
4.	<b>Promotion, Pricing and Distribution Strategies:</b> a) Promotion: Elements of Promotion Mix (Advertising, Sales Promotion, Personal Selling, Direct Marketing, Publicity & PR), Comparative overview of different media, basics of Media planning b) Pricing: Procedure for price setting; Pricing objectives; Cost and Demand consideration; Pricing Methods, Pricing Strategies c) Marketing Channels: Different Levels of Marketing Channels, Channel flows and functions; Channel design decisions; Wholesaling and Retailing, Concept of Supply Chain Management and Logistics Management, Channel Conflict Management, VMS	[10L]

<b>References:</b>	
1.	Marketing Management- Global Perspective and Indian Context by V.S Ramaswamy and S. Namakumari, McMillan Business Books, 3 <sup>rd</sup> Edition
2.	Marketing Management by Rajan Saxena, McGraw Hill, 6 <sup>th</sup> Edition
3.	Marketing Management Text & Cases, Rajan Nair and Gupta C.B, Sultan Chand and Sons, 2018 Edition
4.	Principles of Marketing by Philip Kotler and Gary Armstrong, 19 <sup>th</sup> Edition
5.	Marketing Management by Dawn Iacobucci, Cengage Learning, 1 <sup>st</sup> Edition

<b>Course Outcomes (CO):</b>	
CO 1	Learners will be able to create and execute marketing strategies that are tailored to specific audiences, including decisions on product, pricing, promotion, and distribution.
CO 2	Learners will be able to use critical thinking to identify marketing challenges and opportunities, and apply creative and strategic problem-solving skills to address them.
CO 3	Learners will be able to develop and implement a well-structured marketing plan that addresses market opportunities, competitive challenges, and customer needs.
CO 4	Learners will be able to apply customer relationship management (CRM) techniques and Consumer Behavior analysis to nurture long-term relationships with customers, enhances loyalty, and improves customer retention.

**MB 204: OPERATIONS MANAGEMENT**  
(Credit = 4, Contact Hours =40)

<b>Course Name:</b> Operations Management	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> MB 204	<b>Semester:</b> 2 <sup>nd</sup>
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Students should have a foundational understanding of basic management principles, quantitative analysis, and business processes along with familiarity with concepts of economics.	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. To provide students with a comprehensive understanding of key concepts in operations management, including process planning, plant location, layout, and production planning, as well as the role of a production manager.</li> <li>2. To equip students with the necessary tools for effective decision-making in operations management, focusing on transportation, assignment problems, inventory control, and materials planning techniques.</li> <li>3. To introduce students to quality management concepts and techniques, including the dimensions of quality and the use of quality control tools to achieve operational excellence.</li> </ol>	

**Details of Syllabus**

Unit	Content	Contact Hrs.
1.	<b>Introduction to Operations Management:</b> Process Planning, Plant Location, Plant Lay out, Introduction to Production Planning, Product Process Matrix, capacity planning, Responsibilities of Production Manager	[8L]
2.	<b>Operations Management Tools- Transportation, Assignment, Inventory, and Materials Planning:</b> Transportation Problem, Assignment Problem; Inventory Control- Introduction to Inventory Management- EOQ,EBQ, ABC; Materials Management- Need, scope and advantages, Materials Requirement Planning (MRP – I, MRP – II).	[12L]
3.	<b>Operations Research Techniques and Work Study in Operations Management:</b> Shortest Path Problem- Minimum Spanning Tree Problem- CPM/PERT. Work Study, Motion Study, Job Shop Scheduling.	[12L]

<b>4.</b>	<b>Quality Management:</b> Meaning of Quality, Dimensions and Achievement of Quality, Seven Quality Control tools (Histogram, Check sheets, Ishikawa diagrams, Pareto, Scatter diagrams, Control charts)	<b>[8L]</b>
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<b>References:</b>	
1)	Chary, S. N. (Year). Production and Operations Management. McGraw-Hill Education India Pvt Ltd.
2)	Panneerselvam, R. – Production and Operations Management, PHI
3)	Heizer, J., & Render, B. (2020). Operations Management (12th ed.). Pearson.
4)	Heizer, J., Render, B., & Munson, C. (2022). Operations Management: Sustainability and Supply Chain Management (13th ed.). Pearson.

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Students will demonstrate a solid understanding of the fundamental principles of operations management, including process planning and the responsibilities of production managers.
<b>CO 2</b>	Students will be able to apply analytical techniques, such as transportation and assignment problems, to optimize logistics and resource allocation effectively.
<b>CO 3</b>	Students will understand and implement inventory management techniques (EOQ, EBQ, ABC) and materials requirement planning (MRP-I and MRP-II) to enhance operational efficiency.
<b>CO 4</b>	Students will be proficient in applying quality management principles and tools (e.g., histogram, Pareto analysis, control charts) to monitor and improve quality in operations processes.

## MB 205: INFORMATION SYSTEM MANAGEMENT

(Credit = 4, Contact Hours =40)

<b>Course Name: Information System Management</b>	<b>Category: Management &amp; Social Sciences</b>
<b>Course Code:MB-205</b>	<b>Semester: 2<sup>nd</sup></b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks : 100</b>
<b>Total Lectures:40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> i) Understanding of fundamentals of computer and its operations. ii) Familiarity with basic management principles and organizational structures. iii) Basic understanding of Information Technology concepts.	
<b>Course Objectives:</b> 1. To provide students with knowledge of information systems support in business processes, decision-making, and competitive strategies. 2. To equip students with the skills of planning, implementing, and managing information systems for solving organizational problems and improving performance. 3. To explore the impact of new technologies such as artificial intelligence, cloud computing, and big data on information systems and business strategies.	

### Details of Syllabus

Unit	Content	Contact Hrs.
1.	<b>Information Systems and its integration with Business Organization:</b> a) Data vs. Information, Concept of Information System, IT Resources, Types of Information Systems on the basis of decisions taken in the organizational hierarchy and on functional perspective. b) Concept of Enterprise Resource Planning, Customer Relationship Management, Supply Chain Management and overview of relevant software packages used.	[8L]
2.	<b>Data Communication and Data Management:</b> a) Need of data communication and networking, components of a data communication system, simplex, half-duplex, and full duplex mode of communication. Types of networks on the basis of physical connectivity and area of coverage. Concepts of Internet, Intranet, Extranet, and WWW. Transmission media. Network Architecture, OSI and TCP/IP. b) Database Management Systems, its advantages over traditional file management system. Concepts of tables, records, attributes, keys, integrity constraints. Concept and application of data mining, data warehousing, online analytical processing and online transaction processing.	[12L]

3.	<b>E-Commerce and Cyber Threats:</b> a) Concept of E-Business/E-Commerce, its advantages and disadvantages. Revenue models and models based on transaction party. Concept of M-Commerce and E-Governance. b) Various threats associated to Computer Systems and E-Commerce. Various security measures adopted to overcome threats. c) Overview of new technology trends - Cloud Computing, Big Data Analytics, Internet of Things (IoT), Artificial Intelligence and Machine Learning, Block chain.	[8L]
4.	<b>Office Automation Applications (Office 2016 or higher):</b> a) Word Processing software (e.g. MS-Word): Creating and editing documents. Spelling Grammar, Thesaurus, Word Count, Sorting, Bullets and Numbering, Change Case, Paragraph formatting, Tables, Mail merge. b) Spreadsheet software (e.g. MS-Excel): Creating and editing spreadsheets. Drawing charts. Using Functions: text, mathematical, statistical, date & time, database, financial, logical, Data analysis – sorting data, filtering data (AutoFilter, Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver. c) Presentation software: Introduction to Toolbar, Icons. Creation of slides, animation, and templates-Designing Presentations– Slide show controls– Making notes on Pages and Printing Handouts. d) Query Processing: MS-Access/Oracle.	[12L]

<b>References:</b>	
1.	Managing Information Systems – Kenneth C. Laudon and Jane P. Laudon, 17 <sup>th</sup> edition (2022), Pearson Education
2.	Management Information Systems – James A. O’Brien, George M. Marakas, and Ramesh Behl, 10 <sup>th</sup> edition (2017), Pearson Education
3.	Data Communications and Networking – Behrouz A. Forouzan, 6 <sup>th</sup> edition (2022), McGraw Hill
4.	Database System Concepts – Abraham Silberschatz, Henry F. Korth, S. Sudarshan, 7 <sup>th</sup> edition (2021), McGraw Hill

<b>Course Outcomes (CO):</b>	
CO 1	Students will recognize the contributions of information system in gaining a competitive edge and will understand the ethical, legal, and social implications of IS in business.
CO 2	Students will be able to leverage information systems to enhance organizational efficiency, communication, and decision-making.
CO 3	Students will gain skills in evaluating, selecting, and managing information system projects to align with organizational objectives.
CO 4	Students will learn how to integrate cutting-edge technologies such as cloud computing, AI, and IoT into business strategies for innovation and growth.

## MB - 206: HUMAN RESOURCE MANAGEMENT

(Credit = 4, Contact Hours =40)

<b>Course Name:</b> Human Resource Management	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> MB 206	<b>Semester:</b> 2 <sup>nd</sup>
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks:</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Understanding of organizational and employee activities	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1.To give students an overview of theoretical foundations of key areas associated with HR development in the organizations</li> <li>2. Help students identify the HR developing programs to meet employees’ societal objectives, motivating and retaining productive employees.</li> <li>3. To make students aware about the current trends in HRM and provide a linkage between HRM and business strategy.</li> </ol>	

### Details of Syllabus

Unit	Content	Contact Hrs.
1.	<b>Overview HRM:</b> Human Resource Management: Meaning, Scope, objectives, and functions of HRM, HR as a Factor of Competitive Advantage, Structure of HR Department, Role of HR Managers and HR professionals, Environmental factors influencing HRM	[8L]
2.	<b>Human Resource Planning:</b> Objective, process of HRP. Supply and Demand Forecasting techniques, Manpower Inventory, Career Planning & Development, Succession Planning, Rightsizing, Restructuring. Human Resource Information System (HRIS), Recruitment and Selection: Process, Sources, Methods of selection, Interviewing Methods, Skills and Errors. Job Design	[10L]
3.	<b>HR processes:</b> HRD needs, process, Training methods, Evaluation of Training Programmes, Induction Training. Developing Managerial Skills for: team management, collaboration, presentation, Negotiation, and Networking, Performance Appraisal, Compensation Management, Team Effectiveness, Talent Management, Employee Relations, Discipline Management.	[12L]
4.	<b>HR- Global Dimensions:</b> Globalization and Its Impact on HRM, Cultural differences: Diversity and Inclusion at work, International Staffing, Performance Management Across Borders, Global Compensation and Benefits, International Assignments and	[10L]

Expatriation, Legal and Ethical Issues in Global HRM, Technology and Global HRM,HR strategy in International Context
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<b>References:</b>
1. Human Resource Management – Jeffrey A. Mello, Cengage, 5 <sup>th</sup> edition (2024)
2. Human Resource Management – Gary Dessler and Biju Varkkey, Pearson Education, 15 <sup>th</sup> edition
3. Human resource Management: Text and Cases – K. Ashwathappa& Sadhna Dash, McGraw Hill, 10 <sup>th</sup> edition
4. Human Resource Management (An Indian Adaptation) – Adapted by Rama Shankar Yadav, Wiley, 13 <sup>th</sup> edition

<b>Course Outcomes (CO):</b> On completion of the course students will be able to:	
<b>CO 1</b>	Understand the key terms, theories/concepts and practices within the field of HRM that demonstrates competence in communicating, development and problem solving in varied areas of HRM bringing in innovative solutions
<b>CO 2</b>	Analyse the strategic issues and integrate the knowledge of HR concepts to take correct business decisions
<b>CO 3</b>	Work effectively with colleagues with diverse skills, experience levels and way of thinking; responding positively to problems in unfamiliar contexts
<b>CO 4</b>	Analyze the key issues related to administering human resources such as motivation, compensation, appraisal, career planning, diversity, ethics, and training

## THIRD SEMESTER

### MB 301: PROJECT MANAGEMENT & ENTREPRENEURSHIP

(Credit = 4, Contact Hours =40)

<b>Course Name: Project Management &amp; Entrepreneurship</b>	<b>Category: Management &amp; Social Sciences</b>
<b>Course Code:MB-301</b>	<b>Semester: 3<sup>rd</sup></b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks : 100</b>
<b>Total Lectures: 40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b>	
<ul style="list-style-type: none"> <li>i) Familiarity with basic business concepts, structures, and functions.</li> <li>ii) Understanding of fundamental financial principles, budgeting, and accounting.</li> <li>iii) Ability to communicate effectively and basic knowledge of leadership or team management principles.</li> </ul>	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. To provide students with knowledge about entrepreneurial processes, opportunity identification, and the creation and development of new ventures.</li> <li>2. To equip students with tools and techniques for effective project planning, execution, monitoring, and completion, ensuring projects meet objectives within scope, time, and budget.</li> <li>3. To demonstrate the relationship between entrepreneurship and project management, and how entrepreneurs use project management principles to successfully launch and grow their ventures.</li> </ol>	

### Details of Syllabus

Unit	Content	Contact Hrs.
1.	<b>Concept, Theories and Development of Entrepreneurship:</b> <ul style="list-style-type: none"> <li>a) Innovation and entrepreneurship, Contributions of entrepreneurs to the society, risk-opportunities perspective and mitigation of risks</li> <li>b) Challenges of Innovation, Steps of Innovation Management, Idea Management System, Divergent v/s Convergent Thinking, Qualities of a prospective Entrepreneur</li> <li>c) Idea Incubation, Factors determining competitive advantage, Market segment, blue ocean strategy, Industry and Competitor Analysis, Demand-supply analysis.</li> <li>d) Motivation theory of Entrepreneurship–McClelland, Design Thinking and Innovation, Theory of Inventive Problem Solving (TRIZ).</li> </ul>	[8L]
2.	<b>Role of Government in Entrepreneurship Development:</b> <ul style="list-style-type: none"> <li>a) Government initiatives for entrepreneurship. Funding new ventures – bootstrapping, crowd sourcing, angel investors, Government of India’s</li> </ul>	[8L]

	<p>efforts at promoting entrepreneurship and innovation – SISI, KVIC, DGFT, SIDBI, Defense and Railways</p> <p>b) Closing the Window: Sustaining Competitiveness, Maintaining Competitive Advantage, the Changing Role of the Entrepreneur.</p>	
<b>3.</b>	<p><b>Project and Project Management:</b>  Meaning of Project and Project Management, Types of Projects, Project Life Cycle, Project Scope, Project Feasibility Studies, Project Planning, Project Scope, Work Breakdown Structure and Organization Breakdown Structure, Financial Appraisal of Project Investment. Project Contracts. Preparation of Detailed Project Report.</p>	<b>[12L]</b>
<b>4.</b>	<p><b>Project Scheduling and Costing:</b>  Gantt chart and Line of balance, CPM and PERT Analysis, Concept of Floats and Slacks, Crashing, Time Cost Trade-off Analysis, Project Cost Reduction Methods. Project Monitoring and Control – Role of Project Manager, MIS in Project Monitoring, Project Audit.</p>	<b>[12L]</b>

<b>References:</b>
<b>1.</b> Innovation and Entrepreneurship – P. F. Drucker, (2006) Harper Business
<b>2.</b> Business, Entrepreneurship and Management - V.S.P Rao, (2014), Vikas Publishing House
<b>3.</b> Text Book of Project Management –P. Gopalkrishnan, and V. E. Ramamoorthy, McMillan
<b>4.</b> Project Management – Pradeep PAI, 1 <sup>st</sup> Edition (2019), Pearson India Education

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Students will learn how to identify viable business opportunities, assess risks, and develop strategies for sustainable growth.
<b>CO 2</b>	Students will gain practical skills in using project management tools such as Gantt charts, Critical Path Method (CPM), and risk management techniques to plan and manage projects.
<b>CO 3</b>	Students will be able to lead and manage entrepreneurial projects effectively, ensuring resource optimization, timely completion, and meeting business goals.
<b>CO 4</b>	Students will be able to create a comprehensive business plan that includes market research, financial forecasting, and operational planning.

**MB 302: STRATEGIC MANAGEMENT**  
(Credit = 4, Contact Hours =40)

<b>Course Name: Strategic Management</b>	<b>Category: Management &amp; Social Sciences</b>
<b>Course Code:MB-302</b>	<b>Semester: 3<sup>rd</sup></b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks : 100</b>
<b>Total Lectures: 40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b>	
<ul style="list-style-type: none"> <li>i) Understanding of basic management principles, organizational structures, and business functions.</li> <li>ii) Familiarity with foundational concepts of marketing, market dynamics, and factors affecting business.</li> <li>iii) Basic knowledge of financial principles, including budgeting, financial analysis, and performance metrics.</li> </ul>	
<b>Course Objectives:</b>	
<ul style="list-style-type: none"> <li>1. To provide students with the tools to understand, develop and implement strategic plans.</li> <li>2. To equip students with skills to analyse and evaluate competitive business environments in strategic decision making.</li> <li>3. To develop and implement effective business strategies to achieve long-term organizational goals.</li> </ul>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<b>Meaning of Strategic Management and Environmental Analysis</b> a) Strategic Management: Meaning, Nature and Essence of Strategy, Components of Strategy - Intent, Vision, Mission, Goals & Objectives, ,Strategic Management - Meaning and Process, b) Environmental Scanning: Internal Environment Analysis – Resource Based View, SWOT Analysis, External Environment Analysis (PESTEL), McKinsey 7S Framework, Competitive Forces - Michael Porter’s 5 Forces Model	<b>[12L]</b>
<b>2.</b>	<b>Planning and Formulation of Strategy</b> a) Strategic Planning: Corporate; Functional and Managerial Goal Setting; Positioning Organization, Models for Resource Allocation, Environmental Turbulence Strategic Investment, Strategic Entry b) Formulating Strategies: Corporate Level, Business Level and Functional Level, 4 Grand Strategic alternatives – Stability, Expansion,	<b>[12L]</b>

	Retrenchment, Combination, Developing Functional Strategies – Production/Operations, Finance, Marketing, HR, Materials, R & D, Portfolio analysis - BCG Matrix	
<b>3.</b>	<b>Strategy Implementation</b> Implementation of Strategies: Role of Managers, Leadership, Strategic Control System and Measurement, Structural Implementation, Functional Implementation, Behavioral Implementation	<b>[8L]</b>
<b>4.</b>	<b>Strategic Alliances and Strategy Evaluation</b> Strategic Alliances: Mergers, Acquisitions, Diversification, Joint Ventures, De-Merger, etc. Evaluation of Strategy: Need, Problems, Criteria for Evaluation (Qualitative/Quantitative), Process of Evaluation, Balance Score Card.	<b>[8L]</b>

<b>References:</b>
<b>1.</b> Corporate Strategies: Banerjee, Bani P.; OUP
<b>2.</b> Business Policy and Strategic Management: Kazmi, A., Tata McGraw Hill
<b>3.</b> Global Strategic Management: Mellahi, K., Frynas, J. G. and Finlay, P., OUP
<b>4.</b> Discourses on Strategic Management: Roy, Dilip; Asian Books

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Students will be able to design and implement strategic plans that align with an organization's mission, vision, and long-term goals.
<b>CO 2</b>	Students will gain the ability to perform comprehensive analyses of organizational resources and capabilities, as well as external market conditions and competitive forces.
<b>CO 3</b>	Students will be able to assess and compare strategic alternatives to determine the best course of action for competitive advantage and sustainable growth.
<b>CO 4</b>	Students will acquire the skills to lead strategic initiatives and manage organizational change, ensuring the effective execution of strategies and adaptability in dynamic environments.

**ELECTIVE PAPERS**  
**SPECIALIZATION: MARKETING**

**MM 301: RETAIL MANAGEMENT**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> Retail Management	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> MM 301	<b>Semester:</b> 3rd
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Basic knowledge on marketing and consumer behavior	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Understand Retail Management and its various aspects.</li> <li>2. Apply Retail buying behaviour research.</li> <li>3. Analyze macro and technological aspects of retailing</li> </ol>	

**Details of Syllabus**

Unit	Content	Contact Hrs.
<b>1.</b>	<b>Introduction to Basic Retailing and Operations:</b> <ol style="list-style-type: none"> <li>a) Introduction to Retailing: Growth and importance, Strategic Retail Planning. Retail Organization, Models and Theory of Retail Development, Retail Formats, Rural Retailing, Environment and Legislation for Retailing</li> <li>b) Retail Operations Management: Retail location research and techniques, Objectives of Store designing, Responsibilities of Store Manager, Store record and accounting system, Logistic and Information system</li> </ol>	<b>[10L]</b>
<b>2.</b>	<b>Retail Strategies and Sales:</b> <ol style="list-style-type: none"> <li>a) Retail Strategies: Marketing and Strategic Management, Operations and finance in retailing, HRM in retailing, Mall Management, Relationship Management, Brand Management, Social Marketing in Retailing .</li> <li>b) Retail Sales Techniques &amp; Promotion: Advertising communications and promotion, Promotion Impact, Tactical analysis, Consumer and Retail Sales promotion techniques.</li> </ol>	<b>[10L]</b>
<b>3.</b>	<b>CRM &amp; Retail Technologies:</b>	<b>[10L]</b>

	<p>a) Understanding Consumer and Market Segment, Consumer Behavior and Marketing Strategy, Consumer Perception, Self Concept, Relevance of Culture, Buying Decision, Opinion Leadership, Implications of Personal Influences</p> <p>b) Retail Technologies: Artificial Intelligence, Data Analytics, RFID, Retail Robots, QR codes, Augmented shopping, Omni channel, Facial Recognition, Cashierless stores, Interactive fitting rooms, IOT, Virtual Reality, Smart shelves, Electronic price tags, Demand forecasting, Mobile POS, Fintech, ERP based inventory management</p>	
4.	<p><b>SCM &amp; E-Retailing:</b></p> <p>a) SCM: Vendor Selection, Routing and Route sequencing, Inventory Management, Lead Time uncertainty and Product Availability, Cross Docking and Collaborative Planning</p> <p>b) Electronic Retailing: .Use of IT in Retailing, Effective Management of Online catalogues, Direct Retailing Methods, Database Management, Data warehousing, and Analysis of E – Retailing Strategies, Digital and Network marketing.</p>	[10L]

<b>References:</b>
1. Swapna Pradhan “Retailing Management- Text And Cases” Mcgraw-Hill
2. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
3. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach
4. Berman Barry & Evance J.R “Retail Management” PHI

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Understand Retail Management concepts.
<b>CO 2</b>	Apply AI and other technologies in retail management.
<b>CO 3</b>	Analyze retail buying behavior:
<b>CO 4</b>	Develop strategic retail management decisions.

**ELECTIVE PAPERS**  
**SPECIALIZATION: MARKETING**

**MM 302: DIGITAL & SOCIAL MEDIA MARKETING**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> Digital & Social Media Marketing	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> MM 302	<b>Semester:</b> 3rd
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Basic knowledge on marketing, consumer behavior and social media	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Understand Digital Marketing Fundamentals.</li> <li>2. Apply SEO and Social Media Marketing Techniques.</li> <li>3. Leverage Multiple Social Media Platforms for Business Growth</li> </ol>	

**Details of Syllabus**

Unit	Content	Contact Hrs.
1.	<b>Introduction to Digital Marketing:</b> <ol style="list-style-type: none"> <li>a. Fundamentals of Digital Marketing: concept, history, types, implementation, and benefits of digital marketing.</li> <li>b. Advantages of digital marketing over traditional marketing.</li> <li>c. AI applications in digital marketing:: Understanding consumer insights through AI-driven analytics, utilizing AI for automated content generation and curation, implementing AI algorithms for precision targeting and retargeting campaigns, enhancing customer service with AI-powered chat bots. Leveraging AI to monitor brand sentiment and trends in real-time.</li> </ol>	<b>[10L]</b>
2.	<b>Search Engine Optimization (SEO) and Social Media Marketing:</b> <ol style="list-style-type: none"> <li>a. Search Engine Optimization: concepts, how SEO operates, website domain, file name, design layouts, optimized keywords, keyword frequency weightage, prominence, placement of keywords, finding keywords, word stemming, metatag optimization, title optimization, anchor optimization, mobile optimization.</li> </ol>	<b>[10L]</b>

	<p>b. Social Media Marketing: concept as a marketing tool, importance of social media marketing, social marketing strategy (SMO) for business, SMO key concepts, business profile creation, brand awareness, social engagement; viral marketing; tools for measuring popularity, traffic analytics, and statistics.</p>	
3.	<p><b>Platform-Specific Marketing Strategies:</b></p> <p>a. Facebook Marketing: overview of types of Facebook pages, growth of business through Facebook; profile page setup, navigation, influencer engagement, ad options, page promotion strategies, identity targeting, likes philosophy, creating and engaging fans, call to action techniques, video promotion strategies, FB analytics.</p> <p>b. Twitter Marketing: concept and advantages of Twitter as a marketing tool; creating a Twitter account; follower growth strategies; use of hashtags; sponsored tweets; Twitter analytics.</p> <p>c. Google+ Marketing: concepts and advantages; creating and customizing a Google+ page; integration with websites/blogs; increasing followers; promotional tools.</p>	[10L]
4.	<p><b>Advanced Social Media Platforms and Case Studies:</b></p> <p>a. Instagram Marketing: concepts and advantages; implementation strategies for marketing and promotion.</p> <p>b. YouTube Marketing: concepts and advantages; implementation strategies.</p> <p>c. LinkedIn Marketing: concept and benefits; promotion and growth strategies using LinkedIn.</p> <p>d. Case Study: analysis of real-world applications of digital and social media marketing strategies.</p>	[10L]

<b>References:</b>
1. Fundamentals of Digital Marketing - Puneet Singh Bhatia, Pearson Education, 2 <sup>nd</sup> edition(2019)
2. Digital Marketing: Cases from India - RajendraNargudkar and RomiSainy, Notion Press, 1 <sup>st</sup> edition(2018)
3. Social Media Marketing -Tracy L Tuten and Michel R Solomon, SAGE Publication, 6 <sup>th</sup> edition(2017)
4. Social Media: 2017 Marketing Tools for Facebook, Twitter, LinkedIn, Youtube, Instagram and Beyond - Mcdonald Jason, JM Internet Group,3 <sup>rd</sup> edition(2016)

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Remember and Understand Digital Marketing Concepts
<b>CO 2</b>	Apply AI Tools in Digital Marketing
<b>CO 3</b>	Analyze SEO and Social Media Strategies
<b>CO 4</b>	Evaluate Platform-Specific Marketing Techniques

**ELECTIVE PAPERS**  
**SPECIALIZATION: MARKETING**

**MM 303: IMC/ PROMOTION STRATEGY**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> IMC/Promotional Management	<b>Stream:</b> MBA
<b>Course Code:</b> MM-303	<b>Semester:</b> 3rd
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4 hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Understanding the basics of the 4 Promotional Methods and Creative bend of mind	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Enable learners to create cohesive and consistent communication strategies that integrate different promotional elements.</li> <li>2. Help learners in developing an IMC plan that aligns with business goals and targets specific consumer segments.</li> <li>3. Help learners in creative briefs, selecting media, and evaluating ad effectiveness.</li> <li>4. Provide learners knowledge about the role of public relations in shaping public perception and managing communication during crises.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<p><b>Understanding the Foundations of Advertising and other significant Promotional tools:</b> Introduction to Integrated Marketing Communication: Definition, features and role of IMC and its relation with marketing program Concept, Evolution of IMC, Reasons for Growth and Features. AIDA and Hierarchy of Effect Model. Establishing Objectives: Determining Promotional Objectives, Sales vs. Communication Objectives, DAGMAR, Problems in Setting Objectives, Advertising Response: Variables Intervening between Advertising and Actions Comparing various methods of Promotion: Advertising vis-a –vis Public Relations, Advertising vis-à-vis Sales Promotion, Advertising vis-à-vis Direct Marketing, Various forms of Advertising: (national, retail, cooperative, trade, industrial financial, corporate, public services, political) Advertising Industry: Advertisers, Advertising agencies and support organizations, Types of agencies, Structure, role and functions of ad agencies, Agency compensation and evaluation.</p>	<b>[10L]</b>

	Advertising Budgeting: Planning process, steps, situation analysis, objective setting, budgeting, developing promotional strategies, implementation and control, Budgeting approaches – different methods, allocation of budget	
2.	<b>Advertising and Society:</b> Criticisms raised against Advertisements: Economic Objections, Social Objections, Ethical Objections ( Vulnerable Audience, Stereotyping, Comparative Advertisements, Subliminal Advertisements, Surrogate Advertisements, Alcohol and Cigarette, Puffery etc) ASCI	[4L]
3.	<b>Media Planning and Media Strategies:</b> Media Strategies: Media planning process, Media Class Decisions, Media Vehicle Decisions, Media mix, Coverage, Reach, Frequency, Impact, Scheduling, Different types of media – television, radio, print, outdoor, characteristic features, advantages and limitations, Factors influencing choice of media flows and functions, Channel design decisions. Non-Conventional Media	[10L]
4.	<b>Campaign Design for Advertisement, Sales Promotion and Public Relations:</b> Designing an Advertisement: Different dimensions, Importance of creativity to advertising, Creative process, developing a creative brief, Message Strategies: Message structure, Message appeals- rational, emotional, Message source-credibility, attractiveness, power, Different types of AdCopy Execution frameworks: for print and electronic media - copywriting, body copy, headlines, layout, visuals, slogans, logos, signatures, storyboards. Public Relations and Corporate Advertising: Definition, New role of PR, Objectives, tools and techniques of public relations with merits and demerits, Role of PR in IMC program Sales Promotion: Definition, Reasons for rapid growth of sales promotion, Objectives of sales promotion, Types of sales promotion, Tools and techniques of consumer and trade promotion with merits and demerits, Role of sales promotion in IMC program	[16L]

<b>References:</b>
1. Advertising Management- 2 <sup>nd</sup> Edition, JayashreeJethwaney and Shruti Jain, Oxford Publication
2. Foundations Of Advertising Theory & Practice, S.A Chunawala and K.C Sethia, Revised Edition 2015, Himalaya Publishing House
3. Advertising Principles and Practice with 17 Indian Recent Case Studies- Ruchi Gupta, Revised Edition 2021, S.Chand
4. Advertising Management by David. A Aaker, Rajeev Batra and John.G.Myers, Eastern Economy Edition, Prentice Hall India
5. Advertising and Promotion: An Integrated Marketing Communications Perspective, George E.Belch and Micheal E. Belch, McGraw Hill

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Learners will be able to identify and explain the various promotional tools such as advertising, public relations, sales promotion, personal selling.
<b>CO 2</b>	Learners can create tailored promotional strategies that resonate with specific consumer groups by creating campaigns.
<b>CO 3</b>	Learners can effectively handle public relations tasks and manage communication during crises to maintain a positive brand image by following all ethical and social regulations.
<b>CO 4</b>	Learners shall be able to ensure that media plans are implemented efficiently, with ads placed correctly and on schedule across all selected platforms.

**ELECTIVE PAPERS**  
**SPECIALIZATION: MARKETING**

**MM 304: MARKETING RESEARCH**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name: Marketing Research</b>	<b>Category: Management &amp; Social Sciences</b>
<b>Course Code:MM304</b>	<b>Semester: 3rd</b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks : 100</b>
<b>Total Lectures:40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> A fundamental understanding of marketing principles and basic statistical methods is required for the students.	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Equip students with the skills to gather and analyze consumer data to gain insights into market trends and consumer behaviour.</li> <li>2. Familiarize students with various marketing research methodologies and techniques, enabling them to design and conduct effective research projects.</li> <li>3. Enhance students' ability to interpret research findings and apply them to marketing strategies, facilitating informed decision-making in real-world scenarios.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<b>Introduction and Research Process:</b> Application of research in managerial decision making, Aims, roles, functions and sources of research, Client-user interface – role conflict and resolution, Research Process: Steps in planning – research purpose and objectives, Converting a manager’s problem to a researcher’s problem, Problem formulation, research design, Sampling, data collection, analysis, report presentation, Preparation of the research proposal.	<b>[10L]</b>
<b>2.</b>	<b>Research Design, Data Sources and Scaling:</b> Types of research - exploratory studies, descriptive studies, causal studies, Types of information needed - behavioral and non-behavioural correlates, Sources of Data: secondary source primary source, survey methods - structured and unstructured, , in- depth interviews, panels, questionnaire construction and pre-testing, types of scales (data/levels of measurements), nominal, ordinal, interval, ratio scales, Attitude measurement methods - variability methods	<b>[10L]</b>

	(paired comparison, ranking, rating, ordered category sorting).	
3.	<b>Reliability and Validity:</b> Concept and Classification of Reliability, Concept and Different types of Validity, Measures of Reliability and Validity, Difference between Reliability and Validity.	[6L]
4.	<b>Analysis of Data:</b> Analytical techniques –Hypothesis testing; Some multivariate analysis techniques like Multiple Regression, Discriminant analysis, Factor analysis (EFA & CFA), Cluster analysis, Multi - dimensional scaling and Conjoint analysis, Structural Equation Modeling (SEM), Logit and probit models, Different forecasting models etc.	[14L]

<b>References:</b>
1. Marketing Research - Malhotra, N.K., Das, S., Pearson Education, 7th edition (2019)
2. Marketing Research: Text And Cases – Nargundkar, R., McGraw-Hill, 4th edition (2019)
3. Marketing Research – Burns, A.C., Veeck, A., Bush, R.F., Pearson Education, 8th edition (2017)
4. Statistics for Management – Levin, R.I., Siddiqui, M.H., Rubin, D.S.,Rastogi, S., Pearson Education, 8 <sup>th</sup> edition (2017)

<b>Course Outcomes (CO):</b>	
On completion of the course students will be able to	
<b>CO 1</b>	Design and implement effective marketing research projects, selecting appropriate qualitative and quantitative methods to gather and analyze data.
<b>CO 2</b>	Demonstrate the ability to analyze and interpret marketing data using statistical tools, drawing actionable insights that inform marketing strategies.
<b>CO 3</b>	Develop an understanding of consumer behavior principles and how to apply them in research to identify market trends and customer needs.
<b>CO 4</b>	Communicate effectively research findings and recommendations through well-organized reports and presentations, tailored to various stakeholders in the marketing field.

**ELECTIVE PAPERS**  
**SPECIALIZATION: MARKETING**

**MM 305: Logistics, Transport and Supply Chain Management**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> Logistics, Transport and Supply Chain Management	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> MM305	<b>Semester:</b> 3 <sup>rd</sup>
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> A basic understanding of business operations and principles of logistics is recommended for the students.	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Equip students with the tools and techniques to analyze and optimize supply chain processes for improved efficiency and cost-effectiveness.</li> <li>2. Develop students' ability to create strategic plans that align supply chain management with overall business objectives and market demands.</li> <li>3. Enhance students' understanding of risk management within supply chains, enabling them to identify, assess, and mitigate potential disruptions.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<b>Introduction:</b> Globalization and its impact on Supply Chains and its Management. Concept, Framework and Modeling - Relationships, Drivers, Implementation and Changing Paradigm - Supply Chain Flows: Material, Information and Cash. Bullwhip Effect - Shortage Gaming - Dealer and Data Management. Creating Value through Supplier Relationships: CRM-SCM Interface, Contracts and E-Contracts Management: Importance and Trends. JIT & TQM-SCM Interface: Concept - Scope and Challenges - Indian Context.	<b>[14L]</b>
<b>2.</b>	<b>Transportation Logistics:</b> Strategic Objectives of Transport – Types of modes, characteristics and salient features- Intermodal Transportation in international operations - Factors influencing mode and Carrier Selection decision - Basics of 3PL and 4 PL.	<b>[12L]</b>
<b>3.</b>	<b>E-Procurement and E-Commerce Applications:</b> Scope - Applications	<b>[8L]</b>

	and Challenges. Bar Coding, RFID and other tracking mechanisms: Applications and Challenges. Reverse Logistics: Scope – Applications - CSR and Challenges.	
4.	<b>Supply Chain/Logistics Audit:</b> Scope - Applications and Limitations. Service Supply Chain Management: Challenges.	[6L]

<b>References:</b>	
1.	Operations and Supply Chain Management - Jacobs, F.R., Chase, R.B., Shankar, R., McGraw Hill, 17 <sup>th</sup> edition (2023)
2.	Supply Chain Management: Strategy, Planning, and Operation – Chopra, S., Kalra, D.V., Dwivedi, G., Pearson Education, 7 <sup>th</sup> edition (2024)
3.	Operations and Supply Chain Management – McDonough, A., Vibrant Publishers, 1 <sup>st</sup> edition (2020)
4.	A Handbook On Supply Chain Management – Singh, K., Notion Press, 1 <sup>st</sup> edition (2021)

<b>Course Outcomes (CO):</b>	
On completion of the course students will be able to	
<b>CO 1</b>	Understand the fundamentals of elements and functions of supply chain, role of drivers and demand forecasting.
<b>CO 2</b>	Apply various techniques of inventory management and their practical situations and analyze how supply chain decisions related to facility location can be applied to various industries and designing the supply chain.
<b>CO 3</b>	Comprehend various warehousing management system and transportation practiced in various industries.
<b>CO 4</b>	Implement supply chain performance measurement using various models and apply logistics and supply chain strategies that can create value generation and utilize IT applications.

**ELECTIVE PAPERS**  
**SPECIALIZATION: FINANCE**

**FM 301: BANKING PRACTICES**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> Banking Practices	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> FM 301	<b>Semester:</b> 3 <sup>rd</sup>
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme:</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Basic Financial Knowledge, Knowledge of Economic Principles, Regulatory Awareness, Analytical and Quantitative Skills	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. To provide students with a comprehensive understanding of the structure, functions, and regulatory framework of banks in the Indian financial system, including retail, wholesale, and international banking.</li> <li>2. To equip students with the knowledge and tools to assess and manage various risks associated with banking operations, including credit, liquidity, and operational risks, in line with Basel norms.</li> <li>3. To analyse the role of banks in promoting financial inclusion through innovative products and services, and to understand the implications of regulatory frameworks on the credit facilities provided to various sectors, including agriculture and SMEs.</li> </ol>	

**Details of Syllabus**

Unit	Content	Contact Hrs.
1.	<b>Developments in the Indian Financial System: Structure, Innovation, and Regulatory Framework:</b> Developments in the Indian Financial system-Market Structure and Financial innovation. Central Banking Authority- RBI. Functions of Banks – Regulatory provisions/enactments governing banks.	[8L]
2.	<b>Banking Operations and Services: Retail, Wholesale, and International Banking:</b> Retail banking-Wholesale Banking-International banking; Functions of Banks- Deposits Products – Opening of Accounts - Know your Customer (KYC) Guidelines - Mandate and Power of attorney; Banker’s lien – right of set off – garnishee order – Payment and Collection of Cheque – duties and responsibilities of paying and collecting banker– endorsements – forged instruments – bouncing of cheques and their implications,	[12L]

	NEFT, RTGS, UPI and other online wallets.	
3.	<b>Credit Management and Lending Principles: Products, Processes, and Regulatory Framework:</b> Principles of lending-Various credit Products/ Facilities – Working capital and Term loans – Credit Appraisal Techniques – Credit management – Credit monitoring -NPA Management – Different types of documents and procedures; Stamping of documents Securities – Different modes of charging – Types of collaterals and their characteristics Priority Sector Lending - Financial Inclusion Agriculture/SMEs/SHGs/SSI/Tiny Sector financing-Consortium Financing – CIBIL Procedures.	[8L]
4.	<b>Advanced Banking Practices: Innovations, Risk Management, and Regulatory Developments</b> a) Universal Banking Activities -- Remittances, Safe Deposit Lockers- Merchant Banking - Credit Information Bureau (India) Limited- Fair Practices Code for Debt Collection - Banking Codes and Standards Board of India - Financial Inclusion, SHGs - Lead bank Scheme - Financial Innovation-ADR & GDR. New Products & Services -Factoring, Securitization, Bancassurance. b) BIS-Basel Committee Norms– Risk Management in Banks – Liquidity Management Practices–RBI Guidelines–Asset Liability Management– Gap Analysis–Liquidity Risk Management, Basel I, II and III. c) Risk Management in Banks- Interest Rate Risk Management, Credit Risk Management, Operational Risk Management d) Latest Development in Indian Banking: Consolidation in Banking sector–Prudential Norms– IRAC Norms-Capital Adequacy Norms-Exposure Norms for Advances and Investments– SARFAESI Act Insolvency and Bankruptcy Code – AML and its compliance.	[12L]

<b>References:</b>
1) Saha, S. S. (2020). Indian Financial System: Financial Markets, Institutions and Services (2nd ed.). Himalaya Publishing House.
2) Bhole, L. M., & Joshi, J. (2018).Financial Institutions and Markets. McGraw-Hill Education India Pvt Ltd.
3) Khan, M. Y. (2017).Financial Services. McGraw Hill Education India.
4) Srinivasan, A. (2020).Banking Theory and Practice. Sultan Chand & Sons.

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Students will be able to analyze and evaluate the functions and responsibilities of banks, including KYC guidelines, payment processes, and credit appraisal techniques.
<b>CO 2</b>	Students will demonstrate the ability to identify, assess, and manage different types of banking risks, applying the principles of risk management in real-world banking scenarios.
<b>CO 3</b>	Students will have a thorough understanding of the regulatory provisions governing banks, including RBI guidelines, capital adequacy norms, and compliance with the Insolvency and Bankruptcy Code.
<b>CO 4</b>	Students will be able to develop and propose innovative banking products and services that cater to the needs of diverse customer segments, thereby promoting financial inclusion and addressing the challenges in the Indian banking sector.

**ELECTIVE PAPERS**  
**SPECIALIZATION: FINANCE**

**FM 302: FINANCIAL MARKETS & SERVICES**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name: Financial Markets and Services</b>	<b>Category: Management &amp; Social Sciences</b>
<b>Course Code: FM 302</b>	<b>Semester: 3rd</b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks : 100</b>
<b>Total Lectures: 40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Basic knowledge of Finance and Service Marketing	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. This course will help the incumbent to gather knowledge on the variety of financial services offered by huge number of institutions in India and abroad to make them ready for job market.</li> <li>2. Students will be well acquainted with various financial instruments, schemes etc. which are offered by different banks and other financial institutions presently so that in the job market specially in the financial product marketing sector they can be easily absorbed.</li> <li>3. Even the students who want to go for own start-up business, can get full idea for arrangement of fund either from financial institutions or venture capitalists.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
1.	<b>Indian Financial System:</b> Structure of Indian Financial system, Financial Assets / Instruments, Financial Intermediaries, Financial Markets, Classification, Components of Financial Markets, Multiplicity of Financial Instruments, Financial Market integration	[4L]
2.	<b>Money Market :</b> Concept of Money Market and Capital Market and their Features, Objectives, Features of a Developed Money Market, Importance of Money Market, Money Market Instruments, Organized and Unorganized Money Market	[4L]
	<b>New Issue/ Primary Market :</b> Concept and Functions of Primary Capital Market, Relationship between New Issues Market and Stock Exchanges, Functions of New Issue Market, methods of floating of	

3.	<p>new Issues, Public Issue Mechanism, Intermediaries in the New Issue Market, general guidelines for new issue, Recent regulations for IPO, Relevant portion of SEBI (ICDR) Regulation 2018, Allotment of Securities under Public Issue, (Fixed Price, Book Building, Dutch Auction etc.), ADR-GDR-EURO ISSUE-ASBA</p> <p><b>Secondary Market</b> : Introduction, Control Over Secondary Capital Market, Intermediaries in the Secondary Market, Registration Procedure, Listing of securities, SEBI (LODR) Regulation 2015 Trading and Settlement in Securities Market under Depository System, online trading, defects of Indian Secondary markets, Depository services, Emergence of NSE, Objectives and Features of NSE- Comparative analysis of BSE &amp; NSE functioning, Role of Stock Exchanges in India</p>	[18L]
4.	<p><b>Mutual Funds:</b> Concept - Types - Nature – NAV, Lump sum and SIP – Trends in Indian Mutual Fund Market - SEBI &amp; Mutual Fund, Sharpe’s ratio, Treynor’s ratio</p> <p><b>Merchant Banking:</b> Concept, Functions, Trends in Merchant Banking in India - SEBI &amp; Merchant Banking, features, scope and importance of venture capital, Venture Capital and Asset Funds, concept of NFO, Merchant Banking and Commercial Banking comparison, Merchant Banking and Investment Banking comparison</p> <p><b>Leasing &amp; Hire Purchase Finance:</b> Concept of Leasing, Types of Lease, The Leasing Process, Concept of Hire Purchase, Rights of Hirer, Rate of Interest</p> <p><b>Credit Rating Agencies:</b> Concept - Functions - Different Credit Rating Agencies - Standard Symbols – SEBI &amp; Credit Rating.</p> <p><b>Case Studies</b></p>	[14L]

<b>References:</b>
<ol style="list-style-type: none"> <li>1. Fabozzi: Financial Markets &amp; Institutions, Pearson</li> <li>2. Guruswamy: Financial services and Markets, Thomson Learning</li> <li>3. Khan: Indian Financial Systems, Tata McGraw-Hill</li> <li>4. Gordon Natarajan, Financial Markets and Services, Himalaya Publishing</li> <li>5. Pathak: Indian Financial System, Pearson</li> <li>6. L. M. Bhole, JitendraMahakund, Financial Institutions &amp; Markets – Structure, Growth &amp; Innovation; Tata McGraw Hill</li> <li>7. S.S.Saha: Indian Financial System, McGraw-Hill</li> </ol>

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Incumbent will learn about various financial markets of India along with modus operandi of various financial institutions related to these markets. They will learn about operations of capital market and money market giving special emphasis on primary market and secondary market in details.
<b>CO 2</b>	Incumbent will come to know various credit rating procedures by various credit rating agencies of India specifically with minimal idea about international rating agencies. The scope of in depth study on Indian Banking System along with operational techniques of merchant bankers and venture capitalists in various fields of financial activities is only possible for the incumbent by going through this course.
<b>CO 3</b>	Incumbent will be well acquainted with various financial instruments, schemes etc. which are offered by different banks and other financial institutions presently so that in the job market specially in the financial product marketing sector they can be easily absorbed.
<b>CO 4</b>	This course will help the incumbent to gather knowledge on the variety of financial services offered by huge number of institutions in India and abroad to make them ready for job market.

**ELECTIVE PAPERS**  
**SPECIALIZATION: FINANCE**

**FM 303: INSURANCE PRACTICES**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> Insurance Practices	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> FM 303	<b>Semester:</b> 1 <sup>st</sup>
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme:</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> The prerequisite for an <i>Insurance Practices</i> course includes foundational knowledge in finance and economics, basic risk management concepts, analytical skills for interpreting actuarial data, and familiarity with regulatory frameworks, enabling students to navigate insurance industry practices effectively.	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. To provide a comprehensive understanding of life and general insurance concepts, including policy types, benefits, and the regulatory framework governing the insurance industry in India.</li> <li>2. To equip students with practical knowledge of insurance products, including life insurance plans, annuities, group insurance, and ULIPs, along with essential underwriting and claims settlement processes.</li> <li>3. To enhance students' knowledge and analytical skills for personal financial planning, risk assessment, premium calculation, and policy servicing, fostering a practical approach to insurance management.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<p><b>Fundamentals of Life Insurance:</b></p> <p>a) Introduction to Life Insurance: Meaning, overview of the Indian life insurance market, growth of the insurance business in India.</p> <p>b) Life Insurance Organizations and Regulations: Overview of key life insurance organizations, regulation of life insurance, and the principles of life insurance.</p> <p>c) Personal Financial Planning &amp; Life Insurance: Role of life insurance in financial planning, insurance marketing, insurance agents – functions and trends in distribution channels.</p>	<b>[10L]</b>

2.	<p><b>Life Insurance Plans and Policy Provisions:</b></p> <p>a) Life Insurance Plans: Classification, different types, rider benefits.</p> <p>b) Annuities: Meaning, types, features, comparison between annuities and life insurance.</p> <p>c) Group Insurance: Importance, features, types of group insurance policies.</p> <p>d) Unit-linked Policies (ULIPs): Concept, premium breakdown, types of funds, features, revival, and IRDA guidelines on ULIPs.</p> <p>e) Postal Life Insurance: Overview of postal life insurance policies.</p>	[10L]
3.	<p><b>Premiums, Bonuses, and Policy Documentation:</b></p> <p>a) Premiums and Bonuses: Concepts, types of premiums, factors affecting premium rates, construction of mortality tables, valuation methods, surplus and distribution, types of bonuses.</p> <p>b) Policy Documentation: Proposal forms, policy documents, format and schedule of a policy document, conditions, and privileges in a policy.</p> <p>c) Policy Lapse and Revival: Premium calculations, surrender value, paid-up value, types of policy revival, assignment, nomination, and policy servicing.</p>	[10L]
4.	<p><b>General Insurance and Insurance Underwriting:</b></p> <p>a) General Insurance: Meaning, types, fundamentals, recent innovations, organization, and management of general insurance companies in India.</p> <p>b) Types of General Insurance: Fire, marine, motor, health, personal accident, liability, burglary, rural, agricultural, engineering, aviation, and miscellaneous insurances.</p> <p>c) Insurance Underwriting: Role of underwriters, objectives, process, policy forms, retention, reinsurance, types of underwriters, decision-making in underwriting.</p>	[10L]

<b>References:</b>
1. Vaughan, E. J., & Vaughan, T. M. (2019). <i>Fundamentals of Risk and Insurance</i> (12th ed.). John Wiley & Sons.
2. Rejda, G. E., & McNamara, M. J. (2021). <i>Principles of Risk Management and Insurance</i> (14th ed.). Pearson.
3. Cummins, J. D., & Harrington, S. E. (Eds.). (2020). <i>Fair Value of Insurance Liabilities</i> (2nd ed.). Springer.
4. Harrington, S. E., & Niehaus, G. R. (2020). <i>Risk Management and Insurance</i> (3rd ed.). McGraw-Hill Education.

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Understand and explain the fundamental principles of life and general insurance, including key regulations, organizational structures, and the role of insurance in personal financial planning.
<b>CO 2</b>	Classify and evaluate various life insurance plans, general insurance policies, and associated rider benefits to determine appropriate solutions for different client needs.
<b>CO 3</b>	Analyze the premium calculation process, mortality tables, valuation methods, and factors influencing insurance premiums, bonuses, and policy sustainability.
<b>CO 4</b>	Demonstrate a clear understanding of the insurance underwriting process, risk assessment, and claims settlement procedures, including the role of TPAs, document requirements, and claims investigation.

**ELECTIVE PAPERS**  
**SPECIALIZATION: FINANCE**

**FM 304: CORPORATE FINANCE**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name: CORPORATE FINANCE</b>	<b>Category: Management &amp; Social Sciences</b>
<b>Course Code: FM 304</b>	<b>Semester: 3rd</b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks : 100</b>
<b>Total Lectures: 40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Basic Financial Management Concepts	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Incumbent will learn about various facets of Corporate governance and the application of different tools after studying this paper.</li> <li>2. They will learn different aspects of Investment Decisions, Financing Decisions and Dividend decisions-Three pillars of Corporate Decision making</li> <li>3. They will also learn about the ways of aligning Managers' and Owners' goals which finally paves the way to maximise owners' (Shareholders') wealth in any Company.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	
<b>1.</b>	<b>Overview of Corporate Finance:</b> Scope, Objectives, Functions, Capital Structure: Concepts, Component of Capital, Leverage Analysis	<b>[4L]</b>
<b>2.</b>	<b>Capital Budgeting decisions:</b> Meaning of Corporation, Role of Financial Manager, NPV as Investment Decision Criteria: Comparing NPV with other methods of Investment Decisions, Resolving the conflict between NPV and IRR, The problems of multiple rates of Return, Mutually Exclusive Projects, and Capital Rationing; The Investment Decision: The Cash Flow, Equivalent annual Costs, Revenue Expanding Investment proposal, Cost Reduction Investment proposal, Project Interactions  <b>Capital Budgeting and Risk:</b> Company and Project Costs of Capital, Measuring Cost of Equity, Cost of Debt, Weighted Average Cost of Capital (WACC), Marginal Cost of Capital (MCC) ,Risk Adjusted Discount Rate (RADR), Sensitivity Analysis, Monte Carlo Simulation and Decision Trees	<b>[20L]</b>

<b>3.</b>	<b>Alignment of Managers and Owners Goal:</b> Practical aspects of Capital Investment Process, Information and Capital Investment, Incentives and their role in agency Problem, Measuring and Rewarding Performance: Economic value Addition(EVA), Pros and Cons of EVA, The Financing Decision: The Financing Process, The Financing Mix: Tradeoffs and Theory, The Optimal Financing Mix, Different Financing Mix and Choices,	<b>[10L]</b>
<b>4.</b>	<b>The Dividend Theory Decision:</b> Dividend Policy, Walter's Model, Gordon's Model, M-M Model, Case Studies on practical aspects	<b>[6L]</b>

<b>References:</b>	
1. Brearly, Myers, Mohanty: Corporate Finance, Tata McGraw-Hill	
2. Copeland Weston Shastri: Financial theory and Corporate Policies, Pearson Education	
3. Damodaran: Corporate Finance, Wiley	
4. Ehrhardt and Brigham: Corporate Finance- a Focused approach, Thomson Learning	
5. Megginson, Smart and Gitman: Principles of Corporate Finance, Thomson Learning	
6. Ross, Westerfield and Jaffe: Corporate Finance, Tata McGraw-Hill	

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Incumbent will learn how to prepare proper and suitable capital structure for any organization so that the organization can enjoy financial and operating Leverage to optimize profitability with moderate risk factor. They will learn about what should be the ideal role of the finance manager in a corporate, how to tackle various internal as well as external stakeholders, how to handle Agency problems etc.
<b>CO 2</b>	Incumbent will learn how to apply Capital Budgeting tools for project related decision making and how to manage working capital with a proper Risk-Profitability Trade-Off to avoid any possible financial trouble for smooth and efficient functioning of the organization.
<b>CO 3</b>	Incumbent will learn how to align Managers and Owners Goal in an organization Practical aspects of Capital Investment Process, Incentives and their role in agency Problem, Measuring and Rewarding Performance: EVA, Pros and Cons of EVA (Economic Value Added)

<b>CO 4</b>	Incumbent will learn about various theories and policies applicable for taking proper dividend payment decision for the shareholders of the company after deciding about different Investment and Financing activities. Finally, they will learn about proper overall financial governance of an organization after studying this paper.
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**ELECTIVE PAPERS**  
**SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**

**HR 301: TEAM DYNAMICS AT WORK**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name: TEAM DYNAMICS AT WORK</b>	<b>Category: Management &amp; Social Sciences</b>
<b>Course Code: HR 301</b>	<b>Semester: 3rd</b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks : 100</b>
<b>Total Lectures: 40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Basic understanding of HR curriculum	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. To impart the fundamentals of the key elements of group, group properties and group dynamics.</li> <li>2. To provide a critical perspective on theoretical knowledge of Team and management concept of creating effective Team.</li> <li>3. To provide insight into the process of Team building and contemporary issues in managing team.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<p><b>Group and Group Dynamics:</b></p> <p><b>a.</b> Meaning of a Group and Group Dynamics, Classification of Groups – Formal and Informal groups, Command, Task, Interest and Friendship groups. Why people join groups. The dynamics of group formation. Theories of group formation: Classic theory of George Homans, Theodore Newcomb’s Balance theory, Exchange theory. Five stage group development model, Punctuated Equilibrium model of development of temporary groups with deadlines. Managerial Implications.</p> <p><b>b.</b> The dynamics of Informal Groups - Norms and Roles in informal groups, informal Roles and the informal organization. The dynamics of formal Groups - Positive and negative attributes of committees. Group Communication- process, formal and informal communication, verbal and non verbal pattern of communication. The dysfunctions of group norms violation and role ambiguity conflict. Groups’ contribution to employee satisfaction and</p>	<b>[12L]</b>

	performance. Managerial Implications.	
2.	<p><b>Group Properties and Decision making:</b></p> <p><b>a.</b> Group Properties: Roles, Norms, Status, Size, Cohesiveness - factors that increase, decrease group cohesiveness, relationship between group cohesiveness, Performance norms and productivity. Deviant workplace behavior, Typology of Deviant work place behavior, groups and deviant behavior. Managerial Implications.</p> <p><b>b.</b> Group decision making: Group versus the Individual, strength and weakness of group decision making, Effectiveness and efficiency, Reason for joining groups. Group Think – conformity problem, symptoms of groupthink. Group Shift - risky shift phenomenon. Dysfunctions perspective, social loafing. Group decision making techniques - Interacting groups, Brainstorming, Nominal Group Technique, Electronic meeting, Dialectic Decision Method (DDM), Delphi Technique. Managerial Implications.</p>	[8L]
3.	<p><b>Team:</b></p> <p><b>a.</b> Teams in the modern workplace, why teams have become so popular, difference between group and team, types of teams – problem-solving teams, self-managed work teams, cross- functional teams, and virtual teams. Team morale. Managerial Implications.</p> <p><b>b.</b> Creating effective teams, the Team Effectiveness Model – context, composition, work design, process. Ingredients of effective teams – supportive environment, skills and role clarity, super ordinate goals, team rewards. Potential team problems – changing composition, social loafing. Guidelines for developing effective self-managed teams. Turning individuals into team players, shaping team players – selection, training, rewards. Managerial Implications.</p>	[10L]
4.	<p><b>Team Building and Contemporary issues:</b></p> <p><b>a.</b> Team building: meaning of team building, need of team building, the process, specific building issues, team leadership, skills useful in team building – process consultation, T- group sensitivity training, communication skills, Negotiation skills, work place conflict, nature of conflict, conflict resolution in teams, competitive vs. collaborative behavior, developing collaboration facilitating behaviors, feedback. Managerial Implications.</p> <p><b>b.</b> Contemporary issues in managing teams: teams and quality management, teams and workforce diversity. Cultural/global issues. Characteristics of mature teams - individual territories versus team spaces. Managerial Implications. Case Studies, Presentations, quizzes, experiential exercises, Team exercises, Group Discussions, Role Playing.</p>	[10L]

**References:**

1. Organization Behaviour – Robbins, Judge and Sanghi, Pearson, 13<sup>th</sup> edition (2017)
2. Organizational Behavior – Fred Luthans, McGraw Hill, 12<sup>th</sup> edition (2010)
3. Organizational Behavior – John W. Newstrom and Keith Davis, Tata McGraw Hill, 10<sup>th</sup> edition (2001)
4. Organisational Behaviour – K. Aswathappa, Himalaya Publishing House (2010)
5. Understanding Organizations – Organizational Theory and Practice in India – Madhukar Shukla, Prentice Hall (1996)
6. Organisational Behaviour – Uma Sekharan, The McGraw Hill Companies, 2<sup>nd</sup> edition (1982)

**Course Outcomes (CO):**

<b>CO 1</b>	To study the basic fundamentals of group and impact of group dynamics.
<b>CO 2</b>	To understand the concept of group properties and group decision making.
<b>CO 3</b>	To demonstrate regarding how effective teams should work in modern workplaces.
<b>CO 4</b>	To comprehend the concept of team building and other contemporary issues.

**ELECTIVE PAPERS**  
**SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**

**HR 302: HUMAN RESOURCE METRICS AND ANALYTICS**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> HR Metrics and Analytics	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> HR 302	<b>Semester:</b> 3rd
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks:</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Basic understanding of HR activities and Excel	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Understanding the training, recruitment and economic value-added metrics</li> <li>2. Understanding analytics-based HR decision making.</li> <li>3. Exploring the process of aligning business to HR and how HR analytics is bringing in sustainability in HR decisions.</li> </ol>	

**Details of Syllabus**

Unit	Content	Contact Hrs.
1.	<b>HR Metrics:</b> Introduction: HR metrics - meaning, importance, what metrics should HR measure, Types of HR Metrics, Staffing and training and development metrics, what is Analytics? Big data and Analytics, Stages in Data Analytics, Types of Analytics, Human Capital Management, Realigning HR to business priorities, Linking HR metrics to business outcomes.	[10L]
2.	<b>Introduction to HR Analytics:</b> Stages of HR Analytics and the role of technology. Benefits of HR analytics, Leveraging HR Analytics for organizational success. Mapping Business Analytics and HR Analytics. IMPACT Cycle. Pillars of HR Analytics success, Critical HR decision making and HR analytics, HR analytics and Changing role of HR managers, HR scorecards, HR Dashboard, Excel, SPSS	[12L]
3.	<b>HR business process and HR Analytics:</b> HR data collection for effective HR measurement, Statistics and statistical modeling for HR research and HR decision making, Applications of HR and predictive analytics, Sustainability in HR decision making, HR forecasting, HR Plan and HR analytics, HR reporting, HR analytics for future	[12L]
4.	<b>Applications in HR with IT and analytics:</b> HR analytics modules: HR Planning, Hiring, HR Operations, Learning and Development, Performance Management, Compensation and Rewards,	[6L]

	Succession Planning, Employee Engagement, HRIS for HR decision making, EHRM-objectives, advantages and disadvantages	
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<b>References:</b>	
1. HR Analytics: Understanding Theories and Applications – Dipak Kumar Bhattacharyya, Sage Publication	
2. Practical Applications of HR Analytics: A step-by-step guide – Pratyush Banerjee, Jatin Pandey & Manish Gupta, Sage Publication	
3. Winning on HR Analytics: Leveraging data for competitive advantage - Ramesh Soundararajan & Kuldeep Singh, Sage Publication	
4. HR Analytics: The future of HR – Deepa Gupta, Mukul Gupta & Parth Mukul Gupta, PHI Learning	

<b>Course Outcomes (CO):</b>	
On completion of the course students will be able to:	
<b>CO 1</b>	To understand the value of human capital analytics and connect data driven HR results to business results
<b>CO 2</b>	To use appropriate HR metrics to conduct research and statistical analysis to delineate results
<b>CO 3</b>	To apply quantitative and qualitative analysis to understand trends and indicators in human resource data
<b>CO 4</b>	To use modern technical tools and information technology to track, retrieve, solve analytic and research tasks and interpret HR data to support decision making

**ELECTIVE PAPERS**  
**SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**

**HR 303: CROSS CULTURAL MANAGEMENT**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name: Cross Cultural Management</b>	<b>Category: Management &amp; Social Sciences</b>
<b>Course Code:HR-303</b>	<b>Semester: 3rd</b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks : 100</b>
<b>Total Lectures:40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Understanding problem solving, negotiation, time management, communication, decision making, empathy and organization skills	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Enable learners to manage teams with diverse cultural backgrounds.</li> <li>2. Enable learners to foster cultural awareness and sensitivity to reduce misunderstandings</li> <li>3. Help learners to enhance cross cultural communication</li> <li>4. Encourages students to develop global mind-set that values diversity and inclusion.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<p><b>Culture and Global Management:</b> Introduction - Concept of Culture For A Business Context; Organizational Culture and Its Dimensions; Cultural Background of Business Stake-Holders [Managers, Employees, Share - Holders, Suppliers, Customers and Others] – An Analytical Framework</p> <p>Culture and Global Management - Global Business Scenario and Role of Culture; A Frame Work for Analysis; Elements and Processes of Communication Across Cultures; Communication Strategy for/ of An Indian MNC and Foreign MNC and High Performance Winning Teams and Cultures; Culture Implications for Team Building</p>	<b>[18L]</b>
<b>2.</b>	<p><b>Global HRM:</b> Global Human Resources Management - Staffing and Training for Global Operations –</p>	<b>[6L]</b>

	Expatriate - Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.	
<b>3.</b>	<b>Aligning Culture and Strategy:</b> Cross Culture – Negotiation and Decision Making - Process of Negotiation and Needed Skills and Knowledge Base – Over view with two illustrations from multi-cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation and Implementation; Aligning Strategy, Structure and Culture in an organizational Context.	<b>[8L]</b>
<b>4.</b>	<b>Development of Corporate Culture:</b> Corporate Culture - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.	<b>[8L]</b>

<b>References:</b>
1.Understanding Cross Cultural Management by Marie-Joelle Browaeys and Roger Price, Pearson , 2017 Edition
2. Cross Cultural Management- A Transactional approach by Taran Patel, T &F India,1 <sup>st</sup> Edition
3. Cross Cultural Management-Text and Cases by Dipak Kumar Bhattacharya, PHI, Asia-Pacific Edition
4. Cross Cultural Management- An Introduction, SAGE Publication,2021 Edition

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Learners will be able to identify and differentiate between various types of Corporate Culture and will learn methods to assess and analyze the existing culture of an organization.
<b>CO 2</b>	Learners will be able to link Culture with Organizational Performance
<b>CO 3</b>	Learners will be able to acquire skills to foster inclusive and diverse corporate cultures that value different perspectives and promote
<b>CO 4</b>	Learners will be able to improve skills in navigating and contributing to positive team dynamics

**ELECTIVE PAPERS**  
**SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**

**HR 304: ORGANIZATIONAL DESIGN**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name: Organizational Design</b>	<b>Category:</b> Management & Social Sciences
<b>Course Code: HR 304</b>	<b>Semester:</b> 3 <sup>rd</sup>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks:</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Basic aspects of organizational behavior and organization theory	
<b>Course Objectives:</b>	
<p>1.Understanding the issues involved in designing a hierarchy to coordinate and motivate organizational activities</p> <p>2. Understand the change process and recognize the problems inherent in managing change along with technique to chieve desired future state.</p> <p>3. Explore how employees can utilize the principles of organization theory to design and change their firm for betterment.</p>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<b>Organization Theory:</b> Classical Theories: Scientific Management, Administrative Principles, Theory of Bureaucracy, Human Relations Approach; Modern Theories: Systems Approach, Information processing Approach, Contingency Approach. Managerial Implications.	<b>[6L]</b>
<b>2.</b>	<b>Designing Organizational Structure: Authority and Control:</b> Understanding organizational structure; Mechanistic structures, Organic Structures, Horizontal Differentiation, Understanding Departmentalization by Function, Product, Location, process, customer; Chain of command, Span of control, Principles of bureaucratic structure, Centralization and Decentralization, Flat and tall structures, Management by Objectives	<b>[12L]</b>
<b>3.</b>	<b>Designing Organizational Structure: Specialization and Coordination:</b> Functional, Divisional and Matrix structure, Network structure, Boundary-less organization, Learning Organization, Empowered Organizations, Corporate level strategy and structure, Global geographic structure, Conglomerate structure Strategic Business Units (SBUs), Technical complexity and organizational	<b>[12L]</b>

	structure.	
<b>4.</b>	<b>Organizational Change:</b> Organizational life cycle, Forces for and resistance to organizational change, Lewin's force field theory of change, Managing change: Action research, Impact of Culture on organization Structure, Flexible work teams, Improving integration in functional structure, Downsizing, Restructuring, Organizational Development (OD) techniques to promote change. Case studies, Team exercises, Group Discussions.	<b>[10L]</b>

<b>References:</b>	
1. Organizational Design: A step-by-step approach – Richard M. Burton, Borge Obel, D.D. Hakonsson, Cambridge University Press, 4 <sup>th</sup> edition.	
2. Organizational Theory: Theory, Design and Change – Gareth R. Jones & Mary Mathew, Pearson, 7 <sup>th</sup> edition	
3. Organization theory: Structure, Design and Application –Stephen Robbins, Mary Mathew, Pearson, 3 <sup>rd</sup> edition	
4. Understanding the theory and design of organizations – Richard L. Daft, Cengage, 11 <sup>th</sup> edition	

<b>Course Outcomes (CO):</b>	
On completion of the course students will be able to:	
<b>CO 1</b>	To interpret various organizational theories which would enable managers to understand, predict & influence organizational design and development
<b>CO 2</b>	To analyze and compare the properties of varied organizational structures to best coordinate and motivate people at work and its impact on the way people behave at work
<b>CO 3</b>	To recognize the structural groupings and its group behavior to regroup business activities
<b>CO 4</b>	To identify the foundations of an organization's culture and the aspects of managing change at work.

**ELECTIVE PAPERS**  
**SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**

**HR 305: Industrial Sociology**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name: Industrial Sociology</b>	<b>Category: Management &amp; Social Sciences</b>
<b>Course Code: HR 305</b>	<b>Semester: 3rd</b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks : 100</b>
<b>Total Lectures:40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Basic knowledge on Human Resource Management	
<b>Course Objectives:</b>	
1.Understand the Foundations of Industrial Sociology 2.Analyze Organizational Dynamics and Social Structures 3.Evaluate the Societal Impact of Industrial Policies	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<b>Fundamentals, Basics &amp; Theories of Industrial Sociology:</b> Meaning, nature, subject matter and emergence of sociology; Relationship of sociology with economics and psychology; Relevance of sociology in management and business administration.  Industrialization; Industrialism; Industrial society; Post-Industrial society; Information Society; Formal Organizations; Informal organizations; Nature and Scope of Industrial Sociology  Scientific Management Theory; Taylorism; Human Relations Theory; Fordism, PostFordism; Japanization.	<b>[10L]</b>
<b>2.</b>	<b>Industrial Society, Sociology of Organizations, related skills &amp; knowledge:</b> Industrial Revolution and the birth of Industries in the West; The evolution of industries and changing concept of industry and organizations  Networks and organizations; Analysis of organization, Organizational / bureaucratic goals and societal expectations; Managers and corporations vis-à-vis politics and power; Work and leisure; Group	<b>[15L]</b>

	dynamics and intergroup relations Indigenous management and management of indigenous knowledge; Dynamics of social capital; Interdependence of social and technical skills; Market and political culture; Management of non-government development organizations	
3.	<b>Types of productive systems, Communication &amp; Production:</b> Guild system, Putting-out system, Factory system; Automation and work; Industrial bureaucracy: Theoretical perspective, structure and characteristics; Line-staff Organization  Communication in industry; Workers participation in management; Labour welfare; Function and role of Trade-Union  Assembly-line production; Flexible specialization; Numerical flexibility; Informal relationships in formal organizations	[8L]
4.	<b>Relationship between Industry and Society; Industrial policies in India:</b> Impact of industries on Families in India, Class and class conflict in industrial society; Monopoly in industry; License-Raj  Liberalization, Privatization; Globalization; Industrial Policy in India after 1991	[7L]

<b>References:</b>	
(1) Shankar Rao, C.N. (2000), Sociology: Primary Principles, Third Edition, New Delhi: S Chand and Company	
(2) NandkarniLaxmi-(1998) Sociology of Industrial Workers, Jaipur,Rawat	
(3) Seth,N.R.(ed)-(1982)Industrial Sociology in India,Kolkata,Allied Publishers	
(4) Chaturvedi, A. and A. Chaturvedi(1995), The Rationale of a Sociology of Organizations: Introduction, In The Sociology of Formal Organizations, Delhi: Oxford University Press	

<b>Course Outcomes (CO):</b>	
CO 1	Evaluate the fundamentals, theories and inputs on Industrial Sociology
CO 2	Understand the different issues related to Sociology of Organizations and different productive systems
CO 3	Identify various aspects of communication in industry and production.
CO 4	Analyze the close inter-relationship between industry, society and different industrial policies

## FOURTH SEMESTER

### ELECTIVE PAPERS SPECIALIZATION: MARKETING

#### MM 401: CONSUMER BEHAVIOUR (Credit = 4, Contact Hours =40)

<b>Course Name: Consumer Behaviour</b>	<b>Category:</b> Management & Social Sciences
<b>Course Code:MM-401</b>	<b>Semester: 4th</b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks : 100</b>
<b>Total Lectures:40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Understanding problem solving, negotiation, time management, communication, decision making, empathy and organization skills	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"><li>1. Enable learners to study the impact of psychological factors such as perception, motivation, learning, beliefs and attitudes on consumer choices.</li><li>2. Enable learners to explore how culture, social class, reference groups, family and personal influences shape consumer behaviour.</li><li>3. Help learners to gain insight about different models of consumer behaviour including various rational and emotional decision making models.</li><li>4. Encourages learners to use insights from consumer behaviour to enhance marketing efforts, product development and customer experience.</li></ol>	

### Details of Syllabus

Unit	Content	Contact Hrs.
1.	<b>Understanding the Consumer and the their decision making process:</b> Introduction to Consumer Behavior: Defining consumer behavior, Impact on Marketing strategies, Current trends in consumer behavior. Consumer Decision Process: Need recognition, information search, evaluation of alternatives, purchase decision, consumption and post-purchase evaluation, Bounded Rationality model and Psychological Model of decision making, Variables that shape decision process- individual differences, psychological processes, environmental influences, Types of decision process complex decision making, variety seeking, impulse buying, loyalty, degree of involvement in buying.	[8L]

2.	<p><b>Individual Influences in Consumer Decision Making Process:</b>  Individual Characteristics: Demographic and psychographic characteristics and market segmentation, Personality, personal values, lifestyle concepts and Measurements.  Consumer Perception: Marketing stimuli and perception, Perceptual selection, Organization, interpretation, and selective perception process.  Learning and Memory: Information acquisition and processing, learning elements, Theories, Memory processes, Concept of Cognitive Dissonance  Consumer Motivation: Nature and role of motives, Classifying motives, Motive arousal, Motivation and Involvement of Consumers.  Attitude: Characteristics and functions of attitude, Attitude development, Attitude theories and models, Role of belief in attitude formation, Relationship of attitude and behavior, Attitude reinforcement and change</p>	[15L]
3.	<p><b>Group influence on Consumer Behaviour:</b>  Reference Group Influence: Nature and types of reference groups, How groups influence individuals, Opinion leadership, Word-of-mouth, Innovation and diffusion.  Family and Household: Structural and sociological variables affecting families and households, Family life cycles, Role behavior, Conflict resolution, Changing role of women, Children and household consumer behavior.</p>	[10L]
4.	<p><b>Cultural impact and Consumer Behavior and various models of CB:</b>  Different Consumer behavioral models (Nicosia etc.)  Culture Subculture and Social Class: Nature of culture, Cultural values, Changing values, Cross-cultural understanding of consumer behavior, Types of subculture and their influence on behavior, Nature of social class, Social stratification.</p>	[7L]

<b>References:</b>
1. Consumer Behavior- Building Marketing Strategies by Hawkins, Motherbaugh and Mookerjee McGraw Hill Education , 12 <sup>th</sup> Edition
2. Consumer Behaviour by Rajneesh Krishna, Oxford Higher Educaion, 3 <sup>rd</sup> Edition
3. Consumer Behaviour by Leon G. Sciffman, Joseph Wisenblit, S Ramesh Kumar, Pearson, 11 <sup>th</sup> Edition
4. Consumer Behaviour by Blackwell, Miniard, Engel and Rahman , Cengage, 10th Edition

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Learners will be able to gain insights into the psychological, social and cultural factors that influence consumer decisions and behaviors.
<b>CO 2</b>	Learners will be able to apply theories and models of consumer behavior to real-world marketing strategies.
<b>CO 3</b>	Learners will be able to develop analytical skills to interpret consumer data and trends, enabling effective marketing decisions based on consumer research.
<b>CO 4</b>	Learners will be able to use consumer behavior knowledge to design marketing strategies that enhance customer satisfaction and brand loyalty.

**ELECTIVE PAPERS**  
**SPECIALIZATION: MARKETING**

**MM 402: B2B MARKETING**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> B2B Marketing	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> MM 402	<b>Semester:</b> 4th
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Basic knowledge on marketing and consumer behavior	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Understand B2B Marketing basics and related technologies.</li> <li>2. Apply B2B buying behavior research.</li> <li>3. Analyze strategic B2B marketing decisions.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<p><b>Foundations of B2B Marketing and Technological applications:</b> Business Marketing Concept, Business vs. Consumer Marketing, Economics of Industrial demand, Types of Industrial Markets, Types of Business Customers, Classifying Industrial Products and Services, Business customers' purchase orientations, Organizational Procurement Characteristics, Environment Analysis in Business Marketing</p> <p>Application of AI for predictive analytics and customer segmentation, machine learning algorithms for lead scoring and nurturing, enhancing sales efficiency; automation tools for streamlining marketing campaigns and improving customer engagement through chatbots and virtual assistants; big data analytics in decision-making processes and the impact of blockchain technology on transparency and trust in B2B transactions</p>	<b>[5L]</b>
<b>2.</b>	<p><b>Organizational Buying Behavior and Research:</b> Organizational Buying Process, Types of purchases/buying situations, Buying Centre Concept, Interpersonal Dynamics of Business Buying Behaviour, Roles of Buying centre, Conflict</p>	

	<p>Resolution in Decision, The Webster and Wind model of Organizational Buying Behaviour, Ethics in Purchasing.</p> <p>Business Marketing Research: Differences between B2C and B2B Marketing Research, Sales Forecasting Approaches, Top-Down, Bottom-up approaches.</p>	[5L]
3.	<p><b>Strategic B2B Marketing Decisions:</b></p> <p>Market Segmentation: Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Model for segmenting the organizational Market.</p> <p>Product Policy of established products: Classification of the product types; the life cycle of the product; Management products; Strategies for established products. Product policy of new product development: Strategies for the development of new products; Marketing systems; Marketing of engineering services.</p> <p>Formulating Channel Strategy: Nature of Business Marketing channels, Intermediaries, Direct and Indirect Channels, Channel Objectives, Channel Design, Managing Channel Members, Selection and Motivation of Channel Members, Channel conflicts</p>	[15L]
4.	<p><b>B2B Pricing, Promotion, Sales Management, and E-Commerce:</b></p> <p>Pricing Strategy: Price Determinants, Factors that Influence the Pricing Strategies, Pricing Methods, concept of learning curves, Pricing Strategies, Pricing Policies, Terms of Payment, Competitive Bidding, Leasing</p> <p>The Promotional Strategies: Communication Objectives, Role of personal relation, Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions.</p> <p>Management of Sales Force: Personal Selling, steps involved in B2B personal selling, process of tendering, Key Account Management, Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for sales force deployment.</p> <p>B2B through E-Commerce: Business-to-Business forms of E-Commerce, Models for B2B ecommerce, marketing strategy for the electronic market place</p> <p>Case Studies in Indian context only</p>	[15L]

**References:**

1. Industrial Marketing - P. K. Ghosh; Oxford University Press, 10<sup>th</sup> edition (2005)
2. Indian Cases in B2B Marketing – Dilip Sarwate: Vishwakarma Publications, 7<sup>th</sup> edition (2016)
3. The Fundamentals of Business to Business Sales & Marketing - Coe John; 1<sup>st</sup> edition, McGraw-Hill (2003)
4. Business Market Management - Jr. Anderson James C; 1<sup>st</sup> edition, Pearson Education (2010)

**Course Outcomes (CO):**

<b>CO 1</b>	Understand B2B marketing concepts.
<b>CO 2</b>	Apply AI and other technologies in B2B marketing.
<b>CO 3</b>	Analyze organizational buying behavior:
<b>CO 4</b>	Develop strategic marketing decisions.

**ELECTIVE PAPERS**  
**SPECIALIZATION: MARKETING**

**MM 403: SALES & DISTRIBUTION MANAGEMENT**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> Sales & Distribution Management	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> MM403	<b>Semester:</b> 4 <sup>th</sup>
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> A foundational understanding of marketing principles and basic sales techniques is recommended for the students.	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Equip students with the skills to design and implement effective sales strategies that drive revenue and market share growth.</li> <li>2. Familiarize students with various distribution models and practices, enabling them to select and manage optimal channels for product delivery.</li> <li>3. Enhance students' ability to analyze sales performance metrics and customer feedback, facilitating data-driven decision-making to improve sales effectiveness.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
1.	<b>Introduction to Sales Management:</b> Evolution of sales department, Nature & scope of personal selling & sales management, Roles and functions of a sales manager, Personal Selling: Types of selling situations, Buyer-seller dyad, Theories of selling, Personal selling process (pre-approach, approach, presentation, handling objections, closing a sale, follow-up).	[10L]
2.	<b>Planning and Organizing Sales Force Efforts:</b> Strategic planning and sales organization, Sales department relations, Distribution network relations, Sales forecasting, Sales budget, Sales objectives, functions of a sales manager, sales force planning, Defining Sales Territory, Procedure for Designing Sales Territories, Assigning Salespeople to Territories, Managing Territorial Coverage, Sales Quotas.	[10L]
3.	<b>Sales Force Development and Controlling the Sales Force:</b> Sources of recruitment, Selection process, Methods of selection, Need and purpose of training, Types of training, Designing a training program - ACMEE	[8L]

	model, Leading and Motivating, Analysis of sales, Costs and Profitability, Evaluation of sales force performance.	
4.	<b>Channel Design and Management, Logistics and Retail Management</b> :Marketing Channels Structure, Functions and advantages, Types of channel intermediaries – wholesalers, distributors, sales agents, brokers, franchisers, C&F agents, and retailers, Channel Conflicts and remedies, Channel objectives & constraints, Identification, evaluation and selection of channel alternatives, Channel management and control – recruiting and selecting channel members, motivating, evaluating channel arrangements, Physical Distribution & Logistics: Goals, function, processing, warehousing, inventory & transportation, Retail strategies, Location, Types of retail formats, Stores layout, Visual merchandising techniques, Planning of assortment, Servicing and buying of merchandise, Supply chain management in retailing.	[12L]

<b>References:</b>
1. Sales And Distribution Management - Havaladar, K.K., Cavale, V.M., McGraw Hill, 3 <sup>rd</sup> edition (2017)
2.Sales And Distribution Management – Panda, T.K., Sahadev, S., Oxford University Press, 3rd edition (2019)
3. Sales and Distribution Management – Venugopal, P., SAGE Publications, 2 <sup>nd</sup> edition (2020)
4.Sales And Distribution Management – Gupta, S.L., Scholar Tech Press, 1 <sup>st</sup> edition (2020)

<b>Course Outcomes (CO):</b>	
On completion of the course students will be able to	
<b>CO 1</b>	Perform various roles, responsibilities and policies of sales function and execute the sales process in a systematic and logical manner.
<b>CO 2</b>	Design and implement various channel strategies and manage, motivate and lead the sales force.
<b>CO 3</b>	Frame different policies and plan for sales organization.
<b>CO 4</b>	Address the ethical issues related to sales process.

**ELECTIVE PAPERS**  
**SPECIALIZATION: MARKETING**

**MM 404: SERVICE MARKETING**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> Service Marketing	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> MM404	<b>Semester:</b> 4 <sup>th</sup>
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> A basic understanding of marketing principles and consumer behavior is recommended for the students.	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Equip students with the knowledge to develop and implement effective marketing strategies tailored specifically for service-based industries.</li> <li>2. Enhance students' understanding of the importance of customer experience in service marketing and how to design services that meet consumer needs.</li> <li>3. Develop students' skills in assessing and managing service quality, enabling them to implement continuous improvement practices in service delivery.</li> </ol>	

**Details of Syllabus**

Unit	Content	Contact Hrs.
1.	<b>Service Concept:</b> Definition, Characteristics of services, Tangibility continuum, Marketing-mix for services, Different types of service sectors – traditional and new, Service experience – moments of truth, Understanding Customer Expectations, zone of tolerance.	[8L]
2.	<b>Service Strategy Planning and Service Marketing Pricing and Communications:</b> Understanding the customer and competition, Positioning services, Service triangle concept, Creating service product, Customer value hierarchy, Flower of service, Service product mix, Branding service products, Approaches to pricing of services, Elements of promotional mix for services, Personnel Selling - Advertising and Sales Promotion - Role of Relationship Marketing in promoting services. Promotion objective for Services - Managing the Integrated Services.	[12L]
3.	<b>Managing Service Demand &amp; Capacity and Planning the Service Environment:</b> Designing service delivery system, Service blue printing, Customer as co-producer, Capacity constraints, Demand patterns, Strategies for matching capacity and demand, Wait lines and reservations,	[8L]

	Physical evidence, Services capes - types and role, customer response to environment, guidelines for services cape strategies.	
4.	<b>Managing People, Service Quality Concept and Different Services:</b> Critical importance of service employees, Problems and difficulties of boundary-spanning roles, Strategies for delivering service quality through people, Service leadership and culture, Service quality concept, Integrated Gap model - to identify and correct quality problems, Measuring and improving service quality, Nature and characteristics of financial, hospitality, health-care, educational & professional, logistics, entertainment services and their respective marketing mix analysis.	[12L]

<b>References:</b>
1. Services Marketing – Rao, K.R.M., Pearson Education, 2nd edition (2011)
2. Services Marketing People, Technology, Strategy – Wirtz, J., Lovelock, C., World Scientific, 9 <sup>th</sup> edition (2023)
3. Services Marketing: Concepts, Strategies, and Cases – Hoffman, K.D., Bateson, J.E.G., Cengage, 6 <sup>th</sup> edition (2024)
4. Services Marketing Essentials – Desai, V., Vibrant Publishers, 1 <sup>st</sup> edition (2023)

<b>Course Outcomes (CO):</b>	
On completion of the course students will be able to	
<b>CO 1</b>	Examine the nature of services, and develop marketing planning and control systems appropriate to service-based activities.
<b>CO 2</b>	Specify, analyze and select markets for specific service products and prepare marketing mixes and information systems for service-based organizations.
<b>CO 3</b>	Demonstrate integrative knowledge of marketing issues associated with service productivity, perceived quality, customer satisfaction and loyalty.
<b>CO 4</b>	Apply relevant services marketing theory, research and analysis skills to contemporary case studies and communicate outcomes employing professional discourse and formats.

**ELECTIVE PAPERS**  
**SPECIALIZATION: MARKETING**

**MM 405: PRODUCT & BRAND MANAGEMENT**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name: Product &amp; Brand Management</b>	<b>Category:</b> Management & Social Sciences
<b>Course Code:MM-405</b>	<b>Semester: 4<sup>th</sup></b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks : 100</b>
<b>Total Lectures: 40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b>	
<ul style="list-style-type: none"> <li>i) Understanding of basic marketing concepts, including the marketing mix, consumer behavior, and market segmentation.</li> <li>ii) Familiarity with business and management fundamentals, including organizational functions and decision-making.</li> <li>iii) Basic knowledge of market research methods and techniques for gathering consumer insights.</li> </ul>	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. To provide students with knowledge of product life cycles, new product development processes, and strategies for managing products throughout their lifecycle.</li> <li>2. To equip students with tools and techniques to analyse brand positioning, create strong brand identities, and build and sustain brand equity.</li> <li>3. To make the students learn in aligning product and brand strategies with overall business goals, and manage portfolios to maximize market impact and profitability.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<p><b>Introduction to Product and Product Management:</b></p> <ul style="list-style-type: none"> <li>a) Concept of Product and Product Management, Product Levels, Product Mix, Product Life Cycle Stages and corresponding Strategies, Product Classification, Product Portfolio Management, Market Planning, Marketing and Sales Potential and Sales Forecasting.</li> <li>b) New Product Development, Product Evaluation, Product Adoption, Product Modification, Product Strategy and Positioning, Line Extension &amp; Brand Extension</li> </ul>	<b>[10L]</b>

<b>2.</b>	<b>Brand Management:</b> a) Concept of Brand and Brand Management, Brand creation, Brand Name, Brand attributes, awareness, loyalty, Personality association, brand extension, co-branding, branding commodities b) Developing brand strategy, Positioning concept, positioning statement, positioning process and steps; Brand Identity, Roles of brand, building Brand image, Brand dimensions	<b>[10L]</b>
<b>3.</b>	<b>Brand Marketing and Brand Equity:</b> a) Criteria for choosing Brand Elements, Options & tactics for Brand Elements, Use of IMC for Brand Building, Leveraging Secondary Brand Associations to Brand building. b) Concept of brand equity, Brand equity vs. brand value, brand equity benefits, brand review, brand value, creating brand equity and brand value.	<b>[10L]</b>
<b>4.</b>	<b>Brand Image, Brand Identity and Brand Communication:</b> a) Concept of Brand Personality, its advantages and importance, brand personality and user imaging, Brand ambassadors, Brand promise. b) Understanding branding objective, brand communication strategy, mapping brand strategy with IMC, Media strategy. c) Concept of global brand, benefits, advantages of global branding, building on successful global branding global brand strategy.	<b>[10L]</b>

<b>References:</b>	
<b>1.</b>	Product Management – Donald R. Lehmann and Russel S.Winer, Pearson Education
<b>2.</b>	Strategic Brand Management – KevinLaneKeller, Vanitha Swaminathan, M. G. Parameswaran and Isac C. Jacob, 5 <sup>th</sup> Edition (2020), Pearson Education
<b>3.</b>	Brand Management (text & cases) – Niraj Kumar and ParasTripathi,Himalaya Publishing House.
<b>4.</b>	Product and Brand Management– Tapan K. Panda, 1stedition (2016), Oxford University Press

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Students will be able to develop comprehensive product strategies, including new product launches, product modifications, and lifecycle management to meet market demands.
<b>CO 2</b>	Students will learn how to manage a portfolio of products and brands, making decisions about brand extensions, product line development, and resource allocation to optimize performance.
<b>CO 3</b>	Students will gain skills in evaluating, selecting, and managing information system projects to align with organizational objectives.
<b>CO 4</b>	Students will be able to use market research and consumer insights for more informed decisions related to product innovation, branding, and marketing strategies.

**ELECTIVE PAPERS**  
**SPECIALIZATION: MARKETING**

**MM 406: INTERNATIONAL MARKETING**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> International Marketing	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> MM 406	<b>Semester:</b> 4th
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Basic knowledge on marketing and globalisation	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Comprehend the Fundamentals of International Marketing.</li> <li>2. Analyze Global Market Dynamics and Environmental Factors.</li> <li>3. Evaluate International Institutions and Their Impact on Marketing Strategies.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<p><b>Fundamentals, Dynamics &amp; Environment of International Marketing:</b></p> <ul style="list-style-type: none"> <li>c) Introduction: Definition of international marketing, Domestic vs. international marketing, Benefits of international marketing, Process of internationalization, marketing orientation of a firm</li> <li>d) Dynamics of World Market: Identifying and satisfying global needs, Coordinating activities and recognizing constraints</li> <li>e) Environment of International Marketing: Economic-cultural – culture and its characteristics, influence of culture on consumption decisions, cultural universals, Politico- Legal – concept of multiplicity of political and legal environment, different political and legal systems.</li> </ul>	<b>[15L]</b>
<b>2.</b>	<p><b>International Institutions, Products &amp; Pricing Policies:</b></p> <ul style="list-style-type: none"> <li>c) International Institutions: (only the objectives) – WTO, World Bank, IMF, ADB, UNCTAD, EEC, SAPTA, NAFTA etc.</li> <li>d) International Product Policy: New product policy, International product life cycle, Product line policies, Branding, packaging</li> </ul>	<b>[10L]</b>

	and labeling e) International Pricing Strategies: Factors in pricing, Alternative strategies, Forfeiting, Transfer pricing, Dumping, Counter trade	
3.	<b>International Distribution, Promotion &amp; Trade Theories:</b> c) Distribution: Methods of entry into foreign markets, Foreign market channels, Global logistics d) Promotion: Global promotion mix, Standardized global communication. e) Trade Theories: Basis of international trade, Principles of absolute and relative advantage, Factor endowment theory	[10L]
4.	<b>Foreign Exchange &amp; Documentation:</b> c) Foreign Exchange: Concepts of spot rate, forward rate, arbitrage, translation; FEMA d) Procedure of Foreign Trade and Documentation: Process of importing and exporting, Documentation (only the purpose) – certificate of origin, bill of lading, mates receipt, letter of credit, line of credit.	[5L]

<b>References:</b>
1. Baack, D. W., Czarnecka, B., & Baack, D. (2020). <i>International marketing</i> . SAGE Publications.
2. Hollensen, S. (2020). <i>Essentials of global marketing</i> (4th ed.). Pearson Education.
3. Cateora, P. R., Money, R. B., Gilly, M. C., & Graham, J. L. (2024). <i>International marketing</i> (19th ed.). McGraw-Hill Education.
4. Pease, W. M. (2018). <i>The language of global marketing: How to adapt your domestic marketing strategies to international sales</i> . Business Expert Press.

<b>Course Outcomes (CO):</b>	
CO 1	Remember & Understand key concepts of international marketing and resultant firm orientation.
CO 2	Apply and analyze global market dynamics.
CO 3	Evaluate the roles of international institutions.
CO 4	Develop comprehensive international marketing strategies.

**ELECTIVE PAPERS**  
**SPECIALIZATION: FINANCE**

**FM 401: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name: Investment Analysis and Portfolio management</b>	<b>Category: Management &amp; Social Sciences</b>
<b>Course Code: FM 401</b>	<b>Semester: 4th</b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks : 100</b>
<b>Total Lectures: 40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Knowledge of Financial Management, Corporate balance sheet and share market.	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. This course will help the students not only to get a job of a financial analyst but also will help them to go for self profession in the form of financial agents or stock market brokers ( i.e to be a job creator).</li> <li>2. Students will be interested about stock market functioning both in domestic and global market.</li> <li>3. Students will learn to fix up buying and selling strategies for shares and bonds etc.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
1.	<b>Concepts of Portfolio Management:</b> Financial Instruments, Overview of Indian Capital Market, Brief ideas on portfolio management, ideas on speculation, hedging, arbitraging. <b>Security Valuation:</b> Valuation of Bond – YTM and its calculation- Duration of Bond – Concept of Immunization- Valuation of Shares. <b>Risk and Return:</b> Definition of Risk and Return- Different types of Risk- measurement of Risk and Return of single security – Beta of Security.	[16L]
2.	<b>Security Analysis:</b> Concept of Security- Fundamental and Technical Analysis- difference between Fundamental and Technical Analysis – (support and resistance- Charts and graph – line chart – Candlestick Chart – various patterns) – Dow Theory – Elliot Wave Theory.	[8L]
3.	<b>Portfolio Theory:</b> Concept of Portfolio, measurement of Portfolio risk and return, Markowitz Portfolio theory – Efficient Frontier and selection of Optimum Portfolio. CAPM: Idea and interpretation - SML and CML. Analysis and interpretation –Usefulness. Other Portfolio Theory: Sharp Single Index Model - Arbitrage pricing	[8L]

	theory and Multi Factor Theory.	
4.	<b>Market efficiency and Portfolio Evaluation:</b> Concept of Efficient market hypothesis - Different types of market efficiency and their interpretation - Techniques of analyzing portfolio performance – Treyno’s performance Index, Sharp Performance Index, Jonson’s Performance Index, Analysis and modification / revision of portfolio, Formula Plan, Rupee-Cost Averaging, Constant Rupee Plan, Constant Ratio Plan, Variable Ratio Plan, Swap.	[8L]

<b>References:</b>
1. Bhalla. B.K. Investment Management, S Chand Publication
2. Fischer and Jordon, Security Analysis and Portfolio Management, Prentice Hall.
3. Kevis, S, Security Analysis and Portfolio Management, Prentice Hall
4. Copeland, Weston & Shastri, Multinational financial analysis, Pearson
5. Nagarajan & Jayabal, Security analysis and portfolio management, New Age International
6. Avadhani, V.A., Security Analysis and Portfolio Management, Himalaya Publishing
7. P.Pandian, Security Analysis and Portfolio Management , Vikas Publication

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Incumbent will learn about various avenues of investment in securities whether in capital market or in money market (specially money market mutual funds) in details which will not only help them to get a job of a financial analyst but also will help them to go for self profession in the form of financial agents or stock market brokers ( i.e to be a job creator).
<b>CO 2</b>	Incumbent will learn how to evaluate the Shares and bonds and how to determine the feasible price of shares and bonds for fixing buying and selling strategy. Also they will learn to analyze a share fundamentally and technically before taking investment decision in that share. This knowledge is essential for getting a job of Mutual Fund Managers as well as for constructing his or her own portfolio.
<b>CO 3</b>	Incumbent will various theories applicable in capital market like Markowitz Portfolio Theory and selection of optimum portfolio by applying efficient frontier model. They will also learn other portfolio theories like Sharpe Single Index Model, Efficient Market Hypothesis, Arbitrage theory etc. Additionally they will learn the application of CAPM model, its analysis, interpretation and usefulness in decision making regarding portfolio investment.
<b>CO 4</b>	Incumbent will learn various portfolio evaluation techniques and the ways to revise a portfolio, if necessary.

**ELECTIVE PAPERS**  
**SPECIALIZATION: FINANCE**

**FM 402: TAXATION**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> Taxation	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> FM 402	<b>Semester:</b> 4 <sup>th</sup>
<b>L-T-P: 4-0-0</b>	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme:</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b>	
<ol style="list-style-type: none"> <li>1. A basic understanding of accounting principles and financial statements.</li> <li>2. Familiarity with the Indian economic system, especially government revenue and expenditure.</li> <li>3. Knowledge of business structures like sole proprietorship, partnership, and companies, to understand the relevance of different tax regimes.</li> </ol>	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. To provide a foundational understanding of direct and indirect taxation in India, including the concepts of taxable income and the relationship between residential status and tax liability.</li> <li>2. To equip students with the knowledge of tax compliance, procedures for filing income tax returns, and the assessment and penalty structures involved in income tax.</li> <li>3. To familiarize students with the framework of Goods and Services Tax (GST) and the fundamentals of personal tax planning, including investment strategies and tax-saving instruments.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<b>Introduction to Taxation:</b> Definition, purpose, and types of taxes, Classification of taxes - Direct vs. Indirect. Concept of Income. Residential Status of the Individual, HUF, AOP, Firm & Company-Relationship between Residential Status and Taxable Income, Exempted Incomes. Direct Tax Reforms. Heads of Income, Computation of total income, Deductions.	<b>[20 L]</b>
<b>2.</b>	<b>Income Tax Compliance: Filing Procedures, Assessments, and Penalties:</b> Procedure for filing income tax returns, Penalties and provisions for non-compliance, Types of assessments - Regular, Best Judgment, and Summary assessments.	<b>[6L]</b>

3.	<p><b>Comprehensive Overview of GST: Framework, Compliance, and Administration</b></p> <p>a) Introduction to GST- Need for GST in India, Challenges in Designing GST. Origin- based versus Destination-based Taxation. Registration and Threshold. Composition Scheme. Tax Administration. GST Model. Compensation to States. GST Act &amp; Rules</p> <p>b) Levy &amp; Collection of GST- Tax invoice. Credit and Debit Note. Exemption from GST. E Way Bill. Return. Payment of Tax. Input Tax Credit. Job work. Refunds.</p> <p>Administration of GST- Goods and Services Tax Council. Advance Ruling. Demands and Recovery. Appeal and Revision. Offences &amp; Penalties. Anti-Profiteering Measures. Avoidance of Dual Control.</p>	[8 L]
4.	<p><b>Personal Tax Planning and Investment Strategies for Individuals:</b></p> <p>Tax Planning through various tax saving investment avenues available for individuals like Mutual funds Unit linked insurance plans, Bonds, Equity linked savings schemes, Post Office Saving schemes and others. Assessment of individuals – Assessment procedure – Advance payment of tax – Tax deductions or collection at source – Appeals and revisions – personal tax Planning with reference to wealth tax and gift tax</p>	[6L]

<b>References:</b>	
1)	<b>Singhania, V.K., &amp;Singhania, M. (2023).</b> <i>Direct Taxes Law and Practice.</i> Taxmann Publications Pvt. Ltd.
2)	<b>Datey, V.S. (2023).</b> <i>Indirect Taxes Law and Practice (GST, Customs, and FTP).</i> Taxmann Publications Pvt. Ltd.
3)	<b>Ahuja, G., &amp; Gupta, R. (2023).</b> <i>Simplified Approach to Income Tax.</i> Bharat Law House.
4)	<b>Girish Ahuja, Ravi Gupta (2023).</b> <i>Systematic Approach to Indirect Taxation (GST, Customs &amp; FTP).</i> Bharat Law House.

<b>Course Outcomes (CO):</b>	
CO 1	Students will be able to define and classify different types of taxes and understand their purposes within the Indian taxation system.
CO 2	Students will develop the ability to compute taxable income, file tax returns, and ensure compliance with tax laws and regulations
CO 3	Students will gain insights into GST laws, including tax invoice generation, input tax credit, and compliance requirements, and will be able to address administrative aspects like penalties and appeals.
CO 4	Students will be able to apply personal tax planning techniques, leveraging tax-saving investments and understanding the wealth and gift tax implications for individuals.

**ELECTIVE PAPERS**  
**SPECIALIZATION: FINANCE**

**FM 403: MERGERS, ACQUISITIONS & CORPORATE RESTRUCRING**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> Mergers, Acquisitions & Corporate Restructuring	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> FM 403	<b>Semester:</b> 4th
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Basic functional understanding of corporate accounting.	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. To provide concrete understanding of Mergers and Acquisitions (M&amp;A).</li> <li>2. To expose about the process and methods of M&amp;A and current issues of M&amp;A.</li> <li>3. To familiarize the concept of Corporate Restructuring and Demerger.</li> </ol>	

**Details of Syllabus**

Unit	Content	Contact Hrs.
1.	<b>Introduction to mergers and acquisitions:</b> Meaning, types, advantages & disadvantages. Strategic evaluation of M & A opportunities: Selection criteria, key steps in the strategic planning of a merger, feasibility analysis, features of acquisition of sick companies. Strategizing and structuring M & A activities: Merger process from planning to implementation, five stage model, and methods of financial mergers.	[12L]
2.	<b>(a) Synergy and value creation in mergers:</b> Types of synergy, role of industry life cycle, value creation in synergy, factors contributing to M & A. <b>(b) Legal &amp; regulatory framework of M&amp; A:</b> Provisions of the Companies Act 1956 relating to M & A., buy back of shares, provisions for SEBI act 1992, income tax act for M & A.	[8L]

3.	<p><b>(a) Corporate Restructuring:</b> Meaning &amp; need, different methods of corporate restructuring.</p> <p><b>(b) Demergers:</b> Meaning &amp; characteristics, structure of demerger, tax implications.</p> <p><b>(c) LBOs, MBOs, MLPs, and ESOPs:</b> Concepts, mode of purchase in LBO, key motives behind an MBO, classify types of MLP, &amp; ESOP.</p>	[12L]
4.	<p><b>(a) Joint ventures:</b> Meaning &amp; characteristics, role of joint venture in business strategy, Tax aspect of joint venture, reasons for failure in joint venture.</p> <p><b>(b) Valuation of assets:</b> basis of valuation, different methods of valuation, valuation of synergy.</p>	[8L]

<b>References:</b>	
1.	Mergers and Acquisitions: Strategy, Valuation and Integration – K.G. Ray, PHI (2010).
2.	Mergers, Acquisition & Corporate Restructuring Strategies & Practices – R. N. Kar, Minakshi, Taxman, 3 <sup>rd</sup> edition (2017)
3.	Mergers and Acquisitions: Valuation, Leveraged Buyouts and Financing – S. Kapil, K. N. Kapil, Wiley, 2 <sup>nd</sup> edition (2018).
4.	Mergers, Acquisitions, and Other Restructuring Activities – D. M. DePamphilis, Academic Press, 9 <sup>th</sup> edition (2017).

<b>Course Outcomes (CO):</b>	
CO 1	Learners will be able to analyze the process of Mergers and Acquisition and the steps and advantages of M&A.
CO 2	The students will be able to understand the synergy and value creation in merger and the legal framework of M&A.
CO 3	Students will understand the concepts of corporate restructuring, demerger, LBO, MBO, MLP and ESOP.
CO 4	Students will be able to understand different methods of valuation of assets and concept of joint venture.

**ELECTIVE PAPERS**  
**SPECIALIZATION: FINANCE**

**FM 404: FINANCIAL DERIVATIVES**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> Financial Derivatives	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> FM 404	<b>Semester:</b> 4 <sup>th</sup>
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme:</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> A basic understanding of financial concepts, particularly financial markets and instruments, is essential.	
<b>Course Objectives:</b> <ol style="list-style-type: none"> <li>1. To provide a comprehensive understanding of the fundamentals of financial derivatives and their role in financial markets.</li> <li>2. To equip students with practical knowledge of pricing and risk management using derivative instruments.</li> <li>3. To explore the regulatory, operational, and ethical aspects of derivatives in the global financial system.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<b>Introduction to Derivatives and Markets:</b> Definition, Purpose, and History, Forwards, Futures, Options, Swaps, Exchange-traded vs. Over-the-counter (OTC), Hedging, Speculation, and Arbitrage, Hedgers, Speculators, Arbitrageurs, SEBI regulations, global market regulations.	<b>[10 L]</b>
<b>2.</b>	<b>Futures and Forwards:</b> Mechanics, Payoff Profiles, Valuation, Pricing, Hedging Strategies, Margin System, Clearing and Settlement, Risk management applications, Cost of carry model, Relationship between Spot and Futures prices, Interest Rate Futures and Stock Index Futures.	<b>[10 L]</b>
<b>3.</b>	<b>Options and Option Strategies:</b> Call and Put Options, Payoff Diagrams, Binomial Model, Black-Scholes Model, Delta, Gamma, Theta, Vega, Rho, Covered Call, Protective Put, Straddles, Strangles, Spreads (Bull and Bear spreads, Butterfly spreads), Barrier options,	<b>[10 L]</b>

	Asian options.	
4.	<b>Swaps, Risk Management, and Contemporary Issues:</b> Mechanics of Interest Rate Swaps, Currency Swaps, Fixed-for-floating swap structure, Comparative advantage, Market risk, Credit risk, Operational risk, Liquidity risk, Recent Trends and Issues in Derivatives Markets.	[10 L]

<b>References:</b>	
1)	Hull, J. C. (2022). Options, Futures, and Other Derivatives (11th Edition). Pearson Education India.
2)	Srivastava, R. M., & Srivastava, S. (2022). Derivatives and Risk Management (2nd Edition). Oxford University Press.
3)	Dubofsky, D., & Miller, T. W. (2021). Derivatives: Valuation and Risk Management (2nd Edition). Oxford University Press.
4)	Sundaram, R. K., & Das, S. R. (2020). Derivatives: Principles and Practice (Revised Edition). McGraw Hill.

<b>Course Outcomes (CO):</b>	
CO 1	Students will understand the different types of derivative instruments and their purposes.
CO 2	Students will be able to calculate and interpret the prices and payoffs of forward, futures, and options contracts.
CO 3	Students will acquire practical skills to implement various hedging and speculative strategies using derivatives.
CO 4	Students will have a solid grasp of contemporary issues and risk management practices in the derivatives market.

**ELECTIVE PAPERS**  
**SPECIALIZATION: FINANCE**

**FM 405: INTERNATIONAL FINANCE**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> International Finance	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> FM 405	<b>Semester:</b> 4 <sup>th</sup>
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Basic understanding of Financial Management.	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. To familiarize the students with the basic concepts of international business.</li> <li>2. To understand how business, finance, and trade are interlinked in today's globalized world.</li> <li>3. To understand the foreign exchange management and exchange rate market and policy.</li> </ol>	

**Details of Syllabus**

Unit	Content	Contact Hrs.
1.	<p><b>(a) International Financial Management:</b> Domestic Financial Management &amp; International Financial Management. The Emergence of the MNC, Nature of the MNC</p> <p><b>(b) International Financial Markets:</b> International Banking &amp; Money Market- International banking Services- BASEL Norms, Capital Adequacy Standards- International Money Markets, International Equity Sources - Global Equity Markets- ADR, GDR,</p>	[10L]
2.	<p><b>(a) International Monetary System:</b> History of International Monetary System, Bretton Wood System, Present Day Currency Regimes, Birth of EMU and EURO, Role of IMF, IBRD, WTO</p> <p><b>(b) Balance of Payments (BOP):</b> Principles of BOP Accounting, Components of BOP, Significance of 'Deficit' &amp; 'Surplus' in BOP, India's BOP and Economic Performance, Capital Mobility and Capital Account Convertibility.</p>	[10L]
3.	<p><b>(a) Exchange Rate Determination:</b> International Parity Conditions – Purchasing Power Parity- Interest rate Parity, Fishers International</p>	[10L]

	Parity Theory. <b>(b) International Trade Procedure:</b> Process of Export and Import-necessary documentation- LC, Bank Guarantee, Letter of Intent etc.	
4.	<b>(a) The Foreign Exchange Market:</b> Functions, Participants and Transactions – Exchange Rates and Quotations –Bid & Ask rate – Cross rate- Indian foreign Exchange Market, Foreign Currency Derivatives – Forward Foreign Exchange Contract , Futures, Forwards, Swaps – Currency Swap and Interest rate Swap , Quality Spread Differential-Concept of Netting. <b>(b) Foreign Exchange Exposure &amp; Risk Management:</b> Two dimensions of Foreign Exchange Risk- Transactions Exposure & Translation Exposure, Arbitrage opportunity through Money Market Operation.	[10L]

<b>References:</b>
1. International Financial Management - P.G. Apte, Tata McGraw Hill, 8 <sup>th</sup> edition (2020).
2. Multinational Business Finance – E. Stonehill, Pearson, 14 <sup>th</sup> edition (2015)
3. International Financial Management – J. Madura, Cengage, 14 <sup>th</sup> edition (2021)
4. Foreign Exchange, International Finance and Risk Management – A. V. Rajwade, H.G. Desai, Shroff Publishers, 5 <sup>th</sup> edition, (2014)

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	The students will understand the basic concepts of international financial management and international financial market.
<b>CO 2</b>	Incumbent will acquire the knowledge of how monetary system work worldwide and the concepts of balance of payment.
<b>CO 3</b>	Learners will get the knowledge of how exchange rate determined in foreign market and the procedure and international trade.
<b>CO 4</b>	The students will be able to understand the different concepts of foreign exchange market and risk management procedure and exposure of foreign exchange

**ELECTIVE PAPERS**  
**SPECIALIZATION: FINANCE**

**FM 406: PROJECT APPRAISAL & FINANCE**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name: Project appraisal and Finance</b>	<b>Category:</b> Management & Social Sciences
<b>Course Code: FM 406</b>	<b>Semester:</b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks : 100</b>
<b>Total Lectures: 40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Concepts of Financial Management and Mathematics of Finance	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Students will learn about various aspects of Financing a project along with risk involvement of separate projects and how to handle those risks.</li> <li>2. Students will have the thorough knowledge of preparing Detailed Project Report to obtain Debt Capital from various sources and raising funds from equity market as well.</li> <li>3. Students will have wide idea about the mode of functioning of various banks and NBFCs and how to plan for Debt Servicing. They will also learn about judicious mix of Owned Capital and Borrowed capital to finance projects.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<b>Introduction to Project Finance:</b> Overview and Fundamentals- Concepts, Functions, Types, Project Finance Risks and Risk Mitigation- Project Conceptualization Risk, Financial Closure Risk, Project Construction Risk, Political Risk, Market Risk, Supply Chain Risk, Policy Risk, Exchange Risk, Environmental Risk, Force Majeure.	<b>[8L]</b>
<b>2.</b>	<b>Sources of Capital:</b> Various sources of debt and equity, Prudence in Mix of Long Term and Short-Term Finance, Forms of Long-Term Project Finance, Forms of Short-Term Project Finance, Lease, Role of Non-Banking Finance Companies (NBFC) Project Selection- Projects Procurement Process, Market Analysis, Competencies and Promoter Analysis, Loan Documentation –	<b>[10L]</b>

	Infrastructure and Public Private Partnership	
3.	<b>Project specifications:</b> Cost of Project -, Estimating Fixed Capital Investment in Project, Estimating Working Capital investment in the project, Means of Financing, Concepts of Depreciation Project Feasibility Analysis - Background, Net Present Value (NPV), Profit v/s Cash Flow, Discount Rate, Tax-Shield on Interest, Tax-Shield on depreciation, Internal Rate of Return (IRR), Payback Period, Discounted Payback Period.	[12L]
4.	<b>Financial Projections</b> -Projected Profit and Loss Account, Projected Balance Sheet, Projected Funds Flow, Project IRR, Loan Servicing Capability: (a) Interest Coverage Ratio (ICR) (b) Debt Service Coverage Ratio (DSCR) c) Sensitivity Analysis d) Risk Adjusted Discount Rate (RAD) e) Probability Approach f) Decision Tree Approach Case Study	[10L]

#### References:

1. Project Appraisal and finance, Dr. Selvi S, Mayas Publication
2. Project Appraisal and financing (2 <sup>nd</sup> Edition), Ambarish Gupta, PHI Learning
3. Corporate and Project Finance Modeling: Theory and Practice- Edward Bodmer, Wiley and Sons
4. Introduction to Project Finance-Andrew Fight, Elsevier
5. PPP And Project Finance -Das, Prabuddha, McGraw-Hill Education

#### Course Outcomes (CO):

<b>CO 1</b>	Incumbent will learn about various risks involved in financing of a project and Incumbent will also learn about different types of projects and how to select out of different alternative projects
<b>CO 2</b>	Incumbent will learn how to conduct feasibility study of any project by applying various financial tools like NPV, IRR, PI, XIRR, MIRR, Economic IRR etc. He will learn about proper way of Working Capital Management which is extremely necessary for smooth and timely execution of the project without any type of interruption.
<b>CO 3</b>	Incumbent will learn how to prepare a DPR keeping view on competencies and experience of Promoters, arrangements of finance etc. which are required for loan documentation. For this purpose they will learn about various sources of capital for Long Term and Short Term Financing, proper mixing of these two types of financing at the time of requirement.
<b>CO 4</b>	Incumbent will learn about role of Banks and NBFCs in project financing as well as servicing of debt by applying Interest coverage ratio, Debt service coverage ratio etc. Also he/she will learn about how to maintain a proper capital structure in financing a project by judicious mix of Owned capital and Borrowed Capital.

**ELECTIVE PAPERS**  
**SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**

**HR401: MANPOWER PLANNING, RECRUITMENT & SELECTION**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> Manpower Planning Recruitment & Selection	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> HR 401	<b>Semester:</b> 4 <sup>th</sup>
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks:</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Understanding of core operations of Human Resource Management	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Help students understand the techniques for forecasting future manpower requirements ensuring productivity.</li> <li>2. Help students understand the process and techniques of job analysis enhancing procurement function of HR.</li> <li>3. Understanding the need of systematic management technique of career planning in enriching employees at work</li> </ol>	

**Details of Syllabus**

Unit	Content	Contact Hrs.
1.	<b>Introduction to HR Planning:</b> Manpower Planning: Concept, Benefits, Types of manpower planning, Macro Level Scenario of manpower planning, Factors affecting manpower planning, Process of manpower planning, barriers, requisites for successful manpower planning, Human resource accounting, Process of Recruitment, Sources of Recruitment, Selection process, Problems in selection	[10L]
2.	<b>Techniques of HR Planning:</b> Methods and Techniques: Demand Forecasting: Managerial judgement, Ratio- Trend Analysis, Work Study Techniques, Delphi Technique, Regression Analysis, New Venture analysis, Markov Analysis, Supply Forecasting: Analysis of existing Manpower, Analysis of internal supply; inflows and outflows, turnover rate, productivity level, movement among jobs, Analysis of external supply, Balancing Supply & Demand, Issues of Shortage and Surplus.	[12L]
3.	<b>Job Analysis and Evaluation:</b> Job Analysis & Job Evaluation: Job Analysis - Concepts, Process, Job	

	Description, Job Specification, Uses, Limitations; Job Evaluations – Concepts, Methods, Uses, Limitations, Competency Mapping	<b>[8L]</b>
<b>4.</b>	<b>Talent Development and Engagement:</b> Policies and Approaches, Organizational Training, Role of Training Managers in Talent Development. Talent Engagement and Fully Engaged Talent, Importance of Talent Engagement, Driving Factors of Talent Engagement, Engagement Levels, Talent Engagement Model, Process for Improving Talent Engagement, Talent Engagement vs. Performance and Retention, Talent Engagement, Career planning, Succession planning	<b>[10L]</b>

<b>References:</b>	
1. Human Resource Planning and Utilization – Debasish Biswas and Debarun Chakraborty, Crescent Publishing Corporation	
2. Human Resource Planning – Dipak Kumar Bhattacharyya, Excel Books, 3 <sup>rd</sup> edition	
3. Human Resource Management (An Indian Adaptation) – Adapted by Rama Shankar Yadav, Wiley, 13 <sup>th</sup> edition	
4. Human resource Management: Text and Cases – K. Ashwathappa & Sadhna Dash, McGraw Hill, 10 <sup>th</sup> edition	

<b>Course Outcomes (CO):</b>	
On completion of the course students will be able to:	
<b>CO 1</b>	To prepare recruitment and selection strategy in relation to the organization's business objectives
<b>CO 2</b>	To examine the methods used in demand and supply forecasting of human resources and their relative implications and accordingly performing job analysis
<b>CO 3</b>	To appropriately use the manpower implementation strategies of downsizing, retention, training, career and succession planning
<b>CO 4</b>	To understand the concept of talent development and importance of talent engagement in the organization

**ELECTIVE PAPERS**  
**SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**

**HR 402: EMPLOYEE RELATIONS & LABOUR LAWS**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> Employee Relations and Labour Laws	<b>Stream:</b> MBA
<b>Course Code:</b> HR-402	<b>Semester:</b> 4th
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory:4 hrs./ week	<b>Maximum marks :</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Understanding conflict resolution, mediation, and negotiation techniques is valuable prerequisite	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Enable learners to gain knowledge of major labour laws and regulations</li> <li>2. Help learners to understand the implications of non-compliance with labour laws and the potential legal consequences for employers.</li> <li>3. Help learners to strike a balance between employer interests and employee rights in labour relations.</li> <li>4. Help learners to examine the dynamics of labour markets and their impact on industrial relations, including supply and demand for labour, wage determination, and employment trends.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<p><b>Basics of ERM, IR and Employee Discipline:</b></p> <p>a) Employee Relations Management (ERM): Overview, Tools, Core Issues ,ERM in multi union situations in Core Sector, Performance Management Services, Involvement and Commitment as Competitive Advantages, The Psychological Contract: Interest and Expectations, HR Infrastructure, Employee Surveys</p> <p>b)Industrial Relations: Overview, importance, Approaches to IR, Parties to IR, System Model of IR, Industrial Employees of India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics), Contemporary Issues in Employee Relations</p> <p>c) Employee Discipline: Types, Misconduct, Disciplinary Action,</p>	<b>[10L]</b>

	Disciplinary Enquiry and Procedures, Grievance Handling and Redressal	
2.	<p><b>Basics of Trade Unionism and Collective Bargaining:</b>  Collective Bargaining: Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement – content, Validity, Implementation, Productivity Bargaining  Trade Unionism in India : Introduction, Trade Unions, Reasons for Joining Trade Unions, Types and Functions of Trade Unions, Type of Trade Union Agitations, Trade Unions in India and its Problems, Employers’ Organizations in India, Managerial Associations</p>	[10L]
3.	<p><b>Employee Welfare and Employee Participation:</b>  Concept, Purpose, Statutory and Non-Statutory Provisions, ILO Conventions and its application in India. Meaning of Employee Participation and Empowerment, Advantages, Employee Participation in India- WPM, EPM, Quality Circles- Concept and Practices in India</p>	[6L]
4.	<p><b>Important Labor Laws:</b></p> <p>a) Laws relating to Establishment: Factories Act, 1948; Plantations Labour Act, 1951; Mines Act, 1952.</p> <p>b) Laws relating to Wages: Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976, Payment of Gratuity Act 1972 , Maternity Benefit Act 1961</p> <p>c) Laws relating to Industrial Relations : Trade Unions Act, 1926; Industrial Employment (Standing Orders) Act, 1946; Industrial Disputes Act, 1947;</p>	[14L]

<b>References:</b>
1. Taxmann's Labour Laws, 2024
2. Industrial Relations And Labour Laws by Piyali Ghosh and Sefali Nandan, McGraw Hill Education, 2017 Edition
3. Labour and Industrial Laws by P.K Padhi, Prentice Hall India, 2024 Edition
4. Introduction to Industrial and Labor Laws by Avatar Singh and Harpreet Kaur, LexisNexis, 4th Edition
5. The Principle of labour Laws - I by T. Padma, K.P.C. Rao, Alt Publications. 1 <sup>st</sup> Edition

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Learners will be able to articulate the significance of industrial relations in the context of organizational effectiveness and employee well-being..
<b>CO 2</b>	Learners will be able to identify the rights and protections afforded to employees within the industrial relations framework, including those related to organizing, fair wages, and workplace safety.
<b>CO 3</b>	Learners will be able to interpret the implications of these laws for employers, employees, and trade unions.
<b>CO 4</b>	Learners will be able to apply various methods for resolving workplace conflicts, including mediation, arbitration, and negotiation strategies.

**ELECTIVE PAPERS**  
**SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**

**HR 403: COMPENSATION AND BENEFITS MANAGEMENT**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name: Compensation &amp; Benefits Management</b>	<b>Category: Management &amp; Social Sciences</b>
<b>Course Code: HR 403</b>	<b>Semester: 4<sup>th</sup></b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks: 100</b>
<b>Total Lectures: 40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Understanding of key functions of Human Resource Management	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. To help students learn basic compensation concepts and the context of compensation practice</li> <li>2. To help students illustrate different ways to strengthen the pay-for-performance link.</li> <li>3. To help students learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<b>Employment and Labor Market:</b> Policy and Programmes, Reservation Rules, Employment of Women and Dependents, Employment of Land Oustees - Provisions and Practices under the relevant Act and statutory provisions, New Employment Practices: Outsourcing, Contingent Workers, Employee Leasing, Labour Market: Concept, Broad Types of Labour Market, Employment of Contract Labourers: Provisions and Practices under the relevant Act	<b>[10L]</b>
<b>2.</b>	<b>Wage Administration:</b> Concept of Wage and Compensation: Minimum Wage, Fair Wage, Living Wage, Wage Policy, Wage/Salary, Real Wage, Components of Wages: Basic, Dearness Allowances, House Rent Allowances, City Compensatory Allowance, Other Allowances, Wage Fixation, Pay for different types of employees, Managerial/ Executive Compensation-.Wage Administration -	<b>[12L]</b>

	Pay Roll Management, Deductions etc.	
<b>3.</b>	<b>Dearness Allowance:</b> a) Dearness Allowance: Methods of DA payment, Consumer Price Index, Neutralization b) Productivity and Wages: Productivity Bargaining, Incentive Payments, Productivity Linked Bonus, Incentives –Individual & Group, Case Studies on Productivity Bargaining, Reward strategy	<b>[8L]</b>
<b>4.</b>	<b>Employee Benefits:</b> Employee Benefits: Statutory & Voluntary Benefits - Fringe Benefits, Retirement Benefits - Provident Fund, Gratuity, Pension, Medical Insurance; ESOP, fundamentals of Computations of taxable income, overtime, etc. Reward Management, team rewards & psychological contract, Employee Welfare and Working Conditions: Statutory and voluntary measures.	<b>[10L]</b>

<b>References:</b>
1. Compensation Management – Dipak Kumar Bhattacharyya, Oxford University Press, 2 <sup>nd</sup> edition
2. Compensation Management – R C Sharma & Sulabh Sharma, Sage Texts
3. Strategic Compensation – Joseph J. Martocchio, Pearson, 9 <sup>th</sup> edition

<b>Course Outcomes (CO):</b>	
On completion of the course students will be able to:	
<b>CO 1</b>	Understand the administration of compensation programs and how they fit within a total rewards strategy
<b>CO 2</b>	Apply compensation strategies and programs to ensure strategic alignment leading to a inclusive workforce
<b>CO 3</b>	Collect, prepare, and analyze data to create job structure, pay structure, and compensation plans for employees.
<b>CO 4</b>	Analyze how pay decisions help the organization achieve a competitive advantage.

**ELECTIVE PAPERS**  
**SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**

**HR 404: PERFORMANCE MANAGEMENT SYSTEMS**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name: Performance Management Systems</b>	<b>Category: Management &amp; Social Sciences</b>
<b>Course Code: HR 404</b>	<b>Semester: 4th</b>
<b>L-T-P: 4-0-0</b>	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks : 100</b>
<b>Total Lectures:40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Basic knowledge on Human Resource Management	
<b>Course Objectives:</b>	
1.Understand and Differentiate Performance Management Concepts 2.Develop Skills in Performance Planning and Monitoring 3.Implement Reward Management and Employee Engagement Strategies	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<b>Performance Management &amp; Planning:</b> Overview, principle, measuring performance versus measuring action, contribution of Performance management to competitive advantage, difference between Performance Management and Performance Appraisal, Performance Management Process, Challenges of PMS, Managing team performance. Role/job description of performance planning, key result areas, key activities, goal setting, performance agreement	<b>[10L]</b>
<b>2.</b>	<b>Performance monitoring, development and appraisal</b> Performance monitoring and feedback, Identifying problems, providing support. Developing: Capability, willingness, work environment, technology, systems, group dynamics, Quality of supervision. Performance appraisal: Meaning, objectives. Appraisal Process, Issues in appraisal design. Appraisal Methods – Traditional methods, Modern Methods: Management by Objectives (MBO), Assessment Centres,	<b>[10L]</b>

	360 degree Feedback. Designing KRA based performance appraisal system, Problems of Rating, Appraisal Interview, Archiving and Use of appraisal data, Legal issues associated with Performance appraisal	
3.	<p><b>Reward Management &amp; Competency Mapping:</b></p> <p>Reward management: meaning, importance, objectives. Reward, recognition, financial and non-financial rewards, performance pay, competency-based pay, Reward management process.</p> <p>Competency Mapping: Concept, objectives, benefits, Process of Competency mapping. Identifying competency levels, developing competency maps for different positions.</p>	[10L]
4.	<p><b>Employee Engagement, Balanced Scorecard and PMS technologies:</b></p> <p>Employee Engagement: Meaning, Nature, Types, Drivers of engagement, Benefits Of engagement, measurement of employee engagement.</p> <p>Balance Scorecard: Balance Scorecard approach to PMS, HR score card, MalcomBaldrige business excellence model.</p> <p>PMS Technologies: Automated Performance TrackingData-Driven Decisions, Streamlined Performance Evaluations, Continuous Feedback, Increased Collaboration, Mobile Accessibility, Improved Goal Setting, Personalized Development Plans, Enhanced Employee Engagement, Improved Data Privacy and Security Case Studies</p>	[10L]

<b>References:</b>
1. A Handbook of Personnel Management Practice- Armstrong, Michael,Kogan Page,16 <sup>th</sup> edition(2023)
2. Handbook of Strategic Human Resource Management - Armstrong, Michael,Kogan Page,8 <sup>th</sup> edition(2024)
3. Human Resource Management - Dessler,Gary, Pearson Education, 17 <sup>th</sup> edition(2017)
4. Aswathappa, K : Human Resource Management, Tata McGraw Hill Human Resource Management - Aswathappa, K., McGraw Hill,10 <sup>th</sup> edition(2023)

<b>Course Outcomes (CO):</b>	
CO 1	Evaluate the basics of performance planning, monitoring and development
CO 2	Understand the different issues of performance and potential appraisal.
CO 3	Analyze the various aspects of reward management and competency mapping .
CO 4	Identify the current issues of employee engagement, balance scorecard and related technologies

**ELECTIVE PAPERS**  
**SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**

**HR 405: STRATEGIC HRM**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name:</b> Strategic HRM	<b>Category:</b> Management & Social Sciences
<b>Course Code:</b> HR 405	<b>Semester:</b> 4 <sup>th</sup>
<b>L-T-P:</b> 4-0-0	<b>Credit:</b> 4
<b>Teaching Scheme</b> Theory: 4 hrs./ week	<b>Maximum marks:</b> 100
<b>Total Lectures:</b> 40	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Understanding of key functions of Human Resource Management	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Help students understand the skills, knowledge, and abilities to gain a competitive edge</li> <li>2. Help students use strategic HR interventions to solve business challenges</li> <li>3. Help students develop competency to implement global HR practices</li> </ol>	

**Details of Syllabus**

Unit	Content	Contact Hrs.
1.	<b>Introduction: SHRM:</b> Concept of Strategy, types of strategies, Competitive advantage, value chain, the resource-based view, Meaning of Strategic Management, Strategic Management Process, Integrating HR with Strategic Management, drawing inputs from environment, identifying HR strategies, Formulating plans, Implementing strategies, The “HR” Bundles approach, theoretical perspectives of SHRM, Benefits of SHRM. Challenges of SHRM.	[10L]
2.	<b>High Performance Work Systems:</b> Concepts of Human capital, Objectives of HCM, Role of HCM Strategy, The link between HCM and Business Strategy, definition of High-Performance Work Systems, Characteristics of HPWS. Components of HPWS. Developing a high-Performance Strategy, developing high performance work systems, Understanding Resourcing, the strategic HRM approach to resourcing, Integrating business and resourcing strategies, Value proposition, Resourcing plans, Flexibility strategy.	[12L]

3.	<b>Strategic HRM operations:</b> Strategic HRP: meaning, definition, objectives, SHRP Process, Tools, Evaluation, HR score card, Workforce planning, retention strategy, Understanding Talent Management, Strategic talent management, the process of Talent Management, Developing a talent management strategy, Components of a talent management strategy	[8L]
4.	<b>Learning &amp; Development strategy and Reward Management:</b> Understanding learning and development, Strategic HRD, Strategies for creating learning culture, Organizational learning strategies, Single and Double Loop learning, learning organization strategy, Individual Learning Strategies, Understanding Reward management, Reward strategy: definition, characteristics, basis, content of reward strategy. Broad- brush reward strategy, Specific reward initiatives. Guiding principles, developing reward strategy, effective reward strategies, criteria for effectiveness, reward strategy and line management capability, the problem with the concept of reward strategy, HR Evaluation: Balance Scorecard, HR score card, Malcom Baldrige business excellence model.	[10L]

<b>References:</b>
1. Strategic Human Resource Management - Jeffrey A. Mello, Cengage, 5 <sup>th</sup> edition
2. Human Resource Management (Text and Cases) – Shikha Kapoor, Taxmann
3. Strategic Human Resource Management and Development - Ekta Sharma, Pearson

<b>Course Outcomes (CO):</b>  On completion of the course students will be able to:	
CO 1	To identify the linkages between HRM functions and operations and organizational strategies, structures and culture
CO 2	To interpret high performance work systems and develop high performance strategy for the organization
CO 3	To recognize and integrate human capital management strategies into business opportunities; fostering employee engagement and business value
CO 4	To have a conceptual and procedural knowledge of the strategic HRM approach to employee resourcing strategies

**ELECTIVE PAPERS**  
**SPECIALIZATION: HUMAN RESOURCE MANAGEMENT**

**HR 406: INTERNATIONAL HRM**  
**(Credit = 4, Contact Hours =40)**

<b>Course Name- International HRM</b>	<b>Category:</b> Management & Social Sciences
<b>Course Code: HR 406</b>	<b>Semester: 4<sup>th</sup></b>
	<b>Credit: 4</b>
<b>Teaching Scheme</b> Theory:4hrs./ week	<b>Maximum marks : 100</b>
<b>Total Lectures:40</b>	<b>Examination Scheme</b> Continuous Assessment: 30 Marks End Semester Exam: 70 Marks
<b>Pre-Requisites:</b> Basics of HRM	
<b>Course Objectives:</b>	
<ol style="list-style-type: none"> <li>1. To understand, the application of different method of recruitment, selection, and compensation system globally.</li> <li>2. To analyse and measure the performance of employee through the different training programs.</li> <li>3. To maintain the Employee public relation globally and incorporate CSR into an enterprise as well as maintain international labour standards.</li> <li>4. To incorporate the role of social oriented organisation.</li> </ol>	

**Details of Syllabus**

<b>Unit</b>	<b>Content</b>	<b>Contact Hrs.</b>
<b>1.</b>	<p><b>Introduction, Recruitment &amp; Selection:</b> Difference between Domestic and International HRM, International Staffing- The Role of an Expatriate, The Role of Non-Expatriates, The Role of Corporate HR Functions, Defining MNC, International Strategy and Structure in MNC</p> <p>Recruitment and Selection of Staff for International Assignments: Key Concepts and Definitions, Criteria for Recruitment and Selection</p> <p>International Pay and Reward: Introduction, Cross National Variation in Reward Structures, Multinational companies and International Reward, International Reward Strategy, Best Practice in International Reward</p>	<b>[18L]</b>

2.	<b>Scope of International Management Development:</b> Introduction, Changing extent of International Management Development, Role of International Manager- the Development Implications, Issues of Expatriate Training-International Management Development Initiatives	[6L]
3.	<b>International Employee Relations &amp; Public Relation System:</b> Industrial Relations Systems-Introduction, Different Forms, Growing Significance of International Employee Representation, Internal and External Legitimacy- Future Prospects.	[6L]
4.	<b>International Relations and Corporate Social Responsibility:</b> Introduction, HRM and Corporate Social Responsibility, Brands, Boycotts and Multinationals, Role of NGOs, Labour Regulation in Global Economy, International Labour Standards	[10 L]

<b>References:</b>
1. Handbook of International Human Resource Management:- Globalizing HRM and Strategic Talent Management 5 <sup>th</sup> Edition by Paul.R Sparrow.
2. Gary Dessler 16 <sup>th</sup> edition of IHRM of 19 <sup>th</sup> Nov 2023 by Pearson Publication
3. ArunMonappa and MirzaSaiyadin, Human Resource Management, Tata McGraw Hill Publishing Co.
3. BiswajitPattanayak, Human Resource Management latest 6 <sup>th</sup> edition of 1 <sup>st</sup> July 2020 by Publisher PHI learning.

<b>Course Outcomes (CO):</b>	
<b>CO 1</b>	Understanding the different updated international method of selection, recruitment,& better compensation structure of employee practiced globally.
<b>CO 2</b>	Proper understanding and implementation of training practices globally.
<b>CO 3</b>	Maintaining a balanced public relation system and understanding its impact in future
<b>CO 4</b>	Understanding to balance a healthy social responsibility in corporate world.