

Program Project Report (PPR)
Of
Master of Business Administration (MBA)



Centre For Distance and Online Education

TEERTHANKER MAHAVEER UNIVERSITY

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PROGRAMME PROJECT REPORT (PPR) – Online MBA

1. Introduction:

High-quality management education is essential for the digital age and using technology is a powerful way to enhance changing requirements of the corporate, business enterprises and society. Online MBA students should be equipped to work across time zones, languages, and cultures. Employability, innovation, and theory to practice connectedness is the central focus of Online MBA curriculum. The curriculum is designed as such that the students can gain an in- depth mastery of the academic disciplines and applied functional areas necessary to meet the requirements of business enterprises and the industry.

The **Teerthanker Mahaveer University, Moradabad** Online MBA Programme imparts knowledge, and skill sets to students to achieve the expertise knowledge in this field and face real world challenges. It teaches the application of innovative practices in the field of Marketing, Human Resource, Finance, International Business, Digital Marketing, Business Analytics, Agri – Business Management, Hospital Management, Pharmacy Management and Logistic and Supply Chain Management in combination with real world business situations. It incorporates analysis of contemporary issues besides providing a strong theoretical foundation. It provides a collaborative learning environment with dedicated faculty to ensure students achieve their full potential. The Online MBA Programme teaches one to work smartly, take the lead in critical situations, and influence business decisions more effectively. It teaches one to not only work efficiently, but also shape the business environment and create opportunities for further growth.

The University emphasis on the following courses *balanced with core and elective courses*. The curriculum of Online MBA programme emphasizes an intensive, flexible management education with a total of 116 credits. The programme structure and credits for MBA are finalized based on the stakeholders' requirements and general structure of the programme.

The Online Master of Business Administration Programme is a two-year Programme with specializations, the programme aims at developing focused managers with a strong understanding of their area of specialization, even as the core subjects equip the students with fundamental management theories and concepts along with less tangible, but equally important soft skills. The Programme is designed to inculcate confidence, improve knowledge, and act as a catalyst in the search for success and growth.

1.1. Programme Mission and Objective:

To offer a high-quality master's degree in management (MBA) through Online mode to the students and working professionals to help them to develop managerial and leadership skills to

enhance their career prospects. The students will be able to move up their career ladder and/or launch out on an entrepreneurial career.

The objectives of the programme include:

- Introduce students to the basic concepts and domains of management including Marketing, Human Resource, Finance, International Business, Digital Marketing, Business Analytics, Agri – Business Management, Hospital Management, Pharmacy Management and Logistic and Supply Chain Management with specialized knowledge of specialization.
- Equip students with analytical skills and decision making.
- Sharpen the skills of students and enable them to practice quantitative methodtechniques.
- Inculcate entrepreneurial skills managerial concepts with leadership skills.
- Develop knowledge about emerging markets and technologies.

2. Relevance of Programme with Teerthanker Mahaveer University, Moradabad - Mission and Goals:

To align with the mission and goals of Teerthanker Mahaveer University Moradabad, the Online MBA programme is planned to enable students and working professionals to gain knowledge in the domains of management, to gain knowledge of not only managerial skills including analysis, data-based decision making and entrepreneurship, but also introduce them to leadership role in newer and emerging markets, products and technologies.

2.1. Vision:

- To develop conceptual knowledge, practical insights, and skills to deal withorganizational challenges.

2.2. Mission:

- To develop managerial knowledge, skills, and competencies.
- To enable learning while you earn for the employed citizens thereby promoting continuous learning and application in their work life.
- To enable industrial employees to improve their qualifications without leaving their existing careers and enhance their employability in managerial positions post completion of their degrees.

3. Nature of Prospective Target Group of Learners:

The programme is specially designed to cater to the needs of students who are not able to study through regular mode. Working professionals, housewives, students from rural areas, students who do not wish to prefer regular courses due to various reasons and students who cannot

afford costly regular courses are the target group learners.

4. Appropriateness of programme to be conducted in Online mode to acquire specific skills and competence:

The courses in the programme are delivered through Self-Learning Management System e-Module which is a modular Block of e-learning material which is inter-alia self-explanatory, self-contained, self-directed at the learner, and amenable to self-evaluation, and enables the learner.

to acquire the prescribed level of learning in a course of study and includes contents in the form of a combination of the following e-Learning content, and made available through four-quadrant approach namely,

(a) e-Tutorial - faculty led Audio - Video Lectures, (b) e-Content (combination of PDF/ epub) Text Materials, (c) Discussion forum for raising of doubts and clarifying the same on real time basis by the Course Coordinators/Course Mentors assigned to students (d) Self- Assessment Quiz, Test and Assignments to reinforce learning. Reference books are also mentioned in the syllabus. Latest Edition of Reference books may be referred to.

A robust Learning Management System that keeps track of delivery of e-Learning Programmes, learner's engagement, assessment, results and reporting in one centralized location, is in place. All the above can be done/delivered by Online and other platforms without much loss of fidelity. Hence the MBA programme is suited for Online mode of learning.

5. Instructional Design:

5.1. Curriculum Design:

Curriculum has been designed by experts in Management and care has been taken to include contemporary topics, as well as topics that also inculcate environmental awareness in students. The curriculum and syllabus are approved by the Board of Studies, Centre of Internal Quality Assurance (CIQA) and University Academic Council which consists of experts from academia and industry.

5.2. Programme structure and detailed syllabus:

Curriculum of MBA MBA-Semester I

S. N	Category	Course Code	Course	Credit	Evaluation Scheme		
					Internal	External	Total
1	CC-1	MBACC101	Management Concepts & Practices	4	30	70	100
2	CC-2	MBACC102	Accounting for Managers	4	30	70	100
3	CC-3	MBACC103	Business Environment	4	30	70	100
4	CC-4	MBACC104	Organizational Behavior	4	30	70	100
5	AECC-1	MBAAE101	Business Communication	4	30	70	100
6	SEC-1	MBASE101	Computer Fundamentals & Information System	4	30	70	100
7	GEC-1	MBAGE101	Managerial Economics	4	30	70	100
8	GEC-2	MBAGE102	Quantitative Techniques for Managers	4	30	70	100
Total				32	240	560	800

MBA-Semester II

S. N	Category	Course Code	Course	Credit	Evaluation Scheme		
					Internal	External	Total
1	CC-5	MBACC201	Marketing Management	4	30	70	100
2	CC-6	MBACC202	Financial Management	4	30	70	100
3	CC-7	MBACC203	Human Resource Management	4	30	70	100
4	CC-8	MBACC204	Production and Operations Management	4	30	70	100
5	AECC-3	MBAAE201	Managerial Communication	4	30	70	100
6	SEC-3	MBASE201	Business Research Methods	4	30	70	100
7	GEC-3	MBAGE201	Legal Aspects of Business	4	30	70	100
8	GEC-4	MBAGE202	Innovation and Entrepreneurship	4	30	70	100

			Development				
Total				32	240	560	800

MBA-Semester III

S.N	Category	Course Code	Course	Credit	Evaluation Scheme		
					Internal	External	Total
1	CC-9	MBACC301	Strategic Management	4	30	70	100
Specialization I (Select any 3 courses offered from the chosen specialization)							
2	DSEC-1		Elective – 1	4	30	70	100
3	DSEC-2		Elective – 2	4	30	70	100
4	DSEM-1		Elective – 3	4	30	70	100
Specialization II (Select any 3 courses offered from the chosen specialization)							
5	DSEC-3		Elective – 1	4	30	70	100
6	DSEC-4		Elective – 2	4	30	70	100
7	DSEM-2		Elective – 3	4	30	70	100
8	Viva Voce	MBAVV351	Summer Internship	4	50	50	100
Total				32	260	540	800

MBA-Semester IV

S.N	Category	Course Code	Course	Credit	Evaluation Scheme		
					Internal	External	Total
Specialization I (Select any 2 courses offered from the chosen specialization)							
1	DSEC-5		Elective – 4	4	30	70	100
2	DSEM-3		Elective – 5	4	30	70	100
Specialization II (Select any 2 courses offered from the chosen specialization)							
3	DSEC-6		Elective – 4	4	30	70	100
4	DSEM-4		Elective – 5	4	30	70	100

Dissertation							
5	Project	MBAVV451	Dissertation Report Evaluation	4	50	50	100
Total				20	170	330	500

Discipline Specific Elective Courses (DSEC)

Marketing					
Courses offered in III Semester (To choose any three courses)			Courses offered in IV Semester (To choose any two courses)		
S. No	Course Code	Course Title	S. No	Course Code	Course Title
1.	MBAM301	Consumer Behaviour	1.	MBAM401	Service Marketing
2.	MBAM302	Sales and Distribution Management	2.	MBAM402	Digital Marketing
3.	MBAM303	Brand Management	3.	MBAM403	Customer Relationship Management
4.	MBAM304	Rural Marketing	4.	MBAM404	Personal Selling Management
5.	MBAM305	Advertisement Management	5.	MBAM405	MOOC decided and identified from the platform prescribed by the College and University
6.	MBAM306	Retail Management			
7.	MBAM307	MOOC decided and identified from the platform prescribed by the College and University			
Finance					
Courses offered in III Semester (To choose any three courses)			Courses offered in IV Semester (To choose any two courses)		
1.	MBAF301	Security Analysis and Portfolio Management	1.	MBAF401	Mergers and Acquisitions
2.	MBAF302	Financial Markets and Services	2.	MBAF402	Goods and Services Tax
3.	MBAF303	Income Tax Law and Practice	3.	MBAF403	Behavioral Finance
4.	MBAF304	Financial Modeling using Excel	4.	MBAF404	Business Analysis and Valuation
5.	MBAF305	Financial Derivatives	5.	MBAF405	MOOC decided and identified from the platform prescribed by the College and University

6.	MBAF306	International Financial Management			
7.	MBAF307	MOOC decided and identified from the platform prescribed by the College and University			
Human Resource Management					
Courses offered in III Semester (To choose any three courses)			Courses offered in IV Semester (To choose any two courses)		
1.	MBAH301	Human Resource Planning & Management	1.	MBAH401	Performance and Compensation Management
2.	MBAH302	Organizational Change and Organizational Development	2.	MBAH402	Negotiation & Conflict Management
3.	MBAH303	Industrial and Labour Laws	3.	MBAH403	Global Human Resource Management
4.	MBAH304	Strategic Human Resource Management	4.	MBAH404	Training & Development
5.	MBAH305	Cross Cultural Management	5.	MBAH405	MOOC decided and identified from the platform prescribed by the College and University
6.	MBAH306	Employee Relations Management			
7.	MBAH307	MOOC decided and identified from the platform prescribed by the College and University			
International Business					
Courses offered in III Semester (To choose any three courses)			Courses offered in IV Semester (To choose any two courses)		
1.	MBAI301	International Business Environment	1.	MBAI401	International Trade Practices and Procedures
2.	MBAI302	International Marketing	2.	MBAI402	Global Logistics and Supply Chain Management
3.	MBAI303	Export – Import procedure and Documentation	3.	MBAI403	International Marketing Research
4.	MBAI304	Global Business Ethics	4.	MBAI404	Global Strategic Management
5.	MBAI305	Regulatory Framework for International Trade	5.	MBAI405	MOOC decided and identified from the platform prescribed by the College and University

6.	MBAI306	International Financial System	
7.	MBAI307	MOOC decided and identified from the platform prescribed by the College and University	

Core Courses (CC)

<u>Course Code:</u> MBACC101	Core Course – 1 MBA- Semester-I Management Concepts & Practices	C-4
<u>Course Outcomes:</u>	On completion of the course, the students will be :	
CO1.	Understanding the role of a manager and its relations to the organization's mission.	
CO2.	Understanding key ‘management’ concepts, theories, philosophies, its evolution, basic functions and managerial skills.	
CO3.	Applying various management concepts, theories, philosophies functions for an effective management of business organization.	
CO4	Analyzing the influence of historical management thoughts on the current practice of management.	
CO5.	Assessing social responsibility and ethical issues involved in business situations and logically articulate company’s position on such issues.	
Course Content:		
Block-1:	Evolution of Management in Indian Context: Management Lessons from Geeta, Ramayan and Mahabharat: An Overview Management: Concept, Nature and Importance. Managing: Art or Science; Management as a Profession; Management Vs. Administration; Levels of Management; Characteristics of Quality Managers; Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol’s Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach. Social Responsibility of Managers and Ethics in Managing <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Planning: Types of Plans, Steps in Planning, Objectives, Management by objectives, Planning Premises; Strategies and Policies, Process of Planning, Barriers to Effective Planning, Key to Planning, Rational Decision Making, Limiting Factors, selecting an alternative: three approaches, Decision Making under certainty, uncertainty and risk. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Organizing: Formal and Informal Organizations,, organization level and span of Management, The structure and process of organizing, Organization Structure: By function, by Geography, By customer group, by product, Matrix organization, Strategic Business Blocks, Virtual Organizations, Boundaryless organizations, Authority and Power, Line/Staff concept, Decentralization, Delegation. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Staffing and Directing: Concept, Selection process, Techniques and instruments, Appraisal Criteria, Training – On the job, internal / External Training, Directing: Concept, Motivation, Maslow’s Need Theory, ERG, Equity Theory, Job Enrichment, leadership concept, leadership behaviour and styles. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-5:	Controlling: Concept, Types of Control, Methods: Pre-control, Concurrent Control, Post control, Bureaucratic and Clan Control, Productivity problems and Measurement, The Quality Concept, Developing a Quality Control System.	

	<i>One relevant Case Study/ Case let from the Block.</i>	
<u>Text Books:</u>	1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Essential Concepts and Applications, New Delhi: Pearson Education	
<u>Reference Books:</u>	1. Koontz, Principles of Management, New Delhi: McGraw Hill. 2. Hillier Frederick S. & Hillier Mark S., Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets, New Delhi: McGraw-Hill. 3. Stoner, J et. al, Management, New Delhi, New Delhi: PHI 4. Robbins & Coulter, Management, New Delhi: PHI 5. Satya Raju, Management – Text & Cases, New Delhi: PHI * Latest editions of all the suggested books are recommended.	

Course Code: MBACC102	Core Course -2 MBA- Semester-I Accounting for Managers	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding Double entry system and GAAP principles.	
CO2.	Understanding the elements of the financial statements, and the related key accounting assumptions and principles.	
CO3.	Applying financial tools to analyze and interpret the financial statements of a company.	
CO4	Assessing and Evaluating the business position through analysis of financial statement.	
CO5.	Creating and Preparing the journal, ledger, trial balance, cash flow and fund flow financial statements, and company’s final accounts.	
Course Content:		
Block-1:	Evolution of Accounting: Need of Accounting, Meaning of Accounting, Characteristics of Accounting, Stages of Accounting, Objectives of Accounting, Difference between Accounting, Accountancy and Book Keeping. Accounting Information: Information about the profit & loss and financial position of the Business, Qualitative Characteristics of Accounting Information, Accounting and its relation with other subjects (Discipline), Basis of Accounting, Functions of Accounting, Branches of Accounting, Advantages or Role of Accounting, Limitations of Accounting. Basic Terminology. Generally Accepted Accounting Principles: Meaning, Classifications & Limitations. Accounting Standards of India (only overview). Basic overview of IFRS, Accounting Equations: Meaning and Calculations. <i>Numerical: Accounting Equations.</i>	
Block-2:	Accounting Process: Difference between cash and accrual basis of Accounting, Double entry system vs Single entry System, Journal, Ledger, Trial Balance, and Final Accounts with Adjustments. Depreciation: Meaning and Methods (WDV & SLM), Introduction of form and content of financial accounts as per schedule VI th of companies act. <i>Numerical: Final Accounts with Adjustment.</i>	
Block-3:	Financial Statement Analysis: Meaning, Objectives, Significance and Limitations. Various tools of Financial statement analysis: Common Size Statement, Comparative analysis, Trend Analysis and Ratio Analysis (Liquidity, Profitability, Activity and Solvency) <i>Numerical: Ratio Analysis</i>	
Block-4:	Cash Flow Analysis: Meaning, Utility of Cash Flow Statement, Format as per AS-3, Preparation of Cash Flow Statement as per AS -3, Difference between Cash Flow Statement and Fund Flow Statement. <i>Numerical: Preparation of Cash Flow Statement As per AS-3.</i>	s
Block-5:	Understanding Published Financial Statements: Introduction, Understanding Analysis and Interpretation based on Case study of any latest published financial statement of any public limited company. <i>Case Study: Student has to give an assignment based on latest published financial statements of any public limited company.</i>	

<p>Numerical that can be asked in External Exam</p>	<p>Accounting Equations, Final Accounts with Adjustment, Ratio Analysis (Liquidity, Profitability, Activity and Solvency), and Preparation of Cash Flow Statement as per AS-3.</p>
<p><u>Text Books:</u></p>	<ol style="list-style-type: none"> 1. Pandey, I.M., Management Accounting, New Delhi: Vikas Publishing House. 2. Ramachandran & Kakani Financial Accounting for Management, New Delhi: McGrawHill.
<p><u>Reference Books:</u></p>	<ol style="list-style-type: none"> 1. Paresh Shah, Basic Financial Accounting For Management, New Delhi: Oxford University Press. 2. Bhattacharya, S.K, Accounting for Management: Text and Cases, New Delhi: Vikas Publishing House. 3. Grewal T.S., Introduction to Accounting, New Delhi: S. Chand & Company. 4. Horngren, Charles T., Sundem, Gary L., Elliott, John.A and Philbrick, Donna, Introduction to Financial Accounting, New Delhi: Prentice Hall International, Englewood Cliffs. 5. Narayanaswamy, R., Financial Accounting- A Managerial Perspective, New Delhi: Prentice Hall of India. 6. Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, New Delhi: Pearson Education. 7. Maheswari & Maheswari, Accounting for Managers, New Delhi: Vikas Publishing. 8. Anthony Robert N. et al. Accounting: Text and cases, New Delhi: McGraw Hill. 9. Khan, M.Y. and Jain, P.K., Management Accounting, New Delhi: McGrawHill. <p>* Latest editions of all the suggested books are recommended.</p>

Course Code: MBACC103	Core Course – 3 MBA- Semester-I Business Environment	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding relationship between environment and business; various techniques and tools used for environment analysis and forecasting of the domestic and global environment.	
CO2.	Understanding internal and external environment and Responsibility of business at the domestic and global level.	
CO3.	Applying the environmental analysis techniques to understand and adapt to business dynamics.	
CO4.	Applying and implementing the concepts of Social Responsibility in an organization.	
CO5.	Analyzing the external and internal business environment for better management of an organization.	
Course Content:		
Block-1:	An Overview of evolution of Business Environment: Meaning of Business Environment, Types of Environment- External and Internal. Business- Meaning, Nature/Characteristics, Scope, Classification of Business, and Objective of Business. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Environmental Analysis and Forecasting: Environmental Analysis: Stages of Environmental Analysis, Approaches to Environmental Analysis, Techniques for Environmental Analysis and Benefits; Environmental Forecasting: Steps, Types, Techniques and Limitations; Economic Environment: Nature of Economy, Structure of Economy, Economic Policies and Economic Conditions. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Political and Government Environment: Functions to State, Government and Legal Environment, Economic Role of Government in India; Natural & Technological Environment: Concept of Natural Environment, Concept of Technological Environment, Innovation, Technological Leadership & Fellowship, Technology & Competitive Advantages, Sources of Technological Dynamics, Time Lags in Technology Introduction, Impact of Technology on Globalization and Transfer in Technology. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Societal Environment: Business and Society, Professionalization, Business Ethics, Business & Culture, Technological Developments and Social Change; Social Responsibility of Business: Classical & Contemporary Views, Social Orientation of Business, factors affecting social orientation responsibilities to different sections, the Indian situations. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-5:	GATT/ WTO and Global Liberalization: Objectives, an evaluation of GATT, the Uruguay Round Agreement, GATT & WTO, functions of WTO. salient features UR agreement; Globalization: Globalization of	

	World Economy, essential conditions of globalizations, foreign market entry strategies, pros & cons of globalizations and globalization of Indian Business. <i>One relevant Case Study/ Case let from the Block.</i>	
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Francis Cherunilam, Business Environment Text & Cases, New Delhi: Himalayan Publishing House. 2. Justin Paul, Business Environment: Text & Cases, New Delhi: McGraw Hill 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Mark Hirschey, Economics for Managers, Cengage. 2. Palwar, Economic Environment of Business, New Delhi: PHI. 3. D.N. Dwivedi, Managerial Economics, New Delhi: Vikas Publishing House. 4. Shaikh Salim, Business Environment, New Delhi: Pearson Education. 5. Sundaram& Black: International Business Environment Text and Cases, New Delhi: PHI. 6. Czinkota, Ronkainen, Moffett, International Business, Cengage: Govt. of India, Latest Economic Survey. <p>* Latest editions of all the suggested books are recommended.</p>	

<u>Course Code:</u> MBACC104	Core Course – 4 MBA- Semester-I Organizational Behavior	L-3 T-0 P-0 C-3
<u>Course Outcomes:</u>	On completion of the course, the students will be :	
CO1.	Understanding and describing the concepts anchored to OB and its evolution.	
CO2.	Understanding and analyzing the behavioural concepts related to Individuals like Perception Attitude, Personality, and Learning.	
CO3.	Understanding and applying the theories of Motivation, Leadership, Group Dynamics for effective - team and organizational management.	
CO4.	Assessing and analyzing Group Dynamics and develop sound Interpersonal Relationships for effective group behaviour.	
CO5.	Analyzing and evaluating Stress and Conflict situations and developing strategies for their resolution.	
Course Content:		
Block-1:	Evolution of Organizational Behaviour: Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management and Emotional Intelligence in contemporary business organization. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Understanding Human Behaviour in Management: Perception: Concept, nature, process, importance. Management and behavioral applications of perception. Attitude: concept, process, and importance. Attitude measurement. Personality: Concept, nature, types and Freud’s theory of personality -. Learning In Management: Concept and theories of learning- Pavlov theory of classical conditioning, B.F Skinner theory of operant conditioning, learning Principles, Role of learning in management. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Motivation and Leadership: Concept, principles, theories– Maslow’s Hierarchy of needs theory, Herzberg’s Motivation Hygiene theory, and Vroom’s Expectancy theory. Monetary and non-monetary motivation. Leadership: Concept, functions, styles, and theories of leadership-trait-Stogdill’s traits Factors, behavioral theories-Tannenbaum’s continuum of leadership behavior, Managerial Grid, and situational theories-Fiedler’s contingency theory. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Interpersonal Relationship management: Analysis of Interpersonal Relationship, Developing interpersonal relationship. Rapport Building techniques and tips Group Dynamic: Definition of Group, Stages of Group Development, Punctuated Equilibrium Model, Group Structure, Group Decision Making. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-5	Stress and Conflict Management: Define Stress and its potential sources, Individual	

	<p>and Organizational Approaches for managing stress. Conflict Management- Concept, sources, types, functionality and dysfunctional of conflict. Classification of conflict- intra individual, inter-personal, inter-group, and organizational. Resolution of conflict, meaning and types of grievance and process of grievance handling.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Davis Keith, Human Behavior at Works: Organizational Behaviors, New Delhi: McGraw-Hill. 2. Robbins S.P., Organizational Behavior, New Delhi: Pearson Education. 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Luthans Fred, Organizational Behavior, New Delhi: McGraw Hill. 2. Chandran J.S., Organization Behavior, New Delhi: Vikas Publishing House. 3. PareekUdai, Behavioral Process in Organizations, New Delhi: Oxford and IBH. 4. Nelson, Debra L and James C Quick, Organisational Behaviour, Thomson Learning. 5. Hellgiegel, D & J.W. Slocum, Organisational Behaviour, Thomson Learning. <p>* Latest editions of all the suggested books are recommended</p>	

<u>Course Code:</u> MBACC201	Core Course-5 MBA- Semester-II Marketing Management	C-4
<u>Course Outcomes:</u>	On completion of the course, the students will be :	
CO1.	Understanding the role and functions of marketing in an organization.	
CO2.	Understanding ‘marketing’ concepts, theories and techniques of marketing.	
CO3.	Analyzing the dynamic marketing environment & about marketing strategy decisions are taken for overcoming competition.	
CO4.	Applying various marketing conceptual frameworks, theories and techniques to various marketing contexts.	
CO5.	Developing a comprehensive marketing plan for an organization and taking operational decisions for marketing plan implementation.	
Course Content:		
Block-1:	Evolutions of Basics of Marketing: Introduction: Definition, Importance, Nature and Scope of Marketing, Core marketing concepts; Evolution of modern marketing concept; holistic marketing; Marketing Mix, Elements of Marketing - Needs, Wants, Demands, Consumer, Markets and Marketers; Marketing Vs Selling. Marketing management process-a strategic perspective; Marketing Information Systems. Marketing Environment: Significance of scanning marketing environment; Analyzing macro environments of marketing-economic, demographic, socio-cultural, technological, political and legal; Impact of micro and macro environment on marketing decisions. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Consumer Analysis: Behaviour Analysis: Buyer behaviour; consumer versus organizational buyers; Consumer decision-making process. Segmentation, Targeting & Positioning (STP): Segmenting the market, Benefits of market segmentations, Market segmentation procedure, Bases for consumer market segmentation. Market targeting. Positioning - concept, bases and process; Product/Brand Positioning strategies; Perceptual mapping. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Product& Price Decisions: Product Decisions: Concept of a product; levels of product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – stages and strategies for different stages of PLC.; New product development- planning and process; Failure of new products and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing objectives; Pricing policies and strategies; Discounts and rebates. <i>One relevant Case Study/ Case let from the Block.</i>	

Block-4:	<p>Distribution Channels and Promotion Decisions: Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.</p> <p>Promotion Mix Decisions: Communication Process; Promotion mix – advertising, sales promotion, personal selling, publicity and public relations; Selection of appropriate tools and techniques of promotion mix.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-5:	<p>Marketing Research: Meaning and scope of marketing research; Marketing research process.</p> <p>Marketing Organization and Control: Organizing and controlling marketing operations.</p> <p>Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	6 Hours
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and MithileshwarJha, Marketing Management: A South Asian Perspective, New Delhi: Pearson. 2. Ramaswamy&Namakumari, Marketing Management in the Indian Context; New Delhi:S.Chand&. Sons. 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, Marketing, Cengage Learning. 2. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Pandit Ajay, Marketing Concepts and Cases, New Delhi: McGraw Hill (Special Indian Edition). 3. Kazmi, SHH, Marketing Management Text and Cases, New Delhi: Excel Books. 4. Neelamegham S., Indian Cases in Marketing, New Delhi: Vikas Publication. 5. Bull Victor P., Marketing Management: A Strategic Planning Approach, New York: McGraw Hill. 6. Czinkota M.R., Marketing Management, New Delhi: Pearson Education Asia. <p>* Latest editions of all the suggested books are recommended.</p>	

<u>Course Code:</u> MBACC202	<div>Core Course – 6</div> <div>MBA- Semester-II</div> <div>Financial Management</div>	L-2 T-1 P-0 C-3
<u>Course Outcomes:</u>	On completion of the course, the students will be :	
CO1.	Understanding the objectives, role, functions and process of financial management; structure and functions of financial markets; various financial instruments and financial intermediaries.	
CO2.	Understanding the Indian Financial System and recognizing the need of financial planning.	
CO3.	Understanding and analyzing the structure and functions of financial markets, various financial instruments and financial intermediaries.	
CO4.	Analyzing and estimating the requirement of fund and cost of capital for various sources of funds.	
CO5.	Analyzing the impact of short term and long term financial decisions of an organization and the various tools used for such decisions.	
CO6.	Demonstrating various capital budgeting decisions through various techniques of project appraisal.	
Course Content:		
Block-1:	Evolution of Financial Management: Concept of finance, meaning and definition of financial management, scope and objectives of financial management-Profit maximization vs Wealth maximization; Functions of Finance Manager in Modern Age; Financial decision framework: investing, financing and dividend decisions.	
Block-2:	Financial System & Financial Planning: Need to study Financial system, Functions of financial system, Financial Assets, Financial Markets and its functions, Financial Instruments, Financial Intermediaries and its structure, Regulatory Institutes, Commercial Bank, NABARD, Insurance companies, NBFCs, Mutual Funds, Meaning and definition of Financial Plan, objectives, process of financial planning, Long term and Short term Financial Plans, Factors affecting financial plan and its limitations.	
Block-3:	Cost of Capital and Capital Budgeting: Cost of capital, basic aspects and importance of cost of capital, Computation of cost of Equity, Preference shares, Debt, Retained earnings and overall weighted average cost of capital, Appraisal of project; Techniques of capital budgeting : Pay Back period , Average Rate of Return, NPV,IRR and its applications. <i>Numerical/s: Cost of Capital and Capital Budgeting (PBP, ARR, NPV and IRR).</i>	
Block-4:	Financing Decision : Sources of finance –overview of Long-term& Short term sources of finance, Overview of Working Capital management: Meaning, and definition of working capital , Concept of working capital, Kinds of Working capital, Importance & Objectives of working capital management. Factors affecting working capital policy, Methods of Estimation of Required Working Capital: Operating Cycle method & Estimation of Working Capital based on current assets and current liabilities. <i>Numerical/s: Working Capital Management (Operating Cycle Method and Working Capital based on current assets and current liabilities).</i>	

<p>Block-5:</p>	<p>Dividend Policy Decisions: Dividend Policy, Factors affecting dividend policies, Forms of Dividend, Bonus policy guidelines relating to dividend declaration and payment. <i>Numerical/s: Calculation of dividend.</i></p>	
<p><u>Text Books:</u></p>	<ol style="list-style-type: none"> 1. Pandey I.M., Financial Management, New Delhi: Vikas Publications. 2. Khan & Jain, Financial Management, New Delhi, McGraw-Hill. 	
<p><u>Reference Books:</u></p>	<ol style="list-style-type: none"> 1. Reddy G. Sudarsana, Financial Management Principles & Practice, New Delhi: Himalaya Publishing House. 2. Rustagi, R.P. Financial Management: Theory, Concepts and Problems, New Delhi: Galgotia Publishing Company. 3. Chandra Prasanna, Fundamentals of Financial Management, New Delhi: McGrawHill. 4. Van Horne- Financial Management and Policy, New Delhi: Pearson Education. 5. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, New Delhi: Pearson Education <p>* Latest editions of all the suggested books are recommended.</p>	

<u>Course Code:</u> MBACC203	<div>Core Course – 7</div> <div>MBA- Semester-II</div> <div>Human Resource Management</div>	C-4
<u>Course Outcomes:</u>	On completion of the course, the students will be :	
CO1.	Understanding concepts related to manpower need, acquisition, compensation, assessing performance, training & developing, discipline and separation.	
CO2.	Understanding various concepts of job analysis and use those in developing a job design.	
CO3.	Analyzing and assessing manpower requirement, training needs, performance of people and compensation systems.	
CO4.	Developing and executing plans and systems for recruitment, training, performance appraisal and compensation.	
CO5.	Analyzing and developing grievance handling systems, promotions, transfers and separation plans.	
Course Content:		
Block-1:	Evolution of HRM in Indian context: Meaning of Human Recourse Management, Nature, scope & importance of HRM. Evolution & development of HRM; HRM function & objectives. HRD in India; Difference between HRM & HRD; difference between HRM & personnel management; HRM& its environment- Internal & external. Challenges before HRM in present & changing environment. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Human Recourse Planning & Strategies: HRP – Definition, purpose, processes & HRP & different levels. Control & review mechanism of HRP. HRIS & HR accounting & HR audit – meaning, Objectives & importance. Introduction to strategic HRM, HR strategy formulation, implementation & evaluation, role of HR Manager. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Job Analysis, Recruitment & Selection / Training & Development: Job analysis- job description, job specification, Job enlargement & job enrichment, flexi time & flexi work. Recruitment – meaning, process, methods & sources of recruitment, evaluation of recruitment process, Selection – meaning, process, methods & evaluation of selection process. Meaning of Placement, Training & Development- meaning, purpose, methods & issues of training & development programmes. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Performance Appraisal& job evaluation: Performance Appraisal: definition, objectives, procedures & methods. Job Evaluation: meaning, purpose & methods. Compensation Management: Incentives & its types, perquisites of effective incentive system, wage concepts:- minimum wage, fair wage & living wage. Components of pay structure in India. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-5:	Job enrichment, Discipline & grievances procedures: Discipline & Grievance Procedures - Definition, disciplinary procedure, grievances handling procedure. Promotion, transfer & separation: purpose, principles & types;	

	Transfers – reason, principles & types; Separation – layoff, resignation, dismissal, retrenchment, voluntary Retirement Scheme. <i>One relevant Case Study/ Case let from the Block.</i>	
<u>Text Books:</u>	1. Aswathappa, Human Resource management, New Delhi: McGraw- Hill. 2. Ivancevich, John M., Human Resource Management, New Delhi: McGraw Hill.	
<u>Reference Books:</u>	1. Dessler, Human Resource Management, Prentice – Hall. 2. T.N Chhabra, Human Resource Management. 3. P.Subba Rao, Essentials of HRM & IR, Himalaya Publication House. 4. Bratton J.& Gold J., Human Resource management: Theory & Practice, Palgrave. 5. Gomez Mejia et.al, managing Human Resource, Pearson Education. * Latest editions of all the suggested books are recommended.	

Course Code: MBACC204	Core Course-8 MBA- Semester-II Production and Operations Management	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts & techniques of operation & quality management productivity.	
CO2.	Understanding and applying various models of inventory control in production process.	
CO3.	Applying concepts and tools of quality management for enhancing customer satisfaction.	
CO4.	Applying the various techniques of quality management in production process.	
CO5.	Analyzing production requirement and applying various tools and techniques to enhance customer satisfaction.	
Course Content:		
Block-1:	Evolution of Operations Management: Classification of Decision Areas in Operation Management, Brief History, Operations Strategy, Flexibility, Modern vs. Traditional Approach. Services and Their Characteristics, Service Matrix, Service Quality, Role of services in Economy. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Quality Control : What is Quality , Statistical process Control , Control Charts X Charts , R Charts, P charts , C charts; Quality Management: Acceptance Sampling, Cost of Quality, Total Quality Management, History of TQM, Quality Gurus: Deming, Juran and Ishikawa, Quality Circles, Zero Defect Concept, Service Quality Model; Six Sigma - Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only). <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Productivity: Various kinds of productivity measures, Multifactor productivity, Efficiency and effectiveness. Business Process Reengineering, Bench Marking. Pursuit of Excellence in Organizations, TATA Business Excellency Model; Supply Chain Management: Purchasing, Value Analysis/ Value Engineering, Vendor Relations. Learning Curve, Forward Buying, Make or Buy Decisions. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Inventory Model & Safety Stocks: Optimal Order Quantity, EOQ, Economic Batch Quantity. ABC Analysis, VED Analysis; Building of a supply chain: orientation& Implementation of Supply Chain functions within an organization, Single Source vs Multiple Sources. <i>One relevant Case Study/ Case let based numerical from the Block.</i>	
Block-5:	Spatial Decisions: Plant Layout. Basic Types of Layouts and their merits &demerits. Optimization in process layouts. Use of Schematic Diagrams and software to solve layout problems. Applications in service Industries. Introduction to Cellular Manufacturing and Group Technology. Location and factors affecting a location. Timing Decisions:	

	Production Planning and Control. Importance of time Horizon, Dovetailing of Plans, Production control, Assembly line Balancing. Scheduling. Shop loading & Index method. <i>One relevant Case Study/ Case let from the Block.</i>	
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Gaither & Frazier, Operations Management, Cengage, New Delhi. 2. Chunnawals, Production & Operation Management Himalaya, Mumbai. 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. KanishkaBedi, Production & Operation Management, University Press, New Delhi. 2. UpendraKachru: Operation Management, Excel Publications, New Delhi. 3. Adam, E.E& Ebert; R.J. Production and Operation Management, Prentice Hall. 4. PannerSelvem, Production and Operation Management, Prentice Hall of India. 5. Chary, S.N.Production and Operation Management, New Delhi, McGraw Hill, New Delhi. 6. K. Aswathappa& Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBACC301	Core Course-9 MBA- Semester-III Strategic Management	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the various perspectives, concepts and process in the field of Strategic Management.	
CO2.	Understanding tools and techniques used in strategic management, and levels, strategic alternatives and types of strategies.	
CO3.	Implementing/executing strategy and applying evaluation and control techniques.	
CO4.	Analyzing the competitive situation, business environment and strategic dilemma to adapt to the dynamic global and local business environment.	
CO5.	Formulating corporate and business strategies based on strategic analysis.	
Course Content:		
Block-1:	Understanding & evolution of Strategic Management: Concept of strategy, corporate, business and functional Levels of Strategy. Introduction to Strategic Management; Meaning and characteristics of strategic management, strategic management Vs. operational management; Four phases in strategic management process, stakeholders in business and their roles in strategic management. Hierarchy of Strategic Intent: Meaning& attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key performance indicators (KPI), Key result areas (KRA). <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	External & Internal Environment: Analyzing Company's External Environment: Environmental appraisal scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP); Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis. Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing company's resources and competitive position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, core competence, characteristics of core competencies, distinctive competitiveness, benchmarking as a method of comparative analysis; Value Chain Analysis Using Porter's Model: primary& secondary activities. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Organizational Capability Profile and Portfolio Analysis: Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging -concentrating, accumulating, complementing, conserving, recovering; Portfolio Analysis: Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model; Generic Competitive Strategies: Meaning	

	<p>of generic competitive strategies, Low cost, Differentiation, Focus - when to use which strategy; Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment - Turnaround, Divestment, Liquidation, Outsourcing Strategies.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-4:	<p>Strategy Implementation and Evaluation: Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg 5 Ps - Deliberate & Emergent Strategies , Mc Kinsey's 7s Framework; Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment; Strategy Evaluation: Operations Control and Strategic Control -Symptoms of malfunctioning of strategy -Use of Balanced Scorecard for strategy evaluation.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-5:	<p>Various Business Strategies and Models: Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework; Business Models: Meaning & components of business models, new business models for Internet Economy- E-Commerce Business Models and Strategies - Internet Strategies for Traditional Business -Virtual Value Chain; Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
<u>Text Books:</u>	<p>1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd., New Delhi.</p>	
<u>Reference Books:</u>	<ol style="list-style-type: none"> David, Fred R. Strategic Management – Concept and Cases , Pearson Education, Delhi. Crafting the Strategy: Concepts and Cases in Strategic Management by Ranjan Das, McGraw Hill, New Delhi. Strategic Management by Ireland, Hoskisson &Hitt, Indian Edition, Cengage Learning. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen& J. David Hunger, Pearson. Mintzberg Henry, Ahlstrand Bruce, and Lampel Joseph, Strategy Safari: A Guided Tour through the Wilds of Strategic Management, The Free Press, USA. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management Competitiveness and Globalization, Thomson Asia Pvt. Ltd. Pearce II J A and Robinson Jr., R.B., Strategic Management – Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi <p>* Latest editions of all the suggested books are recommended.</p>	

Ability Enhancement Compulsory Courses (AECC)

Course Code: MBAAE101	Ability Enhancement Compulsory Course -1 MBA- Semester-I Business Communication	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basics of business communication process, types and networks of communication.	
CO2.	Understanding the barriers of communication, importance of listening skills and effective presentation skills.	
CO3.	Applying techniques of effective communication- both verbal and non-verbal at the workplace.	
CO4.	Creating an effective presentation using slides and other visual aids.	
CO5.	Analyzing the various types of interview and Group Discussion techniques and applying them during real life situations.	
Course Content:		
Block-1:	Evolution of Business Communication: Knowledge of Language & Basics of Communication: Tenses, Sentence construction, Direct & Indirect Speech, Active-Passive voice, Verbs, Conjunctions, etc., Meaning & definition of communication, Objectives of communication, Types of communication, Process of communication, Barriers to communication, Grapevine in communication, 7Cs of Communication, Channels & Networks of Communication. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Non-verbal Communication: Non-linguistic transmission of ideas, Visual cues & their importance in communication, Gestures, Facial Expressions, Body movements, Tone & tenor, audition, Tactile, Kinesthetic etc. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Presentation Skills: Defining purpose, Audience & locale, Types of presentation, Organizing content of presentation, nuances, Body language during presentation, Audio visual aids, How to develop effective presentation slides, Dos & Don'ts of presentation. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Listening Skills: Importance of listening, The process of listening, Differentiate between listening and hearing, Types of listening, Barriers to effective listening & factors in effective listening. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-5:	Interviews & GD- Definition, Types of Interviews, What does a job interview access?, Focus of job interviews, Strategies for successful interviews, Answers to some common interview questions, Preparing in a group discussion- Leadership, GD protocol, Discussion techniques, Listening. <i>One relevant Case Study/ Case let from the Block.</i>	
Text Books:	1. Kaul, Asha, Effective Business Communication, PHI, New Delhi.	
Reference Books:	1. Chaturvedi, P.D., and MukeshChaturvedi, Business Communication, Pearson Education. 2. Lesikar, Petit & Lesikar's, Basic Business, McGrawHill. 3. Pal, Rajendra, and Korlahalli, J. S., Essentials of Business Communication. 4. Malti Agarwal, Professional Communication, Krishna Publication.	

	<ol style="list-style-type: none">5. Meenakshi Raman, Sangeeta Sharma, Technical Communication Principles & Practice.6. Sehgal M.K. & Khetrapal V., Business Communication – Excel Books.7. Mohan Krishna & Banerji Meera, Developing Communication Skills – Macmillan India Ltd. Delhi.8. Bahl, Sushil, Business communication today, Response books, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p>
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Course Code: MBAAE201	Ability Enhancement Compulsory Course -2 MBA- Semester-II Managerial Communication	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basics of oral & written communication to be used in a business organization.	
CO2.	Understanding fundamentals of business letter writing and written communication within organization and develop skills for effective business letters.	
CO3.	Understanding the importance of assertive communication and develop skills to communicate in real life.	
CO4.	Developing skills to demonstrate effective oral (face to face groups) communication at workplace & in different cultural situations.	
CO5.	Preparing a written report in different formats, employment letters and resume.	
Course Content:		
Block-1:	Evolution of Managerial Communication: Oral Communication: Meaning and importance of oral communication, Principles of successful oral communication, Barriers to effective oral communication, Three aspects of oral communication- Conversing, Listening and Body Language, Intercultural Oral Communication, Oral Communication & Electronic Media- Phones, Voice Mail, Conference Calls, Cell Phones, Video Conferencing. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Official and Business Communication: Modern Technology Communication tools, Forms of official correspondence, Parts of an official letter, Drafting of- Circular, Memos, Press Note, E-mail, Notice, Agenda, Minutes of meeting, Importance of written business correspondence. Forms of business letters, Structure of business letter, Types of business letter- Sales letters, Credit letters, Letter of inquiry, Letters of Quotation, Letters of order, Letters of Complaint, Letter of adjustment. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Employment Communication: Drafting a Cover letter or Job Application Letter, Drafting of - Bio-Data, Resume/ C.V., Relationship between a resume and an application letter, Types of resume, Guideline for preparing a good resume. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Assertive Communication: Importance & characteristics of assertive communication, difference between Passive, Aggressive & Assertive, 3 Cs of Assertive Communication, Assertive Communication Styles. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-5:	Report Writing: Introduction, The importance of reports, Types of reports - Short Report & Long Report, Special features of a report, Guideline for preparing a report, Organization of a report. <i>One relevant Case Study/ Case let from the Block.</i>	
Text Books:	1. Kaul, Asha, Effective Business Communication, PHI, New Delhi.	
Reference Books:	1. Chaturvedi, P.D., and MukeshChaturvedi, Business Communication, Pearson Education.	
	2. Lesikar, Petit &Lesikar’s, Basic Business, McGrawHill.	
	3. Pal, Rajendra, and Korlahalli, J. S., Essentials of Business Communication.	

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| | <ol style="list-style-type: none">4. Malti Agarwal, Professional Communication, Krishna Publication.5. Meenakshi Raman, Sangeeta Sharma, Technical Communication Principles & Practice.6. Sehgal M.K. & Khetrpal V., Business Communication – Excel Books.7. Mohan Krishna & Banerji Meera, Developing Communication Skills – Macmillan India Ltd. Delhi.8. Bahl, Sushil, Business communication today, Response books, New Delhi. |
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latest editions of all the suggested books are recommended.

Skill Enhancement Courses (SEC)

Course Code: MBASE101	Skill Enhancement Course - 1 MBA- Semester-I Computer Fundamentals & Information Systems	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding and describing the various Input and output devices and components of a computer system.	
CO2.	Understanding the functions of MS Word, MS Excel, MS Power point and their application.	
CO3.	Understanding concepts and requirements of MIS in business organizations.	
CO4.	Applying MS Office tools at workplace for effective functioning.	
CO5.	Analyzing MIS requirements in business organization.	
CO6.	Evaluating and developing various tools, techniques and systems of MIS to suit the organizational requirement.	
Course Content:		
Block-1:	Evolution of Computer Revolution: Computer Generation, Characteristics of Computer, Advantages and Limitations of a computer, Classification of computers, Functional components of a computer system (Input, CPU, Storage and Output Block), Types of memory (Primary and Secondary) Memory Hierarchy. Hardware: a) Input Devices- Keyboard, Mouse, Scanner, Bar Code Reader b) Output Devices – Visual Display Block (VDU), Printers, Plotters etc. Introduction of Internet: History of internet, Web Browsers, Searching and Surfing, Creating an E-Mail account, sending and receiving E-Mails.	
Block-2:	MS Word: Starting MS WORD, Creating and formatting a document, Changing fonts and point size, Table Creation and operations, Autocorrect, Auto text, spell Check, Word Art, Inserting objects, Page setup, Page Preview, Printing a document, Mail Merge. MS Excel: Starting Excel, Work sheet, cell inserting Data into Rows/ Columns, Alignment, Text wrapping , Sorting data, Auto Sum, Use of functions, Cell Referencing form, Generating graphs, Worksheet data and charts with WORD, Creating Hyperlink to a WORD document, Page set up, Print Preview, Printing Worksheets. <i>One relevant practical-exercise from the Block.</i>	
Block-3:	Introduction to MIS: Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems, MIS, Value Chain Analysis. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Planning for Information System: Business Planning Systems and Critical Success Factors, Risks in Information Systems, System Development Cycle. Decision Support Systems: MIS support for decision-making, Tools of business support systems: What if analysis, Sensitivity analysis, Goal seek analysis, Optimization analysis.	

	<i>One relevant practical-exercise from the Block.</i>	
Block-5:	<p>Emerging Concepts and Issues in Information Systems: ERP, CRM, SCM, Introduction to Data Warehousing, Data Mining and its Applications. Different tools of Data Mining.</p> <p>Applications: Transaction processing; artificial intelligent technologies in business: Neural Network, Fuzzy logic, Genetic algorithm, Virtual reality, Security and Ethical challenges.</p> <p><i>One relevant practical-exercise from the Block.</i></p>	
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Tannenbaum, Computer Networks, PHI, Delhi. 2. McKeown, Information Technology and the Networked Economy, Thomson Learning 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Forouzan , Data Communication & Networking , TMH, Delhi. 2. Miller, Data and Network Communication, Vikas Publishing House, New Delhi. 3. Hagg, Baltzan& Philips, Business Driven Technology, TMH, N. Delhi. 4. Molly, Using HTML 4, PHI, Delhi. 5. Comer, E. Douglas, Computer Networks and Internet 4e, Pearson Education, Delhi.Kenneth, Laudon & Jane Laudon MIS: Managing the Digital Firm, Pearson Education. 6. James, A. O'Brien Introduction to Information Systems, McGrawHill. <p>* Latest editions of all the suggested books are recommended.</p>	

<u>Course Code</u> MBASE201	<div>Skill Enhancement Course -2</div> <div>MBA- Semester-II</div> <div>Business Research Methods</div>	C-4
<u>Course Outcomes:</u>	On completion of the course, the students will be :	
CO1.	Understanding terms, concept, research process (methodology) & Methods related to hypothesis, research design, sampling tools, data collecting and data analysis.	
CO2.	Understanding and applying SPSS tools for data analysis.	
CO3.	Analyzing research questions, literature, research situation and data using statistical tools.	
CO4.	Writing a research report and research paper	
CO5.	Deciding research objective, hypothesis, sample size & type of data collection and analysis techniques.	
CO6.	Developing a research plan based on scientific methods & logic.	
Course Content:		
Block-1:	Evolution of Business Research: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems encountered by the researcher, Problems and Precautions to the Researchers. Process of Research: Involved in Research Process. Research Design: Various Methods of Research Design. Sampling Error, Sample Size, Non-Response. Characteristics of a good sample, Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non-Probability Sample – Judgment, Convenience, Quota methods. Determining size of the sample -Practical considerations in sampling and sample size.	
Block-2:	Types of Data: Secondary and Primary, Various Methods Primary data collection- Observation method, Questionnaire Construction, Personal Interviews,Telephonic Interview, Email/Internet survey, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions. Literature review: types and sources.	
Block-3:	Measures of Central Tendency: Mean, Median & Mode; Dispersion: Standard Deviation: Correlation: Karl Pearson Coefficient and spearman rank method; Regression: lines and its equations.	
Block-4:	Classification of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Levels of measurement – Nominal, Ordinal, Interval, Ratio.	
Block-5:	Analysis of Data and Report Preparation: Hypothesis: formulation and testing (t-test, Z-test, F-test and Chi-square test); Analysis of Variance (ANOVA).Types and Layout of Research Report, Precautions in Preparing the research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and	

	Recommendations to the Concerned Persons. Use of SPSS in Data Analysis.	
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Cooper & Schindler, Business Research Methods, McGraw Hill. 2. Zikmund, Millian G., Business Research Methods, Thomson Learning, Bombay. 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Malhotra Naresh K., Marketing Research, Pearson Education. 2. Gravetter, Research Method for Behavioral Sciences, Cengage Learning. 3. Beri G.C., Marketing Research, McGraw Hill. 4. Kothari C.R., Research Methodology Methods and Techniques, New Age International Publishers. 5. Saunders. Research Methods for Business students, Pearson Education. <p>* Latest editions of all the suggested books are recommended.</p>	

Generic Elective Courses (GEC)

Course Code: MBAGE101	<p align="center">Generic Elective Course-1</p> <p align="center">MBA- Semester-I</p> <p align="center">Managerial Economics</p>	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the fundamental concepts and theories of economics relevant to business organizations.	
CO2.	Understanding the concepts and theories of cost, production and revenue in relationship to Business operations.	
CO3.	Applying the demand and supply laws and assessing the economic position of a company.	
CO4.	Applying the marginal analysis to assess different market conditions.	
CO5.	Evaluating price and output decisions for different market structures.	
Course Content:		
Block-1:	<p>Evolution of Managerial Economics in Indian Context: Managerial Economics: Meaning, Definition, Characteristics, Nature, Relation with other disciplines, Scope, Importance. Role and Responsibility of A Managerial Economist.</p> <p>Fundamental Concepts of Economics: Incremental Reasoning, Opportunity Cost, Contribution, Time perspective, Time Value of Money and Risk & Uncertainty.</p> <p>Alternative Objective of the Firm: Theory of the Firm (Profit Maximization Theory), Managerial Theories of the Firm (Sales Revenue Maximization Model, Managerial Utility Models and Growth Maximization Models), Behavioural Theories of the Firm (Simons Satisfying Model and Cyert & March's Behavioural Theory of the Firm).</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-2:	<p>Theory of Consumer Choice and Demand Analysis: The Cardinal Approach to Consumer Equilibrium: Measurement of Utility, Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility. The Ordinal Utility Theory: Indifference Curve Approach: Meaning, Properties, The Budget Lines, Consumer Equilibrium. Demand Analysis: Meaning of Demand, Definition of Demand, Demand Function, Determinants of Demand, Law of Demand, Factors affecting the Demand.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-3:	<p>Elasticity of Demand and Demand Forecasting: Elasticity of Demand: Meaning, Types of Elasticity of Demand. Price Elasticity of Demand: Meaning, Definitions, Degrees, Measurement, Factors affecting price elasticity of demand and Importance. Income Elasticity of Demand: Meaning, Definition, Types and Importance. Cross Elasticity of Demand: Meaning, Definitions, Types. Demand Forecasting: Meaning, Definitions, Steps involved in Demand Forecasting, Determinants and Methods.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-4:	<p>Theory of Production, Cost and Revenue: Theory of Production: Meaning and concept of production, Production</p>	

	<p>function (Short run and Long Run), Relationship between TP, MP and AP. Law of Variable Proportion, Law of returns to scale. Law of Supply. Theory of Cost: Concept of Cost, Different types Cost, Cost Function (Short Run and Long Run); Relationship between TFC, TVC and TC. Relationship between TC, TFC, TVC, AC, MC, AVC and AFC and Relationship between AC and MC. Theory of Revenue: Concept of Revenue, Relationship between TR, MR and AR.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-5:	<p>Market, Market Structures, Pricing and Output Equilibrium under different Market Structures and Business Cycle: Market and Market Structure: Concept and Different types of Market and their characteristics. Determination of price and output equilibrium under different market structure: Perfect Competition: Features, Determination of price and output equilibrium under long run & short run. Monopoly: Features, Determination of price and output equilibrium under long run & short run. Monopolistic: Features, Determination of price and output equilibrium under long run & short run. Oligopoly Features, Determination of price and output equilibrium under long run & short run. Business Cycle: Meaning Definition, features, Phases of Business Cycle, Factors causing Swings in Business Activity.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today’s Decision Makers, Pearson Education, Delhi 2. Stonier and Hague, Textbook of Economic Theory – Longman Green and Co., London. 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. HirscheyMark, Managerial Economics, Thomson Learning, Bangalore 2. Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill, New York. 3. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad 4. Business Economics (Micro) – Dr. Girijashankar; AtharvaPrakashan, Pune. 5. J.M. Henderson and Richard E. Quandt., Micro economic Theory, Mcgraw Hill Company, New York. 6. M.L.Seth : Micro Economics, Laxmi- Narayan Agarwal, Agra. 7. M.L.Jhingan:- Micro Economic Theory, Vikas Publication, New Delhi. 8. G.S. Gupta: - Managerial Economics, McGraw Hill Publishing Company, Ltd. New Delhi. 9. Dean J., Managerial Economics, Prentice Hall New Delhi. 10. Mithani.D.M. :- Managerial Economics, Theory and Applications, Himalaya Publishing House, New Delhi <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAGE102	Generic Elective Course -2 MBA- Semester-I Quantitative Techniques for Managers	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts & techniques of business decision optimization.	
CO2.	Analyzing various optimization techniques used in making business decisions.	
CO3.	Applying various optimization and statistical tools and techniques for optimized decision making.	
CO4.	Evaluating various optimization tools and techniques to solve business problems.	
CO5.	Developing the model based on analytics decision making of business problems.	
Course Content:		
Block-1:	Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Baye's theorem analysis, and its application, Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions. <i>Numerical: Baye'sThoerem</i>	
Block-2:	Linear Programming Problem: Nature and scope of Operation Research, Formulation and testing OR models. Mathematical formulations of LP Models for product-mix problems, graphical and simplex method of solving LP problems. <i>Numerical: LPP (Simplex Method)</i>	
Block-3:	Transportation Problems: Initial basic feasible solution of transportation problem using North-West Corner Rule, Least Cost Method, Column Minima Method, Row Minima Method and Vogel's Approximation Method, Testing optimality using MODI Method, Unbalanced problems and degeneracy, Solution of problems with the 'maximization' objective;. <i>Numerical: Transportation (MODI Method)</i>	
Block-4:	Theory of Games and Assignment: Two person zero – sum games, Games of pure strategies and of mixed strategies, Rule of dominance, Graphical solution to games. Assignment: Solution of Assignment Problem using Hungarian Method, Solution of unbalanced Assignment Problem, Problems of Assignment with maximization objective. <i>Numerical: Game Theory (two by two method) / Assignment (Hungarian Method)</i>	
Block-5:	Queuing Theory & Job Sequence: Queuing theory: waiting line concept,Deterministic models, Queuing models. Job Sequence: Johnsons Algorithm for n Jobs and Two machines, n-Jobs and three machines, Two Jobs and m-Machines, n-Job and m-Machines. <i>Numerical: Replacement (assets on sudden failure) / Job Sequence (n-Job and m-Machines)</i>	

<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Levin & Rubin, Statistics for Business, Prentice Hall of India, N. Delhi. 2. Gupta S.P. & Gupta M.P. Business Statistics, Sultan Chand & Sons, Delhi.
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay. 2. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay. 3. Chandan, J.S. An Introduction to Statistical Methods, Vikas Publishing House, New Delhi. 4. Bhardwaj, R.S, Business Statistics, Excel Books, New Delhi. 5. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi. 6. Hooda.R.P., Statistics for Business & Economics, McMillan India Ltd. 7. TahaHamdy, Operation Research an Introduction, Prentice-Hall. 8. Vohra, Quantitative Techniques in Management, McGraw-Hill. <p>* Latest editions of all the suggested books are recommended.</p>

Course Code: MBAGE201	Generic Elective Course -3 MBA- Semester-II Legal Aspects of Business	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding and describing important provisions and elements of Indian Contract act 1872 and their practical applicability in business.	
CO2.	Understanding and analyzing different types of agreements and contracts in business life.	
CO3.	Understanding and analyzing special contracts like Indemnity and Guarantee, Bailment and Pledge.	
CO4.	Understanding key provisions of Sale of Goods Act1930, Indian Contract Act 1872 and negotiable instrument act.	
CO5.	Developing a hypothetical contract between two parties and sale agreement making.	
Course Content:		
Block-1:	Evolution of and Need of Business Laws: Indian Contract Act 1872: Contract: Meaning, Characteristics and Kinds; Essentials of valid contract; Offer and acceptance: Valid offer, Acceptance, Communication of offer and acceptance, Revocation of offer and acceptance, Lapse of an offer; Capacity of Parties: Who is Competent to contract, Position of Agreements with a Minor, Position of persons of Unsound Mind, Persons disqualified by Law; Consideration: Meaning, Essential Elements of Valid Consideration, Stranger to Contract, Contract without Consideration; Free Consent: Meaning of Consent, Meaning of Free Consent, Meaning Coercion and its effect, Meaning of Undue influence and its effects, Meaning of Fraud and its effects, Meaning of Misrepresentation and its effects and Meaning of Mistake and its effects; Legality of Object and Consideration: Circumstances under which the objects or consideration is deemed to be unlawful, Illegal agreements, Void Agreements if consideration or objects Unlawful in part, Agreement opposed to public policy. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Void Agreement: Meaning of Void Agreements, Agreements in restraint of marriage, trade & legal proceedings, Uncertain Agreements, Wagering Agreements, Distinction between contracts of insurance and wagering agreements, Agreements Contingent on Impossible Events, Agreements to do Impossible Acts, Restitution; Contingents Contract: Meaning, Essential Features and Rules; Performance of a Contracts: Meaning and Types; Discharge of Contracts: Meaning and Modes; Remedies for Breach of Contracts: Meaning, Anticipatory, Actual Breach of Contracts, and Remedies; Quasi – contracts: Meaning and Features; Special Contracts: Contract of Indemnity and Guarantee: Introduction, Contract of Indemnity,	

	<p>Contracts of Guarantee, Extent of Surety's Liability, Kinds of Guarantee, Rights of Surety, Discharge of Surety.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-3:	<p>Contract of Bailment and Pledge: Meaning, Kinds, Duties & Rights of Bailor, Duties & Rights of Bailee; Lien-Meaning & Types; Finder of Goods- Meaning and Rights; Termination of Bailment: Pledge- Meaning of pledge, pledger & pledgee, Rights & duties of pledge, pledger & pledgee; Contract of Agency: Meaning, Creation of Agency, Termination of Agency, Irrevocable Agency; Agent- Meaning, Who may be Agent, Agent vs. Servant, Agent vs. Independent Contractor, classification of Agents, Extent of Agent Authority, Delegation of Authority of Agent, Meaning & Appointment of Sub- Agent, Meaning of Substituted Agent, Rights and Duties of Agent, Principal- Meaning and Position of Principal.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-4:	<p>The Sales of Goods Act 1930: Meaning of Contract of sale, Essential Elements of Contract of Sale, difference between sale and agreement to sell, Conditions and warranties, transfer of ownership in goods including sale by non-owners, Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer, Auction Sale – Meaning and Rules.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-5:	<p>The Negotiable Instruments Act, 1881: Negotiable Instruments- Meaning, Characteristics, Presumptions, Types, Promissory Note- Meaning and Characteristics, Bills of Exchange- Meaning and Essential Characteristics, acceptance- Meaning and Characteristics, Cheque- Meaning and Characteristics, , Crossing of Cheque, Holder and Holder in due course, Endorsement, Dishonor of Bill, Noting, Protesting and Hundies</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India. 2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India. 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, McGraw Hill. 2. Sharma, J.P. and Sunaina Kanojia, Business Laws, Ane Books Pvt. Ltd., New Delhi. Sharma, J.P. and Sunaina Kanojia, Vyavsayik Sanniyam, Delhi University Hindi Cell. 3. Chandra Bose, Business Laws, PHI. 4. Bulchandani, Business Law for Management, Himalaya Publishing House. 5. Kumar, Legal Aspect of Business, Cengage Learning. 6. M.C. Kuchhal Business Legislation for Management, Vikas Publishing House. 7. Mazumdar, A.K. and Kapoor, G.K., Company Law and Practice, Taxman. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAGE202	Generic Elective Course -4 MBA- Semester-II Innovation & Entrepreneurship Development	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts, theories, tools & techniques & methods related to entrepreneurship.	
CO2.	Analyzing business situations including enabling & restricting issues & available resources for setting up an entrepreneurial organization.	
CO3.	Applying concept, techniques & methods for success of enterprise.	
CO4.	Evaluate business opportBlockies and making decision about product, finance and function of business.	
CO5.	Developing a business plan and executing the business plan	
Course Content:		
Block-1:	Introduction to Innovation and Entrepreneurial Idea Generation and Identifying Business OpportBlockies Concepts of Entrepreneurship Development: Evolution of the concept of Entrepreneur, Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Attributes and Characteristics of a successful Entrepreneur, Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development, Entrepreneurial Culture. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Creating Entrepreneurial Venture: Business Planning Process , Environmental Analysis - Search and Scanning, Identifying problems and opportBlockies, Defining Business Idea, Basic Government Procedures to be complied with. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Project Management: Technical, Financial, Marketing, Personnel and Management Feasibility, Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding.	
Block-4:	Entrepreneur Development Programmes (EDP’S): Types, 7S Model, History of entrepreneurship development in India, Current Status of Entrepreneurship development in India. Role of Woman entrepreneur. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-5:	Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Blocks - Fiscal and Tax concessions available. Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of	

	Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).	
<u>Text Books:</u>	1. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, McGraw Hill, New Delhi.	
<u>Reference Books:</u>	1. Khanka S.S., Entrepreneurship Development, S. Chand and Company Ltd., New Delhi. 2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA). 3. Lall, Madhurima, and ShikhaSahai, Entrepreneurship, Excel Books, New Delhi. 4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi. 5. Kuratko, Donand and Richard Hodgetts, Entrepreneurship, Cengage Learning India Pvt. Ltd., New Delhi. * Latest editions of all the suggested books are recommended.	

Semester - III
Program/Discipline Specific Elective Courses (DSEC)
Marketing Management
(Choose any 3 out of Six.)

Course Code: MBAM301	Discipline Specific Elective Course -1		C-4
	Specialization- Marketing		
	MBA- Semester-III		
	Consumer Behaviour		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the concepts and theories of consumer behavior, consumer behaviour models and their significance in business, and consumer decision-making processes.		
CO2.	Understanding the individual and group influences on consumer behavior and consumer decision making process.		
CO3.	Relating consumer behaviour theories, models and concepts to marketing decisions and understanding their implications.		
CO4.	Analyzing the environmental influences on consumer behavior and differentiating individual buying from industrial buying.		
CO5.	Applying most appropriate consumer behavior models and techniques for appropriate market solutions.		
Course Content:			
Block-1:	Evolution of Consumer Behaviour: Nature and Importance of CB; Application of CB in Marketing; Consumer involvement; Consumer decision making processes; Purchase behavior and marketing implications. Consumer Research Process: Various methods and techniques of consumer research; New developments in the field of consumer research. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-2:	Individual Determinants of Consumer Behavior: Perception: Elements of Perception; Dynamics of Perception, Consumer Imagery Personality & Self Concept: Personality theories; Personality and understanding Consumer Diversity; Brand Personality; Self and Self-Image and its types. Motivation: Needs/Motives & Goals, dynamics; Motivation process; Types of Buying Motives, Buying Roles. Learning: Principals and theories of Learning. Attitudes: Structural model of attitude; attitude formation & change; Strategies for Changing Attitudes, Intentions& Behaviors. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	Group Determinants of Consumer Behavior: Reference group influence: types of consumer relevant groups; factors affecting group influence; application of reference group concept. Family influence: Functions of family, family decision making; family life cycle (FLC). Opinion Leadership and personal influence: Role & types of opinion leader. Diffusion of Innovation: Adoption process, Diffusion process. <i>One relevant Case study/ Case let from the Block.</i>		
Block-4:	Consumer Decision Making Process:		

	<p>Problem recognition, Information search and evaluation, Outlet selection and purchase; Post-purchase behavior, Customer Satisfaction and Customer Commitment.</p> <p>Models of CB:Traditional Models of Consumer Behaviour: Economic, Social & Psychological; Contemporary Models of Consumer Behaviour: Nicosia, Howard & Sheth, Engel-Kollat Blackwell, Input-Process-Output Model.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-5:	<p>Environmental Influences on CB: Social class; Life style; Culture; Cross cultural understanding; Profile of Indian Consumers.</p> <p>Industrial Market & Consumer Behaviour: Meaning, Scope and Characteristics of Industrial buying; Factors affecting industrial buying, Industrial buying process.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
<u>Text Books:</u>	<p>1. Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Consumer Behaviour, Pearson.</p>	
<u>Reference Books:</u>	<p>1. Dr. S.L Gupta, Sumitra Pal, Consumer Behavior - An Indian perspective, Sultan Chand and Sons.</p> <p>2. David L. Loudon & Albert J. Della Bitta, Consumer Behaviour, McGraw Hill.</p> <p>3. Hawkins, Mothersbaugh, Consumer Behaviour, McGraw Hill.</p> <p>4. Batra, Kazmi, Consumer Behaviour, Excel Books.</p> <p>5. Suja R. Nair, Consumer Behavior - An Indian perspective, Himalaya Publishing House.</p> <p>6. Paco Underhill, Why we Buy: The Science of Shopping, Simon and Schuster Paperbacks.</p> <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAM302	Discipline Specific Elective Course -2		C-4
	Specialization- Marketing		
	MBA- Semester-III		
	Sales & Distribution Management		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the diverse variables affecting the sales & distribution function of an organization.		
CO2.	Understanding the concepts of Sales Management, Sales Planning and Budgeting, sales force management, distribution channels and its management.		
CO3.	Understanding how to lead a sales organization with effectiveness.		
CO4.	Developing and evaluating sales and distribution plans.		
CO5.	Analyzing and managing the marketing channels effectively		
CO6.	Creating a linkage sales and distribution with other marketing variables.		
Course Content:			
Block-1:	Evolution & Introduction of Sales Management: Role of selling in marketing, Personal selling, Salesmanship and sales manager, Types of sales personnel, Characteristics of a successful salesperson, Theories of selling, Process of effective selling. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-2:	Building Sales Organization: Types of sales organizations and their structure, Functions and responsibilities of sales person, Sales force manpower planning, Recruitment, Selection, Training and Development. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	Leading Sales Organization: Sales force motivation, Sales force compensation, Designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-4:	Channel planning: Marketing channels, Structure and functions, Marketing channel design, Service output, Supply side channel analysis, Channel flow and efficiency analysis, Channel structure and intensity analysis, Forward and reverse logistics, Gap analysis. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-5:	Managing the Marketing Channels: Channel incentives and margins, Channel power, Managing channel conflict, Motivating channel members, Channel coordination, Strategic alliances, Vertical integration, Overview of retailing, Wholesaling and franchising. <i>One relevant Case Study/ Case let from the Block.</i>		

<u>Text Books:</u>	1. SL Gupta, Sales and Distribution Management, Excel books, New Delhi.
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Havaladar & Cavale, Sales and Distribution Management, McGraw Hill. 2. Still, Cundiff & Govani, Sales Management, Pearson Education, New Delhi. 3. Cron William L. & Decarlo Thomas E., Sales Management: Concepts and Cases, Wiley. 4. Venugopal P., Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi. 5. Dutta B., Fundamentals of Sales and Distribution Management: Text & Cases, I K International Publishing House, India. <p>* Latest editions of all the suggested books are recommended.</p>

<u>Course Code:</u> MBAM303	Discipline Specific Elective Course -3		C-4
	Specialization- Marketing		
	MBA- Semester-III		
	Brand Management		
<u>Course Outcomes:</u>	On completion of the course, the students will be :		
CO1.	Understanding the basic principles and concepts of branding.		
CO2.	Understanding the key issues in crafting and evaluating brand strategies.		
CO3.	Developing an understanding of brand equity and measure range of brand performance related outcomes.		
CO4.	Developing specific skills in delivering persuasive brand presentations.		
CO5.	Analyzing and engaging in and contributing to brand building projects and developments.		
CO6.	Evaluating brand extension and its contribution to parent brand.		
Course Content:			
Block-1:	Evolution of Brand Management: Basics Understanding of Brands, Branding Concepts, Functions of Brand, Significance of Brands, Different Types of Brands, Co-branding, Store brands. <i>One Case Study/ Case let from the Block.</i>		
Block-2:	Brand Strategies: Strategic Brand Management process, Building a strong brand, Brand positioning, Establishing Brand values, Brand vision, Brand Elements, Branding for Global Markets, Competing with foreign brands. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	Brand Communications: Brand image Building, Brand Loyalty programmes, Brand Promotion Methods, Role of Brand ambassadors, celebrities, On line Brand Promotions. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-4:	Brand Extension: Brand Adoption Practices, Different type of brand extension, Factors influencing Decision for extension, Re-branding and re-launching. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-5:	Brand Performance: Measuring Brand Performance, Brand Equity Management, Global Branding strategies, Brand Audit, Brand Equity Measurement, Brand Leverage -Role of Brand Managers, Branding challenges & opportBlockies. <i>One relevant Case Study/ Case let from the Block.</i>		
<u>Text Books:</u>	1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson.		

<u>Reference Books:</u>	<ol style="list-style-type: none">1. Harsh V. Verma, Brand Management, Excel Books.2. Kapferer J.N., Strategic Brand Management, Kogan Press.3. Moorthi YLR, Brand Management, Vikas Publishing House.4. Kumar, S. Ramesh; Marketing and Branding – The Indian Scenario; Pearson Education; New Delhi.5. Kapoor, Jagdeep; 24 Brand Mantras; Sage Publications; New Delhi.6. Senguptasubroto; Brand Positioning: Strategies for competitive advantage; McGraw Hill; New Delhi. <p>*Latest editions of all the suggested books are recommended.</p>
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Course Code: MBAM304	Discipline Specific Elective Course -4		C-4
	Specialization- Marketing		
	MBA- Semester-III		
	Rural Marketing		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the rural environment and the opportBlockies and emerging challenges in the upcoming rural markets and the rural retail sector.		
CO2.	Understanding the concepts, tools and techniques in the area of rural marketing.		
CO3.	Understanding the concept and methodology for conducting the research in rural market.		
CO4.	Developing insights to plan a rural marketing campaign for an organization.		
CO5.	Developing linkage between rural market environment and the emerging challenges in the globalized economy in Indian context.		
Course Content:			
Block-1:	Evolution of Rural Marketing - An Overview: Rural Marketing an Overview; Principles of marketing as relevant to rural marketing; Evolution of rural marketing; Rural marketing mix; Rural economy; Profiles of urban & rural customers and differences in their characteristics; Rural consumer behavior; Agricultural marketing; Marketing of agricultural produce, Agricultural inputs. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-2:	Rural Environment & Rural Retailing: Rural Environment; Rural market strategies with special reference to Segmentation, Targeting and Positioning; Innovation for rural market; Products and services in the Rural markets; Channels of distribution and trade management, Rural retailing. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	Rural Communication and Pricing: Rural communication and communication strategies for rural market; Advertising and sales promotion strategies; New product launch techniques for rural markets; Pricing in rural markets. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-4:	Rural Market Research & Rural Sales Management: Rural Market Research; Market Information System; Sales management practices; Training; Motivation; Sales Quota Strategies. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-5:	Emerging Trends in Rural Marketing: Social Marketing; Corporate Social Responsibility in rural markets; The future of rural marketing in India; Rural marketing of financial Services; Rural marketing of consumer durables; Rural marketing of FMCG products; Role of Govt. in rural & agricultural marketing.		

	<i>One relevant Case Study/ Case let from the Block.</i>	
<u>Text Books:</u>	1. Kashyap Pradeep & Siddhartha Raut, Rural Marketing, Wiley / Dreamtech Press.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Gopal Swamy T.P., Rural Marketing, Vikas Publishing House. 2. Balaram Dogra & Karinder Ghuman, Rural Marketing: Concept & Cases, McGraw-Hill Publishing Company, New Delhi. 3. A.K. Singh & S. Pandey, Rural Marketing: Indian Perspective, New Age International Publishers. 4. Krishnamacharylu & Laitha Ramakrishna, - Rural Marketing, Pearson Education Asia. 5. Philip Kotler, Marketing Management, Prentice - Hall India Ltd. New Delhi. 6. Agarwal A.N, Indian Economy, Vikas Publication, New Delhi. 7. Ruddar Dutt Sundaram, Indian Economy, McGraw Hill. Publishers, New Delhi. <p>*Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAM305	Discipline Specific Elective Course -5		C-4
	Specialization- Marketing		
	MBA- Semester-III		
	Advertising Management		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the concept of advertising and its role in the marketing process.		
CO2.	Identifying key players in advertising industry and understand the basics of running an advertising programme of an ad agency.		
CO3.	Understanding media planning and selection criteria and making decisions regarding the most feasible advertising appeal and media mix.		
CO4.	Conducting pre-testing, post testing and concurrent testing of ads to determine their effectiveness.		
CO5.	Analyzing and Linking advertising and sales promotion to achieve brand-standing.		
Course Content:			
Block-1:	Evolution & Introduction to Advertising: Origin and Development - Definition and Classification – Planning Framework - Organizing Framework - the Advertiser and the Advertising Agency interface - Strategic Advertising Decisions - Setting Advertising Objectives - The Budget Decision -Preparing the Product and Media Brief. Advertising Role in the Marketing Process: Major roles of advertising, Legal, Ethical and Social aspects of Advertising. Functions and types of advertising. Integrated Marketing communication, Cultural differences and values in advertising. <i>One Case Study/ Case let from the Block.</i>		
Block-2:	The major players in advertising: Advertising agency, Brand manager, market research firms, Media, Type of agencies. Structure of an agency and its functions. Advertising Programme: Message, Headlines, Copy, Logo, Illustration, Appeal, layout; Campaign Planning; Creative Strategies; The process of developing an ad. Production and execution of TVCs and print ads. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	Media Decisions: Media Planning and Selection - Concepts of Reach, Frequency, Continuity, and Selectivity; Measures of Media Cost Efficiency; Media (Readership / Viewership) Research; The Internet as an Advertising Medium; Tracking Website visits, page views, hits, and click-stream analysis; permission marketing and privacy; ethical concerns., Budgeting; Evaluation- Methods; Media buying; Emerging medias and trends – Social Media, Internet, and Mobile. <i>One relevant Case Study/ Case let from the Block.</i>		

Block-4:	<p>Measuring Advertising Effectiveness: Advertising Research. Effectiveness of advertising- methods of measurement. Rationale of testing; Opinion and Attitude Tests, Recognition, Recall. Control of Advertising by practitioners, media and the market; Advertising in the International marketplace; Advertising and Principles of Integrated Marketing Communication and Image Building.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-5:	<p>Sales Promotion: Rationale; Types; Consumer and Trade Promotions; Sales Promotion Strategies and Practices; Cross Promotions; Surrogate Selling & Advertising. Linking advertising and sales promotion to achieve 'brand-standing'.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
<u>Text Books:</u>	1. Aaker, Batra& Myers, Advertising Management, Prentice Hall, New Delhi.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Strategic Advertising Management, Larry Percy, Richard Rosenbaum – Elliot, Oxford University Press. 2. Kazmi & Batra, Advertising & Sales Promotion, Excel Books, New Delhi. 3. Shah, Kruti and Alan D’Souza, Advertising and Promotion – An IMC Perspective, McGraw Hill, New Delhi. 4. Belch, George and Belch, Michael; Advertising and Promotion, McGraw Hill, New Delhi. 5. Wells, William, Burnett, John and Moriary, Sandra; Advertising Principles and Practice’ Pearson Education, New Delhi. 6. Jethwaney, Jaishree and Jain, Shruti; Advertising Management; Oxford University, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBM306	Discipline Specific Elective Course -6		C-4
	Specialization- Marketing		
	MBA- Semester-IV		
	Retail Management		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the concept of whole selling and retailing and the contribution of retailers to the product value chain.		
CO2.	Understanding various types of retail formats and store designs and their functioning in India.		
CO3.	Understanding consumer motivations, shopping behaviors, and decision processes for evaluating retail offering and purchasing merchandise and services.		
CO4.	Analyzing how retailers communicate with their customers.		
CO5.	Formulating tactics (pricing, merchandise assortment, store management, visual merchandising, and customer service) for extracting profit from a retail offering of an organization.		
Course Content:			
Block-1:	Evolution of Retail Management: Wholesaling: Concept, Importance, Functions; Wholesaler Marketing Decisions; Trends in Wholesaling& Retailing: Concept, Importance, Functions - Indian Vs. Global Scenario. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-2:	Retail formats: Store & Non Store Retailing: Franchising, Unconventional channels, E-retailing, Retail Location: Factors affecting location decision, Site Selection, Location based retail Strategies. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	Store Design: Interiors and Exteriors; Store layout; Types of layouts; Factors affecting store layout; Store image mix; Store Façade; The Internet Store; Store Administration: Floor space management; Managing store inventories and display. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-4:	Merchandising: Concept, Importance, Functions; Steps in merchandising planning; Category management: Definition and process; Introduction to Private label brands, Retail Communication Mix: Planning retail communication; Managing in-store promotions and events. <i>One relevant Case Study/ Case let from the Block.</i>		

Block-5:	Integrated Marketing Channels: Channels for Consumer goods; Industrial goods & Services; Horizontal, Vertical, Multichannel Marketing Systems; Technology in distribution: Bar-coding, RFID, Electronic payment systems.	
<u>Text Books:</u>	1. Berman B., Evans J.R. & Shrivastava R., Retail Management: A Strategic Approach, Pearson Education, New Delhi.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Reyhle Nicole and Prescott Jason, Retail 101: The Guide to Managing and Marketing Your Retail Business, McGraw-Hill Education. 2. Bajaj C., Tuli R. and Srivastava N.V., Retail Management, Oxford University Press. 3. Zentes J., Morschett D. & Schramm-Klein H., Strategic Retail Management: Text and International Cases, Springer, UK. 4. Dennis Steve, Remarkable Retail: How to Win & Keep Customers in the Age of Digital Disruption, Life Tree Media, Los Angeles, California, Blocked States. 5. Saurav Swapnil & Potti Ravi, The A to Z of Retail Management, Eka Publishers, Hyderabad. <p>* Latest editions of all the suggested books are recommended.</p>	

Semester - III
Program/Discipline Specific Elective Courses (DSEC)
Finance
(Choose any 3 out of Six.)

Course Code: MBAF301	Discipline Specific Elective Course -1		C-4
	Specialization- Finance		
	MBA- Semester-III		
	Security Analysis and Portfolio Management		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the concepts of stock exchanges, SEBI, investment and speculation.		
CO2.	Understanding the concept of security valuation and tools for estimating the valuation and applying various models to estimate the correct valuation of securities for investment decision.		
CO3.	Understanding and analyzing the expected outcome of various investments in uncertainty with the help of various analytical tools.		
CO4.	Applying the expected outcome and information in selecting an optimum portfolio keeping in mind the risk and return concern of the investor.		
CO5.	Evaluating the performance of selected portfolio and revising it for optimum returns.		
Course Content:			
Block-1:	Investments: Investment versus Speculation, Investment Alternatives and Their Evaluation Stock exchange and New Issue Market- Their nature, structure, functioning and limitations, Trading of securities: types of orders, margin trading, clearing & settlement procedures, SEBI and their guidelines for equity market. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-2:	Valuation of Equity, Bond & Derivatives: Equity valuation models-discounted cash flow technique, dividend discount model, P/E ratio model. Bonds: nature, valuation, YTM, Bond theorem; Term structure of interest rates duration. Options and futures: meanings & trading. <i>Numerical: DCF</i>		
Block-3:	Risk and Return: Measuring Historical Return, Measuring Historical Risk, Measuring Expected (Ex Ante) Return and Risk, trade off, systematic and unsystematic risk. Fundamental analysis- Company, Industry and Economy analysis. Technical analysis- Basic Tenets of Technical Analysis Charts and Trend Lines, support & resistance level, Indicators- volume of trade, market breadth, short sales, odd lot trading, moving averages & charts-bar chart, candle stick chart. Market efficiency: EMH. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-4:	Portfolio Selection: The Benefits of Diversification, Concept, risk and return of portfolios. Beta as a measure of risk and its calculation. Selection of portfolios; Markowitz Model and Efficient Frontier, Capital market theorem and Arbitrage pricing theory. <i>Numerical: Risk and Return of Portfolio.</i>		
Block-5:	Portfolio Performance Evaluation & Revision:		

	Performance evaluation of existing portfolio; Sharpe and Treynor measures. Revision of portfolio. <i>Numerical: Sharpe and Treynor measures</i>	
<u>Text Books:</u>	1. Chandra P, Investment Analysis and Portfolio Management, McGraw-Hill.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice-Hall. 2. Ranganatham S., Investment Analysis and Portfolio Management, Pearson Education. 3. Pandian P, Security Analysis and Portfolio Management, Vikas Publication. 4. Stephen H. Penman: Financial Statement Analysis and Security Valuation, McGraw Hill. 5. William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, Prentice Hall. 6. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, Pearson Education. 7. Charles P. Jones, Investments Analysis and Management, John Wiley & Sons. 8. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, John Wiley & Sons. 9. Sidney Cottle, Roger F. Murray, Frank E. Block, Graham and Dodd: Security Analysis, McGraw-Hill, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p>	

<u>Course Code:</u> MBAF302	<div>Discipline Elective Course -2</div> <div>Specialization- Finance</div> <div>MBA- Semester-II</div> <div>Financial Market and Services</div>	C-4
<u>Course Outcomes:</u>	On completion of the course, the students will be :	
CO1.	Understanding the concepts of Indian Financial system, its structure and various financial products.	
CO2.	Understanding the concept of financial services, banking and non-banking financial corporations.	
CO3.	Analyzing the risk associated with various sources of finance/financial products.	
CO4.	Applying the tools for selecting the optimum for raising fund.	
CO5.	Evaluating regulatory and legal framework of banking in India for financial requirement of the concern.	
CO6.	Developing a sound fund strategy for the financial needs of the organization.	
Course Content:		
Block-1:	Introduction: Overview of Financial systems In India –Structure, Regulation Role And Functions of Financial Systems –Financial Instruments –Financial Markets –Capital Markets &Money Markets –Interlink Between Money Market & Capital Market – Characteristics of Financial Markets –Functions of Stock Exchange –Introduction to Foreign exchange. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Financial Services Objectives of financial services –types of financial services –capital market services & money market services –intermediaries: banking financial corporations, non-banking financial corporations& insurance corporations-financial services sector problems and reforms. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Venture Capital Venture capital: growth of venture capital in India-financing pattern –legal aspects and guidelines for venture capital –leasing-types of leases –leasing vs. borrowing - credit rating: CRISIL, ICRA& care –factoring, forfeiting-bill discounting –types of factoring arrangements –factoring in Indian context. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Mutual Funds Mutual funds: concepts and objectives –functions and portfolio classification-guidelines for mutual funds –working of public and private mutual funds in India – debt securitization –de-mat services –need and operations –role of NSDL & CSDL. <i>One relevant Case Study/ Case let from the Block.</i>	

Block-5:	<p>Legal and Institutional Arrangements Regulatory & legal framework of government in banking--role of RBI--functions of stock exchange -listing & formalities in stock exchange –laws governing SEBI --role of SEBI –laws governing non-banking financial corporation’s –laws pertaining anti-money laundering. <i>One relevant Case Study/ Case let from the Block.</i></p>	
<u>Text Books:</u>	1. Meir Khan –Financial Institutions and Markets, Oxford Press.	
<u>Reference Books:</u>	1. I.M.Bhole , Financial Institutions and Market, McGraw Hill. 2. Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai 3. Vasant Desai, Indian Financial Systems, Himalaya Publishers. 4. E. G. Benton, Financial Intermediaries An Introduction 5. R. D. Edminister, Financial Institution –Market and Management 6. N. Vinayakan, A Profile of Indian Capital Market * Latest editions of all the suggested books are recommended.	

<u>Course Code:</u> MBAF303	Discipline Specific Elective Course -3		C-4
	Specialization- Finance		
	MBA- Semester-III		
	Income Tax Law& Practice		
<u>Course Outcomes:</u>	On completion of the course, the students will be :		
CO1.	Understanding the Indian tax environment, basic terminologies, tax implication and rate of tax applied and tax rules.		
CO2.	Understanding the various income head, deduction, and procedure for computing taxable income.		
CO3.	Applying the rules for computing the income under various heads and Gross total income		
CO4.	Applying tax and rules concepts for computing the taxable income of individuals as per Income tax Act (current rules).		
CO5.	Assessing the actual tax liability after considering set off and carry forwarding of losses under various heads.		
Course Content:			
Block-1:	Basic Concepts: Assessment year, Previous year, Person, Assesses, Income, Gross totalIncome, Computation of Total Income, Capital and Revenue Expenditure, Capital and RevenueReceipts, Income Exempted from Tax, Special Provision for Free Trade Zones, and SpecialEconomic Zones. Residential Status of an Individual, Company, Firm, Conditions to calculate Residential Status, Incidence of tax. Residential Status of an Individual, Company, Partnership Firm, Conditions to calculate Residential Status. <i>Numerical: Residential Status of an Individual.</i>		
Block-2:	Heads of Income - 1: Understanding Income Heads, Calculation of taxable salary, Profit, and Gains of Business or Profession. <i>Numerical: Calculation of Taxable Salary.</i>		
Block-3:	Heads of Income - II: Income from House Property, Income from Capital Gains, &Income from other sources. <i>Numerical: Income of House Property/ Capital Gains.</i>		
Block-4:	Set off and Carry forward of losses & Computation of Total Income: Mode of Set off and Carry forward of losses, inter source adjustments; Inter head Adjustments, Carry forward of loss, Aggregation of Income andDeductions from Gross Total Income. Computation of Total Income, Net Income, Gross Tax payable. <i>Numerical: Set off and carry forward of losses/ Assessment of Individuals.</i>		
Block-5:	Assessment and Filing of Returns: Advance tax, Tax Deducted at Source, Tax Collected at Source, Payment of Self-Assessment tax, Filing of e- Returns.		
<u>Text Books:</u>	1. Mehrotra H.C., Income tax Law and Accounting, Sahitya Bhawan Publications.		

<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Singhania V.K. Income Tax Law and Practice, Taxmann. 2. Dr Girish Ahuja, Dr Ravi Gupta, Students Guide to Income Tax Laws, Bharat Law House. 3. Agarwal Rajeev, Income tax Law and Accounting, Navneet Prakashan. 4. V.P. Gaur, D.B. Narang, Puja Ghai& Rajiv Puri, Income Tax Law and Practices, Kalyani Publication. 5. T.N. Manoharan& G.R. Hari, Students Guide to Income Tax Laws, Bharat Law House. <p>Latest editions of all the suggested books are recommended.</p>	
<u>Course Code:</u> MBAF304	<p align="center">Discipline Elective Course -4</p> <p align="center">Specialization- Finance</p> <p align="center">MBA- Semester-III</p> <p align="center">Financial Modeling using Excel</p>	C-4
<u>Course Outcomes:</u>	On completion of the course, the students will be :	
CO1.	Understanding the basic and advance features of excel; its implication in preparing financial statements and analyzing them.	
CO2.	Applying excel in preparation of common size statement, analyzing financial statements project appraisal and risk analysis.	
CO3.	Applying the excel tools for capital budgeting and portfolio management.	
CO4.	Carrying out valuation of business and Evaluating the associated risk involved in various proposal and portfolio with the help of excel to aid investment decision.	
CO5.	Developing a mega model using advanced financial models like VBA etc.	
CO6.	Analyzing and applying excel tools for Sensitivity Analysis for building models in finance.	
Course Content:		
Block-1:	Understanding the Basic Features of Excel, Introduction to modeling, Introduction to Excel; Understanding Advanced Features of Excel, Database Functions in Excel, Creating Charts, Using Forms and Control Toolbox, Understanding Finance Functions present in Excel, Creating Dynamic Models.	
Block-2:	Sensitivity Analysis uses Excel, Scenario Manager, and Other Sensitivity Analysis Features; Simulation using Excel, Different Statistical Distributions used in Simulation, Generating Random Numbers that follow a particular distribution, Building Models in Finance using Simulation.	
Block-3:	Accounting in Excel, Preparing common size statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analyzing Financial Statements by using Spreadsheet Model Excel in Project Appraisal, Determining Project Viability, Risk Analysis in Project Appraisal, Simulation in Project Appraisal.	
Block-4:	Excel in Valuation, Determination of Value Drivers, DCF Valuation, Risk Analysis in Valuation; Excel in Portfolio Theory, Determining Efficient Portfolio, Creating Dynamic Portfolios, Portfolio Insurance, Fixed Income Portfolio Management using Excel.	
Block-5:	Building a Mega Model; Understanding Subroutines and Functions and building simple financial models using subroutines and functions, Recording and Editing	

	Macros, Subroutines and Functions, Decision Rules, Message Box and Input Box, Debugging; Designing Advanced Financial Models using VBA, User Forms, Other Advanced Features, Actual Model Building.	
<u>Text Books:</u>	1. Alastair Day, Mastering Financial Modeling in Microsoft Excel : A practitioner's guide to applied corporate finance.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Ho Thomas S. Y., The Oxford Guide to Financial Modeling. 2. Danielle Stein Fairhurst, Financial Modeling in Excel for Dummies. 3. Simon Benninga, Financial Modeling, The MIT Press. 4. Timothy R. Mayes, Financial Analysis with Microsoft Excel. 5. John Moschella, Financial Modeling For Equity Research: A Step-by-Step Guide to Earnings Modeling. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAF305	<p align="center">Discipline Elective Course -5</p> <p align="center">Specialization- Finance</p> <p align="center">MBA- Semester-III</p> <p align="center">Financial Derivatives</p>	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts of financial Derivatives, speculations and tools to analyze the associated risk.	
CO2.	Understanding the currency derivatives and interest rate in details and various techniques to evaluate them.	
CO3.	Analyzing the concept of hedging and arbitrage using techniques/tools and estimating the expected returns from forward and futures contracts.	
CO4.	Applying various models to calculate the expected returns from options.	
CO5.	Evaluating the returns and associated risk with various financial and interest derivatives.	
CO6.	Developing an appropriate financial portfolio using hedging and arbitrage techniques.	
Course Content:		
Block-1:	Introduction: Derivatives Markets, Forwards, Futures, Options, Swaps, Role of Derivatives Markets, Linkages between spot and Derivatives Markets, Criticisms of Derivatives Markets.	
Block-2:	Forward and Futures: Market Structure, Types of Future Contracts, Pricing principles, Futures Hedging Strategies. Numerical on valuation, marking to market, hedging, arbitrage.	
Block-3:	Options: Options markets, Options pricing principles, Binomial Models, Black-Scholes Model, Introduction to Option Greeks, Option Trading Strategies. Numerical on payoffs and P & L, trading strategies, binomial, Black Scholes, hedging, arbitrage.	
Block-4:	Currency Derivatives: Currency forwards, Currency futures, Currency options, Pricing, Trading Strategies. Numerical on valuation, marking to market, hedging, arbitrage.	
Block-5:	Interest Rate Derivatives- Forward Rate Agreements, Interest Rate Futures-Eurodollar futures, Interest rate Swaps, Theory on Calls, floors, collars, Swaption, Numerical on pricing, hedging and arbitrage.	
Text Books:	1. Hull, John C, Options, Futures and other Derivatives, Prentice Hall of India, New Delhi.	
Reference Books:	1. Chance Don M, An Introduction to Derivatives and Risk Management, Cengage, South Western. 2. Financial Risk Manager Handbook, GARP. 3. S.L.Gupta , Financial Derivatives. 4. S.S. Kumar, Financial Derivatives. 5. John C. Hull, Options, Futures & Other Derivatives. 6. Jayanth Rama Varma, Derivatives & Risk Management. * Latest editions of all the suggested books are recommended.	

Course Code: MBAF306	Discipline Specific Elective Course - 6		C-4
	Specialization- Finance		
	MBA- Semester-III		
	International Financial Management		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the concepts and issues related to international financial Management.		
CO2.	Understanding the concepts of foreign currency translation, transfer pricing and international accounting standards and practices and their implications as a foreign firm.		
CO3.	Applying the various capital budgeting techniques in assessing the international projects and managing working capital.		
CO4.	Evaluating the currency and interest rate risk involved in international exposure.		
CO5.	Developing an optimum strategy for international financing with minimum risk.		
Course Content:			
Block-1:	Introduction: Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. acquisitions and mergers.		
Block-2:	International Capital Budgeting: Multinational considerations and calculation of cash flows; Adjusted present value approach: Cost capital: Assessment and management of political risks.		
Block-3:	International Working Capital Management: Receivables and inventory management. Dividend Policy for Multinational Corporations.		
Block-4:	Currency and Interest Rate Risk Management: Exposure and risk; Transaction, translation and real operating exposure; Exposure management contractual and natural hedging; interest rate risk assessment and management.		
Block-5:	International Accounting: Foreign currency translation; Multinational transfer pricing and performance measurement; Consolidated financial reporting international accounting standards and practices. International Taxation: Key elements and issues; International tax environment; Bilateral treaties and tax heavens.		
Text Books:	1. Baker J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs.		
Reference Books:	1. Rathore, Shirin, International Accounting, Prentice Hall of India Pvt. Ltd., New Delhi. 2. Seth, A.K., International Financial management, Galgotia Publishing. 3. Shapiro, Allen C., Multinational Financial Management, John Wiley & Sons. 4. Apte P.G, Multinational Financial Management, McGraw Hill, New Delhi. 5. Eiteman, David K., Arthur Stonehill and Micheal H. Moffett, Multinational Business Finance, Addison-Wesley Publishing Company, Readings Mass.		

	* Latest editions of all the suggested books are recommended.	
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Semester - III
Program/Discipline Specific Elective Courses (DSEC)
Human Resource Management
(Choose any 3 out of Six.)

Course Code: MBAH301	Discipline Specific Elective Course - 1	C-4
	Specialization- Human Resource Management	
	MBA- Semester-III	
	Human Resource Planning & Management	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basic concepts, tools and techniques of human resource planning in an organization.	
CO2.	Understanding the tools and techniques of qualitative measurement of human resources requirement.	
CO3.	Understanding concepts of work study and work measurement and analyzing jobs using these concepts for quantitative performance determination.	
CO4.	Developing profiling techniques like Job descriptions & Job Specifications for recruitment and selection processes.	
CO5.	Applying forecasting models for human resources’ needs of an organization.	
CO6.	Developing different methods of Manpower career planning like separation, retention, training, redeployment & relocation.	
Course Content:		
Block-1:	Manpower planning: Introduction, Rationale, Manpower Planning phases, Manpower Planning Activities. Manpower planning at different levels – National, Corporate, Block. Manpower Planning and strategic planning. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Manpower Productivity Management : Techniques for improving productivity Work Study : Quantitative determination of Human Resource requirements, The Human Factor in the Application of Work Study Methods Study : The Approach to Methods Study Work Measurement: The Purpose and the Basic Procedure <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Forecasting Manpower Needs: The Forecasting Process, Inventorying available talent, Projecting Future Talent supply, Forecasting staffing Requirements. Forecasting Models and application-Change Models, Optimization Models Integrated simulation Models. Application of forecasting models. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Profiling Techniques: Preparation of Job descriptions & Job Specifications for recruitment drive and selection. Activity – Comparative study of recruitment advertisements: Newspaper & job portals& analysis of the same in the light of Job Description / Specification. Documentation for Recruitment and Selection. Interviewing: Study of Interview modes, List of questions for interviewers, Personal &	

	Telephonic. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-5:	Manpower career planning: Separation, Retention, Training, Redeployment & Relocation. <i>One relevant Case Study/ Case let from the Block.</i>	
<u>Text Books:</u>	1. K. Aswathappa, Human Resource and Personnel Management, McGraw Hill.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Bennis M. & J. Casson : The Manpower Planning Handbook, McGraw Hill. 2. Pettman B.O. & G. Tavemeir: Manpower Planning Workbook, Gower Walker J W: Human Resource Planning, McGraw Hill. 3. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc. 4. Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi 5. Dreher, George and Thomas Dougherty, Human Resource Strategy, McGraw Hill 6. Greer, Charles, Strategic Human Resource Management, Pearson Education 7. Belcourt, Monica and Kenneth McBay, Strategic Human Resource Planning, Thomson Learning Inc. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAH-302	<p align="center">Discipline Specific Elective Course -2</p> <p align="center">Specialization- Human Resource Management</p> <p align="center">MBA- Semester-III</p> <p align="center">Organizational Change and Organizational Development</p>	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding concept, techniques and tools of organizational change and organizational development.	
CO2.	Understanding factors of resistance to change and approaches to managing them.	
CO3.	Analyzing organization and Evaluating emerging OD approaches and techniques for their application in organizations.	
CO4.	Analyzing effectiveness of change programs, redesigning them in the socio technical systems.	
CO5.	Developing OD interventions for managing change and organizational development.	
<p align="center">Course Content:</p>		
Block-1:	Organizational Change: Change - Stimulating Forces - Change Agents - Planned Change - Unplanned Change – Models of Organizational Change - Lewin's Three Step Model. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Resistance to Change: Individual Factors - Organizational Factors – Techniques to Overcome Change. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Change Programs: Change Programs – Effectiveness of Change Programs - Change Process - Job Redesign - Socio-Technical Systems. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Organizational Development: OD - Basic Values - Phases of OD - Entry - Contracting - Diagnosis – Feedback - Change Plan - Intervention - Evaluation - Termination. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-5:	OD Interventions: OD Interventions - Human Process Interventions - Structure and Technological Interventions - Strategy Interventions - Sensitivity Training - Survey Feedback - Process Consultation - Team Building - Inter-group Development - Innovations - Learning Organizations. <i>One relevant Case Study/ Case let from the Block.</i>	
Text Books:	1. Kondalkar, Organization Effectiveness and Change Management, Phi Learning, New Delhi.	
Reference Books:	1. Dipak Bhattacharyya, Organizational Change and Development, Oxford University Press, New Delhi.	

	<ol style="list-style-type: none"> 2. French & Bell, Organizational Development, McGraw-Hill. 3. Cummings, Thomas G. and Christopher G. Worley, Organisation Development and Change, Thomson Learning. 4. Ramnarayan S., T.V. Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, Response Books, New Delhi 5. French, Wendell L. and Lecil H. Bell, Organisation Development, PHI, New Delhi. <p>Latest editions of all the suggested books are recommended.</p>	
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Course Code: MBAH303	Discipline Specific Elective Course -3	C-4
	Specialization- Human Resource Management	
	MBA- Semester-III	
	Industrial and Labour Laws	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the nature and concepts of Industrial Relations System and its machinery in India.	
CO2.	Understanding the concept and theories of Trade Union, its formation, structure, functions and legal framework.	
CO3.	Understanding Industrial Relations Legislation in relation to industrial disputes, its causes, exhibition and effects.	
CO4.	Analyzing the concepts of Protective Legislation for workers.	
CO5.	Interpreting and analyzing these laws for maintaining IR and congenial work environment and developing a framework for applying these laws.	
Course Content:		
Block-1:	Introduction to Industrial Relation : Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Union; Employers' Organization; ILO in IR; Industrial Relations machinery in India. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Trade Union, Industrial Conflict & Accident Management : Trade Unionism: Trade Union: origin and growth, unions after independence, unions in the era of liberalization; Concept, objectives, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions. Labour problems: Discipline and misconduct; Grievance handling procedure; Labour turnover; Absenteeism; Workers' participation in management; Industrial accidents and Industrial unrest. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Industrial Relations Legislation: The Industrial Dispute Act, 1947 2. The industrial Employment (Standing Orders) Act, 1946 3. The Trade Union Act, 1926 4. Laws relating to Discharge, Misconduct, Domestic Enquiries, Discipline Action. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Protective legislation. The factories act, 1948 2. The payment of wages act, 1936 3. The minimum wages act, 1948 4. The payment of bonus act, 1965 5. The equal remuneration act, 1976 6. The contract labour (regulation and abolition) act, 1970. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-5:	Social security legislation : The workmen's compensation act, 1923. 2. The employee's state insurance act, 1948. 3. The employees' provident funds and miscellaneous provisions act, 1952. 4. The maternity benefit act, 1961. 5. The payment of gratuity act, 1972. <i>One relevant Case Study/ Case let from the Block.</i>	

<u>Text Books:</u>	1. Monappa A., Industrial Relations, McGraw-Hill.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Sinha, Trade Unions, and Labour Legislation, Pearson Education. 2. S D Puri, Guide on Labour Management forms and precedents (Law, Practice and Procedure), Snow white publication 3. Avatar Singh, Introduction of Labour and Industrial Laws. 4. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand & Sons. 5. S. P. Jain, Industrial and Labour Laws. <p>* Latest editions of all the suggested books are recommended.</p>	

<u>Course Code:</u> MBAH304	Discipline Specific Elective Course -4		C-4
	Specialization- Human Resource Management		
	MBA- Semester-III		
	Strategic Human Resource Management		
<u>Course Outcomes:</u>	On completion of the course, the students will be :		
CO1.	Understanding concepts, technologies and tools to manage human resource globally and the investment perspective of human resources.		
CO2.	Understanding global HR environment and developing Strategic HR policies for creating competitive advantage.		
CO3.	Analyzing and evaluating HR environment.		
CO4.	Evaluating HR functions in international context to formulate HR strategies to attract and retain Human resource.		
CO5.	Developing HR Systems to integrate HR function with business strategies.		
Course Content:			
Block-1:	Introduction to Strategic HRM: Traditional Vs. strategic HR, Typology of HR activities, ‘Best fit’ approach Vs ‘Best practice’ approach. Investment perspective of human resources: Investment Consideration, investments in Training and Development, investment practices for improved Retention, investments job secure work courses, and Non-traditional investment Approaches. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-2:	Planning and Implementing Strategic HR policies: Linkage of Corporate Strategy, Core Competencies and Competitive Advantage with HRM, Linking HRM practices to organizational outcomes assessing and reducing costs, Aligning HRM with Business Strategy. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	Aligning HR Systems with business strategy: Strategic Role of HRM, Alternative HR systems(Universalistic, contingency, configurational, Congruence and Integrated HR systems, Designing congruent HR systems), Human Resource Strategy Formulation, HR Strategy in workforce utilization. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-4:	International and Comparative Strategic Human Resource Management: Managing Global Human Resources, Evaluating HR functions in International Context, Multinational, Global, and Transnational Strategies in HRM Multinational, Global, and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities, Expatriation and repatriation management in global HRM, High Performance Work Practices. <i>One relevant Case Study/ Case let from the Block.</i>		

Block-5:	Emerging Issues in Strategic HRM: Multi Source Feedback and Competency Development, HR Strategy in workforce diversity, HR Strategy for Corporations of Tomorrow, Organizational HR in the future: (i) The corporations of tomorrow,(ii) Information age, (iii)Virtual corporation, (iv) Diversity, and (v) Social responsibility- virtual teams flexitime and telecommuting HR outsourcing contingent and temporary workers-HR Scorecard, Employee Engagement Strategies-Talent management and retention. <i>One relevant Case Study/ Case let from the Block.</i>	
<u>Text Books:</u>	1. Charles R. Greer, Strategic Human Resource Management, Pearson Education.	
<u>Reference Books:</u>	1. Gary Dessler, Human Resource Management, PHI, New Delhi. 2. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI. 3. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western. 4. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc. 5. Agarwal Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi * Latest editions of all the suggested books are recommended.	

Course Code: MBAH305	<p align="center">Discipline Specific Elective Course -5</p> <p align="center">Specialization- Human Resource Management</p> <p align="center">MBA- Semester-III</p> <p align="center">Cross Cultural Management</p>	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concept of cross culture & its dimensions for a business context.	
CO2.	Understanding cross culture global business scenario and its influence on business decision making.	
CO3.	Developing strategies for cross cultural leadership and decision making.	
CO4.	Formulating strategies for cross cultural manpower & its effective implementation.	
CO5.	Developing a framework for the values and behaviors necessary to build high-performance organization	
CO6.	Suggesting implementation framework for strategies of cultural change process for continuous improvement in organizations performance.	
Course Content:		
Block-1:	Introduction to Cross Cultural Concepts: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, shareholders, suppliers, customers and others] – An Analytical frame work. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Culture and Global Management: Global Business Scenario and Role of Culture. A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Cross Cultural Leadership and Decision Making: Cross Culture – Negotiation & Decision Making - Process of Negotiation and Needed Skills & 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 & Implementation; Aligning Strategy, Structure & Culture in an organizational Context. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Managing Diversity at Work: Global Human Resources Management - Staffing and Training for Global Operations – 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. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-5:	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. <i>One relevant Case Study/ Case let from the Block.</i>	
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Cashby Franklin, Revitalize Your Corporate Culture: Phi, Delhi. 2. Deresky Helen, International Management: Managing Across Borders and Cultures, PHI, Delhi. 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Barlett, Christopher and Sumantra Ghoshal, Managing Across Borders: The Transnational Solution, Harvard Business School Press. 2. EsennDrlarry, Rchildress John, The Secret of A Winning Culture: PHI, Delhi 3. Leaptrott, Nan, Rules of the Games: Global Business Protocol, Thomson Executive Press. 4. Mary O'hara-Deveraux and Robert Johnson, Global Work: Bridging Online, Culture And Time, Jossey Bass Publishers, San Francisco, USA. 5. Adler, N J. International Dimensions of Organizational Behaviour. Boston, Kent. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAH306	Discipline Specific Elective Course -6		L-3 T-0 P-0 C-3
	Specialization- Human Resource Management		
	MBA- Semester-III		
	Employee Relations Management		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the conceptual framework of employee relations management.		
CO2.	Understanding organizational and behavioral aspects in employee relations management.		
CO3.	Understanding the Industrial relations and trade unions for deeper understanding of employee relations management.		
CO4.	Analyzing and Applying collective bargaining and negotiation skills for productive employee relations.		
CO5.	Developing rewards and recognition programs for cordial employee relations.		
CO6.	Analyzing the organizational implications of legal or statutory regulation for employer relationship.		
CO7.	Analyzing the methods and framework of employee participation and empowerment in India.		
Course Content:			
Block-1:	Introduction to Employee Relations Management (ERM): Introduction, Overview of Employee Relations Management, Importance of Employee Relations Management, Employee Relations Management Tool, Core Issues of Employee Relations Management. Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Future Challenges, Performance Management Services, Quality, Involvement and Commitment as Competitive Advantages, the Psychological Contract: Interest and Expectations, HR Infrastructure, Employee Surveys. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-2:	Organizational Aspects in Employee Relations Management: Introduction, Organizational Commitment and Engagement, How Organizations Work, Organizational Culture, Conflicts in Organizations. Behavioural Aspects in Employee Relations Management: Introduction, Motivation, Leadership, Communication, Decision Making, Power and Authority. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	Industrial Relations: Introduction, Overview of Industrial Relations, Composition of Industrial Relations, Importance of Industrial Relations, Perspectives of Industrial Relations. Trade Unions: Introduction, Trade Unions, Reasons for Joining Trade Unions, Functions of Trade Unions, Types of Trade Unions, Advantages and disadvantages of Trade unions, Trade Unions in India. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-4:	Collective Bargaining and Negotiation: Introduction, Collective Bargaining, Phases of Collective Bargaining and Negotiation, Collective Bargaining Advantages, Negotiation. Laws related to Employee Relations: Introduction, Evolution of Employee		

	Laws in India, Laws Relevant to Employee Relations, Laws Relevant to Organisational Conflicts, Laws Relevant to Employee Wages and Compensation. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-5:	<p>Participation and Empowerment: Introduction, Employee Participation and Empowerment Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment.</p> <p>Employee Rewards: Introduction, Employee Rewards, Formulating Employee Rewards, Types of Reward system, Recognition programs.</p> <p>Contemporary Issues in Employee Relations: Introduction, Careerism, Stress and Employee wellness in organization, Organizational Justice, Organizational Misconduct, Issues with Contract labour and temporary workforce, Managing Employee Relations through Organizational Change, Employee relations for the diverse workforce and Multinational Companies (MNC), Employee relations during crises – Recession. <i>One relevant Case Study/ Case let from the Block.</i></p>	
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Singh, P., & Kumar, N. Employee Relations Management. New Delhi: Pearson Education India. 2. Aylott Elizabeth, Employee Relations, Kogan Page Limited. 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Venkataratnam, C. S. Industrial Relations: Text and Cases. Delhi. Oxford University Press. 2. Michael Salamon, Industrial Relations—Theory & Practice. London. Prentice Hall. 3. Bray M, Deery.S, Walsh.J, and Waring P, Industrial Relations: A Contemporary Approach, McGraw Hill. 4. Dwivedi, R.S., Managing Human Resources: Industrial Relations in Indian Enterprises, NewDelhi, Galgotia Publishing Company. 5. Edwards, P. Industrial Relations: Theory and Practice in Britain. U.K. Blackwell Publishing. 6. Kaufman, B. The global evolution of industrial relations: events idea and the IIRA. Geneva:InternationalLabour Office. <p>* Latest editions of all the suggested books are recommended.</p>	

Semester - III
Program/Discipline Specific Elective Courses (DSEC)
International Business
(Choose any 3 out of Six.)

Course Code: MBAI301	Discipline Specific Elective Course -1	C-4
	Specialization- International Business	
	MBA- Semester-III	
	International Business Environment	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concept of the various constituents of environment and their impact on international businesses.	
CO2.	Understanding and analyzing the framework for international business environment –and their impact on international business decisions.	
CO3.	Applying and analyzing the role of International Economic Institutions and Agreements like WTO, IMF, World Bank, UNCTAD, etc. in economic welfare.	
CO4.	Analyzing theories of international trade theories and regional trading bloc and their impact on economic viability of an organization.	
CO5.	Analyzing global trading and investment environment and recommending strategies as per the foreign investment patterns for an organization.	
Course Content:		
Block-1:	Introduction to International Business: Importance, nature and scope of International business; Internationalization process and managerial implications; Multinational Corporations and their involvement in International Business, Concept of Globalization. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	International Business Environment: Framework for analyzing international business environment –Domestic, foreign and global environments and their impact on international business decisions. Economic, Political and Technological environments in International Business. Cultural, Social and Legal environments in International Business. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	International Economic Institutions and Agreements: WTO, IMF, World Bank, UNCTAD, International commodity trading and agreements. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Balance of Payment Account: Concept and significance of balance of payments account, Balance of payment deficits and correction policies. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-5:	Global Trading and Investment Environment: World trade in goods and services – Major trends and developments, World trade and protectionism – Tariff and non-tariff barriers, Foreign investments-Pattern. <i>One relevant Case Study/ Case let from the Block.</i>	

<u>Text Books:</u>	1. Francis Cherunilam, International Business Environment, Himalaya publishing house, New Delhi.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Hill, Charles W. L., International Business, McGraw Hill, New York. 2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi. 3. Sharan, International Business: Concept, Environment and Strategy, Pearson Education, New Delhi. 4. Krugman, Paul R. and Maurice Obstfeld, International Economics: Theory and Policy, Pearson Education, Delhi 5. Bo Sodersten, International Economics, Macmillan, London 6. D. Salvatore, Theory and Problems of International Economics, McGraw Hill, New York <p>* Latest editions of all the suggested books are recommended.</p>	

<u>Course Code:</u> MBAI302	Discipline Specific Elective Course - 2		C-4
	Specialization- International Business		
	MBA- Semester-III		
	International Marketing		
<u>Course Outcomes:</u>	On completion of the course, the students will be :		
CO1.	Understanding the marketing principles that are applicable in the context of international businesses.		
CO2.	Understanding the steps and processes involved in planning market entry strategy of a firm into a foreign market.		
CO3.	Understanding and analyzing the role of International Economic Institutions and Agreements like WTO, IMF, World Bank, UNCTAD, etc. in economic welfare.		
CO4.	Analyzing theories of international trade theories and regional trading bloc and their impact on economic viability of an organization.		
CO5.	Analyzing global trading and investment environment and recommending strategies as per the foreign investment patterns for an organization.		
Course Content:			
Block-1:	International Marketing: Meaning, Nature and Importance of International Marketing; International Marketing Orientation& E.P.R.G Approach; International Marketing management Process; International Marketing Environment. <i>One relevantCase Study/ Case let from the Block.</i>		
Block-2:	International Market Entry Strategies and Market selection: Entry Modes-Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances; International Market Segmentation, Positioning and targeting; Foreign Market selection and process. <i>One relevantCase Study/ Case let from the Block.</i>		
Block-3:	International Product and Pricing Strategies: Marketing -Mix, product planning, product extension, product adaptation, packaging and labelling, Branding. International product life cycle. Pricing decisions-objectives, factors influencing pricing, methods of pricing and process of price determination. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-4:	Managing International Distribution and Promotion: International Distribution Channel- Types, Roles and Functions; Selecting channels for International Distribution; Logistics or Physical Distribution; International Promotion Mix – Advertising and other Modes of Promotion. Planning for Trade Fairs and Exhibitions. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-5:	Consumer behavior & Marketing Research: Factors Influencing Consumer Behavior, Marketing Research- Process and Techniques, Marketing research for Identifying OpportBlockies in International		

	Markets. <i>One relevant Case Study/ Case let from the Block.</i>	
<u>Text Books:</u>	1. Cateora, Philip C., Gilly, Mary C. and Graham, John L. International Marketing, McGraw-Hill.	
<u>Reference Books:</u>	1. Keegan Warren J. Global Marketing Management. Pearson Education, New Delhi. 2. Kotabe Masaaki & Helsen Kristiaan, Global Marketing Management, John Wiley & Sons Asia. 3. Onkvisit, Sak & Shaw, John J., International Marketing: Analysis and Strategy, Prentice Hall. 4. R.L. Varshney & Bhattacharya: International Marketing Management, Sultan Chand & Sons, New Delhi. * Latest editions of all the suggested books are recommended.	

Course Code: MBAI303	Discipline Specific Elective Course - 3		C-4
	Specialization- International Business		
	MBA- Semester-III		
	Export- Import Procedure & Documentation		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the concepts in trade documentation in international business with respect to foreign trade (export and import).		
CO2.	Understanding the documentation procedures and its sanctity in International Business.		
CO3.	Understanding the payment methods, risks and various financing strategies and applying them in a export-import business.		
CO4.	Analyzing export marketing, contracts and the role of promotion councils in international trade and apply them in international business.		
CO5.	Analyzing different agencies involved in EXIM process and their role in the international trade and apply them in practice.		
Course Content:			
Block-1:	Introduction to Export Management: Definition of Export, Process of export management, Functions of an export manager, Benefits arising from Export, Export Prospect for Small Firms, and Importance of Exports to India, and Recent Trend in India's Export. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-2:	Formalities of Registration & Selection of Products: Naming the Enterprise, form ofOwnership, Opening a Bank Account, General Registrations, Registrations with RBI, Licensing Authorities and Appropriate EPC' /CB's . Selection of products for exports. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	Export Marketing Channels and Export Promotion Organizations: Modes of entry in foreign markets. International Channels Distribution, Agents in Exporting, Methods of Locating and Selecting an Agent; Main Export Promotion Organizations in India – EPCs, Commodity Boards, STC, Chambers of Commerce etc. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-4:	Export Finance and Pricing: Pre-shipment Finance, Post-shipment Finance, Special Financial Facilities, Exim bank of India, E.C.G.C. Export Pricing, Mechanism of Price Fixation. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-5:	Export Documentation: Defining Export Documentation, Main Commercial Documents and Statutory Documents for Exports & Imports, Documents for Claiming Export Benefits. <i>One relevant Case Study/ Case let from the Block.</i>		
Text Books:	1. Khurana P.K., Export management, Cyber Tech Publication.		

<u>Reference Books:</u>	<ol style="list-style-type: none">1. Varshney R.L., Bhattacharya B, International Marketing Management, S. Chand. Daniels, International Business, Pearson Education.2. Gupta Parul, Export Import management, Mc Draw Hill.3. Cherunilam F., International Trade and Export Management, Himalaya.4. Shavaramu, Export Marketing – A Practical Guide for Exporters , Wheeler Publishing, New Delhi.5. Paras Ram, Export: What, When, How, Anupam Publications, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p>
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<u>Course Code:</u> MBAI304	Discipline Specific Elective Course - 4		C-4
	Specialization- International Business		
	MBA- Semester-III		
	Global Business Ethics		
<u>Course Outcomes:</u>	On completion of the course, the students will be :		
CO1.	Understanding the business ethics and practices followed in international organizational perspective.		
CO2.	Understanding ethical issues and their implications in financial world.		
CO3.	Analyzing the various issues encountered during international ethical practices.		
CO4.	Suggesting the appropriate ethical practices to be followed by international organizations to create positive impact on business.		
CO5.	Evaluating the various ethical practices followed globally.		
Course Content:			
Block-1:	Introduction to Business Ethics: Definition, Role in various types of business structures, Why Ethics are in Business Important-Define responsibilities and obligations, Structure of business ethics. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-2:	Ethics in the Workplace: Small Business Ethics, Codes of Conduct, Code of Ethics, Corporate Responsibility, Corporate Compliance, Social Responsibility. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	Ethics' Positive Impact on Business: Employee rights, Productivity, Legality Issues, International Business Ethics, Consumer Rights. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-4:	Business Ethics and the Financial World: Various examples of Insider Trading, Junk Bonds and Leveraged Buyouts, Final Thoughts on Business Ethics in some major countries of the world. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-5:	Business Ethics for MNCs: National Differences in Ethics, Corporate Governance, Code of conduct for MNCs. <i>One relevant Case Study/ Case let from the Block.</i>		
<u>Text Books:</u>	1. Kitson.A and Campbell.R - The Ethical Organisation, Palgrave.		
<u>Reference Books:</u>	1. Davis & Keith William C. Frederik - Business and society 2. Pruti S. - Economic & Managerial Environment in India. 3. Ronald D.Francis& Guy Murfey, Global Business Ethics, Kogan Page Ltd. 4. Ronald D.Francis& Guy Murfey, Global Business Ethics: Responsible Decision Making in an International Context, Kogan Page Ltd. * Latest editions of all the suggested books are recommended.		

Course Code: MBIA305	<p align="center">Discipline Specific Elective Course – 5</p> <p align="center">Specialization- International Business</p> <p align="center">MBA- Semester-III</p> <p align="center">Regulatory Framework for International Trade</p>	C-4
Course Outcomes :	On completion of the course, the students will be :	
CO1.	Understanding the regulatory framework and procedures of international trade.	
CO2.	Understanding the working of various Indian organizations to facilitate the export and import in India.	
CO3.	Analyzing various rules, procedures and regulations laid down by Indian authorities to initiate the international trade. (Export and Import)	
CO4.	Evaluating various financial benefits available to business for operating at international level.	
CO5.	Developing the compliance report required by regulatory authority.	
<p align="center">Course Content:</p>		
Block-1:	<p>Introduction to regulatory framework for export and import: Introduction, evolution of India's trade policy; Economic scenario in India; Trends in India's exports and imports, trade balance, composition and direction of India's trade; Institutional framework for export promotion in India; Foreign Trade Policy; Infrastructure for export promotion in India.</p> <p><i>One Case Study/ Case let from the Block.</i></p>	6 Hours
Block-2:	<p>Central Excise Clearance: Understanding registration procedure for Excise Clearance; Studying documentary procedure for excise clearance of export cargo; Central excise clearance procedures; Procedure for excise clearance in case of exempted Blocks& un-exempted Blocks; Excise clearance with or without examination of goods.</p> <p><i>One Case Study/ Case let from the Block.</i></p>	
Block-3:	<p>Customs clearance of exports and import cargo: Studying the role and responsibilities of customs in India; Understanding role of EDI initiatives and facilities therein for customs clearance; Customs clearance – documentary requirements; Custom clearance for shipment through air, ship, ICDs, post parcel, and courier.</p> <p><i>One Case Study/ Case let from the Block.</i></p>	

Block-4:	<p>Duty Drawback : Understanding the procedure for duty drawback in India; Studying duty drawback through EDI system; concept and rationale; Monitoring authority; Types and rate; Mechanism of rate fixation; Settlement of claims - including under EDI; Procedure and documentation.</p> <p><i>One Case Study/ Case let from the Block.</i></p>	
Block-5:	<p>FEMA and RBI rules for import of goods and services: General guidelines of RBI for importers; Import licenses; Obligation of purchaser of foreign exchange; Time limit for settlement of import payments; Advance remittance; Interest on import bills – limits set by RBI; Remittances against replacement imports, Guarantee for replacement import.</p> <p><i>One Case Study/ Case let from the Block.</i></p>	
<u>Text Books:</u>	1. Vinod K. Aggarwal and Rahul Mukherji, India's shifting Trade Policy: South Asia and Beyond.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Keegan Warren J. Global Marketing Management. Pearson Education, New Delhi. 2. Kotabe Masaaki & Helsen Kristiaan, Global Marketing Management, John Wiley & Sons Asia. 3. Onkvisit, Sak & Shaw, John J., International Marketing: Analysis and Strategy, Prentice Hall. 4. V S Sheshadri, Changing face of India's External Trade. 5. Paras Ram, Export documentation and procedure A-Z. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAI306	<p align="center">Discipline Specific Elective Course – 6</p> <p align="center">Specialization- International Business</p> <p align="center">MBA- Semester-III</p> <p align="center">International Financial System</p>	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts of international financial management, international monetary system and other international financial institutions.	
CO2.	Understanding the concept of foreign exchange markets and analyzing the various exchange rate determinants for measuring the exchange rate risk associated with the business.	
CO3.	Applying the various exchange rate risk tools and techniques, to determine right blend of international financial exposure.	
CO4.	Analyzing the international financial markets and various implications related to purchasing power parity.	
CO5.	Evaluating various causes and factors for international financial crisis.	
CO6.	Developing an optimum international financial exposure to get maximum benefits.	
Course Content:		
Block-1:	<p>Introduction: Growing importance of international finance, Balance of Payments-current account, capital account, official reserve account, BOP trends in major countries, persistent current account deficits and surpluses among nations (Global Imbalances) and their repercussions. Growing importance of a unified Europe and emerging Asia.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-2:	<p>International Monetary System: Evolution of the international monetary system, bimetallism, Gresham's Law, classical gold standard, its strengths and weaknesses, inter war period, Bretton woods system, Triffin's Paradox, special drawing rights, flexible exchange rate regime, Fixed versus floating exchange rate systems.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-3:	<p>Exchange Rate Determination and Forecasting: Measuring exchange rate movements and volatility, factors influencing exchange rates, Government intervention-direct and indirect intervention, Interest Rate Parity, covered and uncovered interest arbitrage, Purchasing Power Parity-absolute and relative, Fisher Effect and International Fisher Effect. Forecasting Exchange Rates- Technical Approach, Fundamental Approach and Efficient Market Approach.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-4:	<p>International Financial Markets: Forex Markets; spot market, direct and indirect exchange quotations, bid ask spread, cross exchange rates, forwards, futures and options market. International money markets, international credit markets, international bond markets and international stock markets. Regulatory asymmetry and its implications.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	

Block-5:	<p>Financial Crisis: Financial flows to developing countries, Problem of original sin, crisis in the Latin American countries, growth and crisis in Asia, Capital mobility, Lessons from the crisis. Role of International financial institutions like IMF and World Bank.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
<u>Text Books:</u>	1. Krugman, Paul R., Obstfeld, Maurice and Melitz, Marc, International Economics, Pearson Education.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Madura, Jeff, International Corporate Finance, South-Western/Cengage learning. 2. Eun, Cheol S. and Resnick, Bruce G., International Financial Management, McGraw- Hill. 3. Levi D, Maurice, International Finance, Routledge. 4. Giddy I.A.N., Global Financial Markets, AITBS, New Delhi. 5. Apte P.G., International Financial Management, McGraw Hill, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p>	

Semester - IV
Program/Discipline Specific Elective Courses (DSEC)
Marketing
(Choose any 2 out of 4)

<u>Course Code:</u> MBAM401	Discipline Specific Elective Course - 1		C-4
	Specialization- Marketing		
	MBA- Semester-IV		
	Service Marketing		
<u>Course Outcomes:</u>	On completion of the course, the students will be :		
CO1.	Understanding concepts of services marketing, service marketing mix, service development, design, delivery and quality improvement in services		
CO2.	Understanding the characteristics of services, customer perception and customer satisfaction in the context of services marketing.		
CO3.	Understanding and applying service blueprinting, the integration of new technologies and other key issues facing today's customer service providers and service managers.		
CO4.	Analyzing critical issues in service design including the nature of service products & markets, building the service model, and creating customer value.		
CO5.	Analyzing critical issues in service delivery including identifying and managing customer service experiences, expectations, perceptions and outcomes.		
CO6.	Evaluating the Marketing Mix applied in the services marketing context and designing service delivery model.		
Course Content:			
Block-1:	Introduction: Definition and Characteristics of Services; Classification of Services; Difference between product and services; Evolution of Services marketing;Growth of service sectors and service industries; Importance of Services Marketing in Indian Economy; Service markets system: Service quality, Understanding customer expectations and zone of tolerance, Segmentation and zone of tolerance, Targeting and positioning of service. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-2:	Services Marketing Mix: Importance of 7 Ps in Services Marketing. Developing the service product/intangible product; Service pricing strategy and Approaches to Pricing Services; Services distributions- Distribution Channels, Channel Design Decision, Factors Affecting Channel Decisions; Importance of Promotion in Services, Advertising, Personal Selling, Publicity and Sales Promotion. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	3 P's of Service Marketing: People: The People Component, Services and the Importance, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery. Physical Evidence: Physical Evidence and Services Process- Essential and Peripheral Physical Evidence. Service Process: Nature of the Service Process, Customer Participation in Service Process. Devising Services' Marketing Mix Strategies: with special reference to BFSI, Hospitality & Tourism sector.		

	<i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	<p>Service Development and Quality Improvement: Service Development: Need, Importance and as a Measure of Competitive Advantage; Types of New Service Development and its Stages; Service Costs Incurred by the Service Provider; Service Blue Printing; Integration of new technologies.</p> <p>Quality Improvement: Service Quality Dimensions; Service Quality Measurement and Service Mapping; Improving Service Quality and Service Delivery; Service Failure and Recovery.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-5:	<p>Service Design and Service Delivery: Building the service model and creating customer value; Service delivery process, Service Encounters and Moments of Truth, Employee role in service delivery, Intermediaries involved in Service Process and Service Delivery.</p> <p>Services in Global Perspective: International marketing of services and recent trends.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit, Services Marketing: Integrating Customer Focus across the Firm, McGraw Hill, N. Delhi. 2. Nimit Chaudhary, Services Marketing, McMillan India. 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Neelamegham S., Indian Cases in Marketing, Vikas Publication, New Delhi. 2. Verma, Harsh, Services Marketing – Text and Cases, Pearson Education. 3. Apte, Govind, Services Marketing – OUP, New Delhi 4. Jauhari, Vinnie and Kirti Dutta, Services: Marketing, Operations and Management, Oxford University Press, N. Delhi. 5. M.K. Rampal and SL Gupta: Services Marketing Concepts, Applications and Cases, Galgotia Publishing Company. 6. Lovelock, Christopher, Wirtz, Jocken and Chatterjee, Jayanta, Service Marketing – People, Technology, Strategy, Pearson Education, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAM402	Discipline Specific Elective Course - 2		C-4
	Specialization- Marketing		
	MBA- Semester-IV		
	Digital Marketing		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding traditional and new communication approaches to create competitive advantage in the Digital world, impact of emergence of the technology on marketing, value creation, and consumer perceptions.		
CO2.	Understanding the concepts of digital marketing tools, web analytics, search engine, social media and marketing metrics for promotional marketing.		
CO3.	Analyzing and using the digital tools and developing digital marketing strategy for better marketing results.		
CO4.	Implementing digital marketing and social media marketing strategy		
CO5.	Evaluating the performance of digital marketing program/campaign of an organization.		
Course Content:			
Block-1:	The Technological Society: Introduction to internet and WWW technology including security. Introduction to digital marketing and e-commerce: Business models, Business Models on the Web. Public policy: social, legal, ethical, political issues for e-commerce. Mobile e-commerce, Killer apps for strategic goals. Retailing (e-tailing), Disintermediation, Channel conflict. Strategies in 'fluid e-retail markets.' Services online: Online content & digital media, B2Be-commerce, Global opportBlockies and issues. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-2:	Marketing in the Age of Fragmentation: Mapping Digital Marketing Media The Long Tail, The Economics of the Attention Economy, Goldhaber's Attention Economy. Know your customer -Buyer behavior, segmentation, targeting. The customer experience -Web design, customer service, Quality of the online experience. Characteristics of E Marketing: Addressability, Interactivity, Accessibility, Connectivity, Control. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	Digital Marketing Tools: Overview, the website, branding, banner ads, affiliatemarketing. Paid search, search engine optimization (SEO), comparison shopping engines. Email, RSS, podcasting, Blogs, Viral, Wikis, CRM. Auctions,Portals. Online Branding: When they talk back... Communication and Branding in the Networked Economy. Search Engine Marketing. Online CommBlockies and Innovation CommBlockies, Mass Collaboration and Crowd-sourcing: How does the Internet help Innovate? Social networks, Value Creation through Social Networking. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-4:	Web analytics & Marketing Metrics:		

	<p>Marketing research. The New Rules of Customer Intelligence: Laboratory Marketing and Customer Branding, Understanding Digital Analytics, Acquisition, Engagement and Conversion, Measuring Social Impact, Multi-Touch Analytics, Mobile Analytics, and The Future of Digital Analytics: Big Data.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-5:	<p>Search Engine Marketing: Email campaign creation and management, Google Adwords, search and display on search engines, pricing models online, Introduction to page rankings, analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Keyword analysis, process and optimization. Search Engine Marketing Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo. Search Methodology.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
<u>Text Books:</u>	<p>1. Damian Ryan, Calvin Jone, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page.</p>	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Ryan Deiss & Russ Henneberry, Digital Marketing For Dummies, John Wiley & Sons. 2. Kent Wertime, Ian Fenwick, Digi Marketing: The Essential Guide to New Media and Digital Marketing, Jon Wiley & Sons. 3. Avinash Kaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity. 4. Sean Moffitt and Mike Dover, Wiki Brands–Reinventing Your Company In A Customer Driven Market Place, McGraw Hill. 5. Brian Clifton, Advanced Web Metrics with Google Analytics. 6. William M. Pride, O. C. Ferrell, Digital Marketing, Cengage Learning. <p>* Latest editions of all the suggested books are recommended.</p>	

<u>Course Code:</u> MBM403	Discipline Specific Elective Course - 3		C-4
	Specialization- Marketing		
	MBA- Semester-IV		
	Customer Relationship Management		
<u>Course Outcomes:</u>	On completion of the course, the students will be :		
CO1.	Understanding concepts, principles, techniques and processes of CRM.		
CO2.	Understanding the importance and impact of CRM in marketing, sales force automation, SCM, SRM, PRM and e business.		
CO3.	Understanding and applying of digital marketing tools, web analytics and marketing metrics for promotional marketing.		
CO4.	Analyzing organizational context and developing CRM strategy for the business.		
CO5.	Managing and implementing Customer relationship activities in an organization.		
CO6.	Evaluating the impact of CRM program/campaign of an organization.		
Course Content:			
Block-1:	CRM concepts: Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-2:	CRM in Marketing: One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	Sales Force Automation: Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. CRM links in e-Business: E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), SCM, SRM &PRM: Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM). <i>One relevant Case Study/ Case let from the Block.</i>		
Block-4:	Analytical CRM: Managing and sharing customer data - Customer information 2 databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-5:	CRM Implementation: Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict,		

	complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement. <i>One relevant Case Study/ Case let from the Block.</i>	
<u>Text Books:</u>	1. Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall Of India Private Limited, New Delhi.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Jagdish Seth, Et Al, Customer Relationship Management. 2. V. Kumar & Werner J., Customer Relationship Management, Willey India. 3. S. Shanmugasundaram, Customer Relationship Management, Prentice hall of India Private Limited, New Delhi. 4. Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi. 5. Kumar, V. & Reinartz, Werner, Customer Relationship Management Concept, Strategy, and Tools, Springer. <p>* Latest Editions Of All The Suggested Books Are Recommended.</p>	

<u>Course Code:</u> MBM404	Discipline Specific Elective Course - 4		C-4
	Specialization- Marketing		
	MBA- Semester-IV		
	Personal Selling Management		
<u>Course Outcomes:</u>	On completion of the course, the students will be :		
CO1.	Understanding the concepts and theories of Personal selling & Salesmanship, Personal Selling Processes, Sales force management and Personal Selling Skills required for effective selling.		
CO2.	Applying techniques of Sales force management for implementing Sales force strategy.		
CO3.	Analyzing sales situations and developing sales strategy for company’s product categories.		
CO4.	Developing training, compensation and reward system for effective management of sales force.		
CO5.	Evaluating the success of a salesperson and sales strategy against objectives.		
CO6.	Evaluating factors that influence selling of consumer goods, industrial goods and specialty goods and govt. departments and international selling.		
Course Content:			
Block-1:	Introduction to Personal Selling & Salesmanship: Defining Personal selling and salesmanship, Selling as a profession, Objectives and importance of personal selling, Essentials of Personal Selling, Traditional & Modern Selling Approach, Ethics in Selling, Role of Selling in Marketing, Types of selling, Qualities of Winning Sales Professionals-Physical, Mental, Social and Character Traits. Introduction to Theories of Selling: AIDA, Right set of circumstances theory of selling, Buying Formula theory of selling, Behavioral Equation theory. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-2:	Personal Selling Process-I: Prospecting- objectives, sources and methods, Lead Generation, Getting appointment, Sales Responsibilities and Preparation; Pre-approach-step toward sales planning-elements of sales call planning; Customer need discovery & Analysis; Approach- sales presentation/demonstration- selection of appropriate presentation method, essentials of presentation, sales presentation mix- persuasive communication, visual presentation and dramatization, Use of questions- Direct questions, nondirective questions, rephrasing, redirect questions. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	Personal Selling Process–II: Handling objection- hidden, stalling, no need, money objection, etc., objection handling techniques, Closing the sale- reading buying signals, closing techniques- the alternative choice, assumptive, the compliment, the summary, the continuous, the minor point, the tea account, the standing room and the probability; Follow up after sales- Discuss service requirements, handling complaints, Key Account Management. <i>One relevant Case Study/ Case let from the Block.</i>		

Block-4:	<p>Personal Selling Skills: Negotiation, Communication, Listening Skills, Presentation and Demonstration, , Body Language- Space, Moments, Eye Contacts& Postures, Follow up Calls, Writing Effective Sales Letters and emails, Positive Mental Attitude, Goal Setting, Effective Dressing, Managing Yourself and Time, Cold Call Mechanism.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-5:	<p>Personal Selling: Applications and Situations: Selling of services- financial, IT and telecommunication, advertising, education (Coaching and institutions); Selling of industrial products- raw material, capital goods, supplies; Selling of consumer goods- convenience, shopping and specialty goods; International selling; Selling in rural markets; Selling high and low involvement products; Selling to new and existing customers/ Market; Selling to end users, intermediaries, government departments and agencies; Selling as individual and as groups.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
<u>Text Books:</u>	1. Charles M. Futrell, Fundamentals of Selling, McGraw Hill.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Julian Clay, Successful Selling Solutions, Viva Books 2. Tom Reilly, Value Added Selling, McGraw Hill. 3. Howard Stevens, Achieving Sales Excellence, Viva Books Pvt. Ltd. 4. Stephan Schiffman, Sales Essentials, Avon Massachusset. 5. Charles M. Futrell, A B C's of Selling, AITBS, New Delhi. 6. Roy Chitwood, World Class Selling, JAICO Publishing House. <p>* Latest Editions Of All The Suggested Books Are Recommended.</p>	

Semester – IV
Program/Discipline Specific Elective Courses (DSEC)
Finance
(Choose any 2 out of 4)

Course Code: MBAF401	Discipline Specific Elective Course –1		C-4
	Specialization- Finance		
	MBA- Semester-IV		
	Mergers and Acquisitions		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the basic concepts of mergers and acquisitions, takeovers, demergers for amalgamation.		
CO2.	Identifying target firms for Mergers and amalgamation and evaluating the target firms for merger decision.		
CO3.	Applying the accounting standards related to merger and acquisition, and computation of purchase consideration as per AS-14.		
CO4.	Evaluating the position of firm before and after merger and acquisitions and need for demerger and reverse merger.		
CO5.	Developing a proposal for merger keeping mind the various prerequisites of merger and acquisitions.		
Course Content:			
Block-1:	Introduction to Mergers and Acquisitions: Meaning – Reasons – theories of mergers & acquisitions –Types of Combinations – Forms of Merger – Motives and Benefits of Merger – Financial Evaluation of a Merger. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-2:	Merger Negotiations: Meaning and Significance of P/E Ratio. Problems on Exchange Ratio and Impact of Merger on EPS and Market Price. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	Amalgamation and Acquisition: Meaning of Amalgamation and Acquisition – Types of Amalgamation – Amalgamation in the nature of Merger – Amalgamation in the nature of Purchase – Methods of Purchase Consideration – Calculation of Purchase Consideration (AS14), Net asset Method – Net Payment Method. <i>Numerical: Calculation of Purchase Consideration (AS14), Net asset Method – Net Payment Method</i>		
Block-4:	Accounting for Amalgamation: Entries and Ledger Accounts in the Books of Transferor Company and Transferee Company – Preparation of new Balance sheet.(Vertical Format). <i>One relevant Case Study/ Case let from the Block.</i>		
Block-5:	Demerger: Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy – growth, synergy, operating synergy, financial synergy, diversification. Takeover: Takeover and its types, takeover strategy, takeover bids, legal framework for mergers		

	and acquisitions, leverages and buyouts; Hostile tender offers and various anti-takeover strategies. <i>One relevant Case Study/ Case let from the Block.</i>	
<u>Text Books:</u>	1. Gupta, Manju, Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, Pearson Education. 2. Sundarsanam: Creating Value from Mergers and Acquisitions, Pearson Education. 3. Ramanujan. S.; Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill. 4. Narayankar, Ravi: Merger and Acquisitions Corporate Restructuring, Strategy and Practices, International Book House Pvt. Ltd. 5. Andrew J. Sherman, Mergers and Acquisitions from A to Z, AMACOM. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAF402	Discipline Elective Course – 2	C-4
	Specialization- Finance	
	MBA- Semester-IV	
	Goods and Service Tax (GST)	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concept of indirect tax regime in India, pre and post GST.	
CO2.	Analyzing the procedure of registration under GST and computation of GST along with the Applicable rates.	
CO3.	Applying the rules of GST in computing the total tax liabilities under GST.	
CO4.	Evaluating the input tax credit available to a firm and calculating the net GST payable to Government.	
CO5.	Analyzing the need for revising the return and claiming refund under GST.	
Course Content:		
Block-1:	Introduction: Overview and Evolution of GST; Indirect tax structure in India; Introduction to Goods and Service Tax (GST) – Key Concepts, Phases of GST, GST Council: Taxes under GST, Cess. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Registration under GST: Threshold for Registration; Regular Tax Payer; Composition Tax Payer; Casual Taxable Person; Non-Resident Taxable Person; Unique Identification Number; Registration Number Format. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Supply under GST and Valuation of Supply: Supply; Place of Supply, Interstate Supply, Export of Service, Export of Goods, Import of Service, Import of Goods; Valuation of Supply (Numerical on valuation and calculation of tax). <i>One relevant Case Study/ Case let from the Block</i>	
Block-4:	Input Tax Credit under GST &Returns: Input tax credit process; Negative List for Input tax credit; Input Tax Credit Utilization and Input Tax Credit Reversal; Types of GST returns and their due dates, late filing, late fee and interest. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-5:	Custom Duty and Indirect Taxation: Definitions of certain terms relating to the custom act, custom tariff act, Levy and types of custom duties; Indirect taxation applicable to few commodities levied by either Central or State Government. <i>One relevant Case Study/ Case let from the Block.</i>	

<u>Text Books:</u>	1. VivekLaddhaPooja PatwariShailendraSaxena, GST Audit Manual with Annual Return, Taxman.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Indirect Taxes: V. S. Datey – Taxman Publication M Vat Subramanian Snow White Publication. 2. Kumar, Sanjeev, Systematic Approach to Indirect Tax, 3. Sinha P.K Dr. Vinod Singhanian, Text Book of Indirect Tax, Taxman Publication, New Delhi. 4. Girish Ahuja& Ravi Gupta, Bharat Law House, New Delhi. 5. Gupta, S.S., GST- How to meet your obligations, Taxman Publications. 6. Halakandhi, S., G.S.T (Vastu and Sevakar) (Hindi). 7. Gupta, S.S., Vastu andSevakar, TaxmannPublications. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAF403	<p style="text-align: center;">Discipline Specific Elective Course – 3</p> <p style="text-align: center;">Specialization- Finance</p> <p style="text-align: center;">MBA- Semester-IV</p> <p style="text-align: center;">Behavioral Finance</p>	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concept, theories and anomalies of behavioral finance.	
CO2.	Analyzing the factors used for creating a personal investment portfolio.	
CO3.	Evaluating and Applying theories of behavioral finance for investment decision.	
CO4.	Applying the mental accounting and prospect theory to overcome the expected losses in investment.	
CO5.	Analyzing and Evaluating various anomalies involved in investment decisions including social security issue.	
CO6.	Developing a long term plan for individual investment.	
<p style="text-align: center;">Course Content:</p>		
Block-1:	<p>Introduction to Behavioral Finance: The Winner's Curse, Bubbles, and IPOs: Introduction, Market Efficiency, The Winner's Curse –Auction, Ingredients of the Winner's Curse, Valuation uncertainty, Many bidders, Historical Bubbles. Experimental Bubbles –Liquidity, Inexperience, Internet Bubble, Uncertain Values, Liquidity, IPOs; Limits of Arbitrage & Systematic Trading:Limits of Arbitrage theory, Relative mispricing, Closed-end Mutual Funds, Equity Carve outs, Systematic Noise. Anomalies.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-2:	<p>Biases, heuristics, and the individual investor: Individual investors –why should we care? Asset prices, Investor welfare, Our own welfare, The investor's problem, Estimate probabilities–Returns, Variance, Co-variances; Match with own preferences, i.e., choose portfolio, Integrate new information. Intuition versus reasoning, Probability not intuitive, Positive self-illusions psychology, Overconfidence, Calibration, Entrepreneurs' perceived chances for success–Optimism, Self-attribution bias, Illusion of control, Information based overconfidence, Advantages of positive self-illusions, Disadvantages of positive self-illusions, Lowering overconfidence.</p> <p>Positive self-illusions investors, Volume Volatility Price and Profit, Learning-Frequent feedback, Quick feedback, Clear feedback, Weather forecasters, Physicians. Learning to be overconfident-Do investor's trade too much? Trading is hazardous to your wealth, Representativeness, Availability, Anchoring & Adjustment–psychology, Hot hand, Ignoring base rates, Regression to the mean, Hindsight bias, Confirmation bias, Representativeness, Availability, Anchoring & Adjustment–investors, Mutual funds, The Inside View.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	

Block-3:	<p>Preferences: Framing, Prospect Theory, and violations of Expected Utility, Expected Utility–Cancellation, Transitivity, Dominance, Invariance, Violations of Expected Utility, Prospect Theory, Risk aversion—Rabin and Thaler, “Coherent Arbitrariness.” Mental accounting, Prospect Theory, & Attention: Mental accounting, Prospect Theory & mental accounting—investors Disposition effect-Are investors reluctant to realize their losses?</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-4:	<p>Social Security of Investors: IPOs revisited—money on the table, Attention-All that Glitters, Anomalies revisited-Accounting based anomalies, Calendar anomalies, Celestial and meteorological anomalies, Attention based anomalies, Value vs. growth, Size, Equity premium, Myopia, Momentum, Behavioral theories of momentum-Representativeness, Overconfidence and self-attribution bias, Disposition effect. Savings Behavior-Own company stock, Naïve diversification, Default savings rates and allocations, Should Social Security be privatized?</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-5:	<p>Behavioral Corporate Finance: Limits of arbitrage, No need for aggregation, Overconfidence, Executive compensation, Capital budgeting, Fairness, Ethics, Advertising to investors-Where do new investors learn what to do? Illusion of control, Information based overconfidence, Affect, Loss aversion.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
<u>Text Books:</u>	1. Ackert and Deaves, Behavioral Finance: Psychology, Decision-Making, and Markets.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Brian R. Bruce, Handbook of Behavioral Finance. 2. Rüdiger von Nitzsch, Behavioral finance –Wiley 3. Joachim Goldberg, Ackert, Understanding Behavioral Finance. 4. John R. Nofsinger, The Psychology of Investing, Pearson Prentice Hall. 5. Meir Statman, What Investors Really Want –Learn the lessons of behavioral Finance, McGraw-Hill. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAF404	<p align="center">Discipline Specific Elective Course –4</p> <p align="center">Specialization- Finance</p> <p align="center">MBA- Semester-IV</p> <p align="center">Business Analysis and Valuation</p>	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts of financial modeling, strategy and methods.	
CO2.	Analyzing and evaluating various models and approaches to financial analysis.	
CO3.	Understanding business valuation concepts.	
CO4.	Evaluating valuation methods and making choices of methods for business investment.	
CO5.	Applying various models/methods for valuation of business.	
<p align="center">Course Content:</p>		
Block-1:	Financial Analysis: Financial Modeling – concepts and application, The Analysis of the Statement of Shareholders’ Equity, The Analysis of the Balance Sheet and Income Statement, The Analysis of the Cash Flow Statement, The Analysis of Profitability, The Analysis of Growth and Sustainable Earnings.	
Block-2:	Approaches to Valuation: Approaches to Valuation & Identifying Value Drivers, Approaches to Valuation & Identifying Value Drivers, Estimating the Discount Rates, Growth Rates, and Cash Flows (DCF).	
Block-3:	Models for Valuation: Dividend Discount Models, FCFE Models, FCFF Models.	
Block-4:	Strategy-Finance-Valuation: Valuation Using Multiples, Strategy-Finance-Valuation Trilogy, Real Options & Brand Valuation.	
Block-5:	Methods and error: Which is the appropriate method to use? Identifying frequently made errors in Valuation, Relative valuation-Valuation examples.	
Text Books:	1. Palepu Krishna G. and Healy Paul M.: Business Analysis & Valuation Using Financial Statements, Cengage Learning.	
Reference Books:	1. Financial Analysis and Business Valuation (Study Notes), The Institute of Cost Accountants of India. 2. Beccallie. and Frantz P.: Valuation and securities analysis, University of London. 3. Collar Tim, Goedhart Marc & Wesels David, Valuation: Measuring and Managing the Value of Companies, McKinsey & Co. 4. Pignataro Paul, Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity, John Wiley & Sons. 5. Lawrence A. Cunningham & Warren E. Buffett, The Essays of Warren Buffett: Lessons for Corporate America, Carolina Academic Press, USA. * Latest editions of all the suggested books are recommended.	

Semester - IV
Program/Discipline Specific Elective Courses (DSEC)
Human Resource Management
(Choose any 2 out of 4)

Course Code: MBAH401	Discipline Specific Elective Course - 1		C-4
	Specialization- Human Resource Management		
	MBA- Semester-IV		
	Performance and Compensation Management		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the concepts, theories, techniques, tools and procedures of performance and compensation management.		
CO2.	Analyzing organizational context for performance and potential assessment and evaluating various methods of performance management.		
CO3.	Identifying worth of a job and developing framework for applying reward systems for motivating employees.		
CO4.	Analyzing compensation related problems in an organization and applying theories and techniques in determining employee compensation.		
CO5.	Developing an objective performance management system in an organizational context.		
Course Content:			
Block-1:	Performance Management: Quality Performance Management - Concept -Dimensions - Mechanics - Organizational Dynamics and Employee Performance, Management of Employee Performance, Culture, Effectiveness and Empowerment, Potential measurement. Performance v/s Potential assessment. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-2:	Performance Management Methods: Quality Performance Management - 360 Degree Appraisal, MBO, Assessment Center Techniques. Appraisal Forms and Formats. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	Compensation Management: Concept of wage, Theories of Wages, Wage Policy, Criteria techniques for Wage Fixation. Concept of Salary, Salary designing and payroll. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-4:	Compensation Management Methods: Skill based pay, broad banding, team based pay, payment by results, and performance related pay, variable compensation. Compensation for executives and R&D staff. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-5:	Job Evaluation & Reward System: Job Evaluation: Concept & Techniques Rewards System: Profit sharing, Bonus, ESOPs, Incentives, fringe benefits, Retirement plans. Concept of Performance based Reward System in present scenario. <i>One relevant Case Study/ Case let from the Block.</i>		
Text Books	1. D. Singh, Compensation and Reward Management, Excel Books, New Delhi.		
Reference Book	1. Henderson, Compensation Management in a Knowledge Based World, Pearson Education, New Delhi. 2. Milkovich, Compensation, McGraw-Hill Publishing Company Ltd., New Delhi. 3. Armstrong, Michael, Performance Management – Key strategies and		

	<p>Practical Guidelines, Kogan Page.</p> <ol style="list-style-type: none"> 4. Cokins, Gary, Performance Management, Finding the Missing Prices, John Wiley and Sons. 5. Shields, John, Managing Employees Performance and Reward, Cambridge University, NODA. 6. Aguinis, Herman, Performance Management, Pearson Education Inc. <p>* Latest editions of all the suggested books are recommended.</p>	
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Course Code: MBAH402	<p style="text-align: center;">Discipline Specific Elective Course - 2</p> <p style="text-align: center;">Specialization- Human Resource Management</p> <p style="text-align: center;">MBA- Semester-IV</p> <p style="text-align: center;">Negotiation & Conflict Management</p>	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the theory, strategies, processes, and practices of negotiation, conflict resolution for effective workplace relationships.	
CO2.	Identifying negotiation strategies and developing plans to resolve conflicts in a diverse workplace environment.	
CO3.	Analyzing and evaluating conflict resolution approaches.	
CO4.	Applying approaches of counseling for solving conflicts and related issues.	
CO5.	Analyzing how cross culture impacts negotiations and conflict resolution.	
Course Content:		
Block-1:	<p>Introduction: Meaning, Nature, importance history of collective bargaining & negotiation. Strategy of distributive bargaining, strategy of integrative negotiation. Strategy & planning for negotiation, essential conditions and functions of collective bargaining. Ethics in Negotiation.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-2:	<p>Negotiation sub processes & persuasion: Negotiation process, levels of negotiation, preparations for negotiations, essential communication techniques in negotiations, role of negotiator, Negotiation as persuasion.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-3:	<p>Negotiation skills & Practices: Fundamental Structure of Negotiation, BATNA. Negotiation skills, presentation of demand & tactics used; closing of negotiation & drafting the agreement (MOU), breakdown of negotiation: causes & consequences. Third party Intervention, mutual trust & understanding in negotiation, impact of cross cultural differences.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-4:	<p>Introduction to conflict: Meaning, definition, features. Causes of conflicts, types of conflicts: Industrial conflicts & disputes (strikes & lockouts). Settlement of conflicts & prevention of conflicts.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-5:	<p>Counseling: Meaning & emergence of counseling, counseling process, role of counselor, model of counseling, approaches of counseling, modern trend in counseling.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	

<u>Text Books:</u>	1. Lewicki, Saunders & Berry- Negotiation, McGraw Hill.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Aswathappa, Human Resource management, McGraw- Hill. 2. Dessler, Human Resource Management, Prentice – Hall. 3. T.N Chhabra, Human Resource Management. 4. Pareek Udai, Understanding Organizational Behavior, Oxford Press. 5. P. Subba Rao, Essentials of HRM & IR, Himalaya Publication House. 6. Rao S.N., Counseling & Guidance, McGraw- Hill <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAH403	Discipline Specific Elective Course – 3		C-4
	Specialization- Human Resource Management		
	MBA- Semester-IV		
	Global Human Resource Management		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the concepts of managing human resource globally and the investment perspective of human resources.		
CO2.	Understanding challenges of managing Human resources in global context.		
CO3.	Analysing issues and challenges of HR department in global recruitment, compensation, succession planning, performance management and employee relations.		
CO4.	Evaluating HR in international context to formulate HR strategy to align with business strategy.		
CO5.	Developing HR & employee empowerment policies and practices for minimizing cross-national differences and achieve organizational effectiveness.		
Course Content:			
Block-1:	Global Human Resource Management: Nature and scope of GHRM, Difference between GHRM and domestic HRM, Strategic Organizational structures for effective GHRM. Impact of country culture on MNC's culture, Cultural Frameworks across countries, GHRM practices, future of GHRM. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-2:	Staffing & Training and Development: Staffing Approaches, Expatriation, Expat(expatriate) Failure Rate, Managing EFR, HR policy and planning, recruitment and selection, Training , Importance of training in MNC's, Expat Training Models, Expat Role and training strategy, executive development programme , career planning and succession. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-3:	International Performance Management & Compensation: International Compensation Management, Components of Compensation, Approaches to Expat compensation, Contemporary challenges in Compensation management in MNC's, Performance Management -Career management in international setup – Managing expatriation , Performance Management Cycle, PMS(Performance Management System) to MNC Objectives, Challenges in managing PMS in MNCs. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-4:	Repatriation & International Industrial Relations Management: Expat re-entry challenges reverse culture shock, managing repatriation process, Strategic initiatives for successful repatriation, Impartation. International Industrial Relations Management – Understanding need for IR in MNC's, Common IR strategies and practices, Grievance handling , Management of personal growth in the line of organizational growth, Key challenges in managing IR across countries , GHRM in Mergers and acquisitions, future of GHRM. <i>One relevant Case Study/ Case let from the Block.</i>		
Block-5:	Developing HR &Employee empowerment: Knowledge development and utilization, Creation of Intellectual capital and HR Value creation ,Shared Corporate Culture and Change Management, Cultural Factors in Global HR practices and Managing MNC's, Cross-national differences and HR practices – Blocked States , Blocked Kingdom, Japan, China, and India. <i>One relevant Case Study/ Case let from the Block.</i>		

<u>Text Books:</u>	1. AswathappaK; Sadhna Dash, International Human Resource Management; McGraw-Hill, New Delhi.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Peter J. Dowling & Denice E. Welch, International Human Resource Management, Cengage Learning. 2. Bhatia S.K., International Human Resource Management: A Global Perspective: Practices and Strategies for CompetitiveSuccess, Deep and Deep Book Publishers, New Delhi. 3. Dessler, G. . Human Resource Management, Prentice Hall Publishing Company Limited, N.Delhi. 4. Peter J. Dowling & Denice E. Welch. International Human Resource Management. 5. Paul Sparrow, Chris Brewster &Chul Chung, Globalizing Human Resource Management, Routledge. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBAH404	<p align="center">Discipline Specific Elective Course – 4</p> <p align="center">Specialization- Human Resource Management</p> <p align="center">MBA- Semester-IV</p> <p align="center">Training and Development</p>	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts, theories, models & techniques and rationale of training and development.	
CO2.	Assessing training needs at different levels of an organization.	
CO3.	Applying the methodologies & techniques of training to develop a training plan.	
CO4.	Designing training programs for enhancing organization's effectiveness.	
CO5.	Evaluating training and development programs and various problems of measurement for training effectiveness.	
Course Content:		
Block-1:	Introduction: Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Training Needs Assessment (TNA): Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Training and Development Methodologies: Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Online Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment. Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counseling, Position Rotation, Team Building, and Sensitivity Training. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Designing Training and Development Programs: Organization of Training and Development programs, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules; Self-development; Training process outsourcing. <i>One relevant Case Study/ Case let from the Block.</i>	

Block-5:	<p>Evaluation of Training and Development: Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts; Kirkpatrick Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company. <i>One relevant Case Study/ Case let from the Block.</i></p>	
<u>Text Books:</u>	1. Rolf, P., and UdaiPareek, Training for Development, Sage Publications Pvt. Ltd.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Noe, Raymond A., and Amitabh DeoKodwani, Employee Training and Development, McGraw Hill. 2. Craig, Robert L., Training and Development Handbook, McGraw Hill. 3. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay. 4. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley. 5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley. 6. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd. <p>* Latest editions of all the suggested books are recommended.</p>	

Semester - IV
Program/Discipline Specific Elective Courses (DSEC)
International Business
(Choose any 2 out of 4)

Course Code: MBI401	<p align="center">Discipline Specific Elective Course -1</p> <p align="center">Specialization- International Business</p> <p align="center">MBA- Semester-IV</p> <p align="center">International Trade Practices and Procedures</p>	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the models & theories of international trade.	
CO2.	Understanding the EXIM policy framework, its operations and documentation procedure for international business.	
CO3.	Understanding various International trade terms and Export payment terms and Applying them in international trade.	
CO4.	Analyzing and interpreting how institutions and policy affect international trade.	
CO5.	Evaluating international trade practices and procedures followed by an organization for its economic benefits.	
Course Content:		
Block-1:	EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	EXIM Policy Framework: Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; Getting started in export business. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	International Trade Terms: Trade contract and trade terms; Trade terms and need for standardization; INCO terms. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Export Payment Terms: Credit risk management and payment terms; Main features of payment terms -Advance payment, open account, documentary collection, documentary credit Documentary collection –DP and DA process and operation; Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation; UCPDC - Major clauses; Consignment sale. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-5:	Transit Risk Management: Nature of transit risk; Contract of cargo insurance Parties involved – Insurer/assured, Indemnity and insurable value; Perils and losses; Insurance policy and certificate; Cargo loss claims – Procedure and documentation. Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC.	

	<i>One relevant Case Study/ Case let from the Block.</i>	
<u>Text Books:</u>	1. Cherunilam F., International Trade and Export Management, Himalaya.	
<u>Reference Books:</u>	1. Varshney R.L., Bhattacharya B, International Marketing Management, S. Chand. 2. Daniels, International Business, Pearson Education. 3. Export-Import Policy; Ministry of Commerce, Government of India, New Delhi. 4. Khurana P.K., Export management, Cyber Tech Publication. 5. Gupta Parul, Export Import management, Mc Draw Hill. * Latest editions of all the suggested books are recommended.	

<u>Course Code:</u> MBI402	Discipline Specific Elective Course – 2		C-4
	Specialization- International Business		
	MBA- Semester-IV		
	Global Logistics & Supply Chain Management		
<u>Course Outcomes:</u>	On completion of the course, the students will be :		
CO1.	Understanding the global implications of logistics and supply chain management.		
CO2.	Understanding various concepts, elements logistic management and modes of logistics for doing global businesses.		
CO3.	Understanding a global supply chain network for making transportation decision.		
CO4.	Analyzing and evaluating techniques of forecasting and planning in global supply chain management.		
CO5.	Developing and designing a supply chain distribution network.		
Course Content:			
Block-1:	Logistics Management: Concepts – Importance – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency. One relevant Case Study/ Case let from the Block.		
Block-2:	Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent, forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR. One relevant Case Study/ Case let from the Block.		
Block-3:	Air Transport: Air transport – Airfreight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation. One relevant Case Study/ Case let from the Block.		
Block-4:	Supply chain: Definition – scope and importance of supply chain – supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management One relevant Case Study/ Case let from the Block.		
Block-5:	Forecasting and planning in supply chain management: Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management. One relevant Case Study/ Case let from the Block.		
<u>Text Books:</u>	1. John Mangan&Chandra C. Lalwani, Global Logistics & Supply Chain Management,John Wiley & Sons.		

<p><u>Reference Books:</u></p>	<ol style="list-style-type: none"> 1. Waters Donald , Global Logistics & supply chain management, Viva, Kogan Page Ltd. 2. Chopra S and P Meindl “Supply chain management: Strategy, planning and operations”. 3. David P., “International Logistics” Biztantra, New Delhi. 4. Martin Christopher, Logistics & SupplyChain Management, FT Prentice Hall. 5. Alan E. Branch, Global Supply Chain Management and International Logistics, Routledge. <p>* Latest editions of all the suggested books are recommended.</p>	
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Course Code: MBI403	Discipline Specific Elective Course - 3	C-4
	Specialization- International Business	
	MBA- Semester-IV	
	International Marketing Research	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concept, process and limitation of international marketing research.	
CO2.	Analyzing the various criteria for designing a research and methods of deciding the sample size.	
CO3.	Applying the methods of collecting the data for research purpose and their presentation.	
CO4.	Applying the tools for analyzing and interpreting the collected data by using various analyses technique.	
CO5.	Developing a report keeping in mind the limitation of international marketing research.	
Course Content:		
Block-1:	Introduction to Marketing Research: Need nature and scope; complexities of international marketing research; marketing information system (MIS); Uses of international marketing research. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-2:	Marketing Research Process: Marketing research process, Formulating the research problem, choice of research design, criteria of research design, determining sampling design and sampling size, Evaluation and control of marketing research, Scientific methods, types of research, and sources of experimental errors. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-3:	Secondary and Primary Data: Secondary data sources and uses; online data sources and research; Primary data collection: methods and instruments, Attitude measurement; Sampling plan. Primary data, Sources of primary data, Method of observation, internet as a source of data. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-4:	Data Presentation and analysis Data preparation and processing, validation, editing, coding, tabulation, data processing methods, data analysis and interpretation. Issues and process; Univariate and Multivariate data analysis techniques. <i>One relevant Case Study/ Case let from the Block.</i>	
Block-5:	Report Writing: Presentation and Report writing: Report writing, Role of report, type of reports, principles of report writing. Ethical issues involved in international marketing research.	

	<i>One relevant Case Study/ Case let from the Block.</i>	
<u>Text Books:</u>	1. Kumar V, International Marketing Research, Prentice Hall.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Kothari CR, Marketing Research, New Age International. 2. Kumar V., International Marketing Research, Prentice Hall, N.Delhi. 3. C. Samuel Craig & Susan P. Douglas, International Marketing Research, John Wiley & Sons Ltd. 4. Donald L. Brady, Essentials of International Marketing, Routledge. 5. Subhash C. Jain, David A. Griffith, Handbook of Research in International Marketing, Edward Elgar Publishing. <p>* Latest editions of all the suggested books are recommended.</p>	

Course Code: MBI404	<p align="center">Discipline Specific Elective Course - 4</p> <p align="center">Specialization- International Business</p> <p align="center">MBA- Semester-IV</p> <p align="center">Global Strategic Management</p>	C-4
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the relevance and significance of strategic management in international perspective.	
CO2.	Analyzing the various strategic issues related to multi country and global trade.	
CO3.	Analyzing various strategies in global context.	
CO4.	Applying various strategies to compete globally.	
CO5.	Evaluating various strategies keeping in mind the competitive advantage of one's own organization.	
CO6.	Developing a strategy suitable in complex situation putting the organizational learning.	
<p align="center">Course Content:</p>		
Block-1:	<p>Introduction: Strategy making strategy implementing and strategic managing; Globalization and strategic management; Strategic flexibility and learning organization. Competitive strategy and competitive advantage in global market.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-2:	<p>Hybrid Forms of Economic Organization: Alliances, Networks and Equity Joint Ventures. Typology of Strategic Alliances. Significance of Networks as a Mode of Economic Organization. Knowledge Networks and Technological Innovation in Networks, Competitive Significance of Relations Beyond Firm Boundaries, Alliance Between Competitors -Pre-competitive Alliances, Market Sharing Alliances.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-3:	<p>Strategic Issues and Alternatives in Globally Competitive Markets: Multi-country and global strategies; Concepts of critical markets, global market dominance and global competitiveness, Corporate turnaround, retrenchment and portfolio restructuring strategies; Multinational diversification strategies; Outsourcing strategies; Techniques for analyzing diversified companies.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
Block-4:	<p>Corporate Diversification Strategies: Building shareholder value; Roles of cost sharing and skills transfer in creating competitive advantage via diversification; Competitive advantages to diversified multinational corporations in a globally competitive business world.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	

Block-5:	<p>Organizational Learning: Organizational Learning through Alliances, Structures and Systems for Effective Learning for Partners in Alliances, Managing the Process of Alliance Formation: Partner Selection and Negotiation, Conflict in Alliances, Evolution and Termination of Alliance Relationships, Issues in global strategy implementation; strategy evaluation and control.</p> <p><i>One relevant Case Study/ Case let from the Block.</i></p>	
<u>Text Books:</u>	1. Gerardo R. Ungson and Yim-Yu Wong, Global Strategic Management, Segment Books New Delhi.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Davidson, W.H., Global Strategic Management, John Wiley, New York. 2. Ellis, J. and D. Williams, International Business Strategy, Pitman, London. 3. Hitt, Michael A., R.Duane Ireland and Robert E. Hokisson, Strategic Management: Competitiveness and Globalization, South Western College Publishing, Australia. 4. Philippe Lasserre, Global Strategic Management, Red Globe Press. 5. Frynas, Global Strategic Management, Oxford University Press. <p>* Latest editions of all the suggested books are recommended.</p>	

Summer Internship Report

<u>Course Code:</u> MBAVV351	<p style="text-align: center;">MBA- Semester-III</p> <p style="text-align: center;">Summer Internship</p>	<p style="text-align: center;">C-4</p>
<u>Objectives:</u>	<p>This course intends to familiarize and develop understanding of the students about the organizational set up, know about the functioning of various sections/departments of an organization/company in general and gain hand-on experience of a specific job function of the chosen organization. The main aim is to acquaint the student with the practical day-to-day functioning of an organization with a motive to facilitate training in a specific skill/area of that organization.</p> <p>Students will undergo summer internship at the end of II semester. The duration of internship will be 45 to 60 days.</p>	
<u>Course Outcomes:</u>	<p>On completion of the course, the students will be :</p> <ol style="list-style-type: none"> 1. Understanding the various departments and sections of an organization. 2. Understanding how staffing is done at different levels in an organization. 3. Demonstrating the specialization/ special skills required to work in a particular section/ department of an organization. 4. Working in tandem with the supervisor/mentor's goals of an organization. 5. Evaluating the general working environment, processes and systems of the organization where the student has work. 6. Explaining what he/she has observed and understood about a specific working/skill area of the particular section of the organization in which he/she worked. 7. Writing a detailed report on the summer internship. 	
<u>Course Content:</u>	<ol style="list-style-type: none"> 1. A brief introduction is given by the host organization on its various departments and administrative functions. 2. Students will visit various departments and will observe the physical layout, working conditions and managerial practices under the supervisor of the Company. 3. Students will write notes on the salient features of activities of different departments. 4. Each student shall prepare a structured report after the successful completion internship. 5. Students with help of faculty guide will carry out analysis of the visit reports. 6. Students will give a formal presentation of the report before the jury comprising of minimum two internal faculty members to be appointed by the Director/ Principal of the college. 7. The assessment will be out of 100 marks (External Marks-50, Internal Marks-50). 8. The report (based on general training or the problem centric training) prepared by the student will be termed as Summer Training Report. The report should ordinarily be based on primary data. It should reflect in depth learning during summer training. The average size of Report ordinarily will be of approximately 25pages in Times New Roman font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper 	

Evaluation Scheme					
Detail	Report Quality (Structuring, Formatting, Clarity in presenting data & facts)	Presentation	Assessors Evaluation as per Summer Internship Record Book	Viva Voce	Total
Internal	30	20	NA	NA	50
External	15	NA	15	20	50

Format for Summer Internship Report					
1.	Cover / Title Page			1 page	
<p style="text-align: center;"> (Topic/Department/Area) At (Name of the Organisation/Company) In partial fulfillment for the award of the degree of MBA (General) </p> <div style="text-align: center;">  <p> Teerthanker Mahaveer Institute of Management and Technology (TMIMT) Teerthanker Mahaveer University, Moradabad. Uttar Pradesh </p> </div> <div style="display: flex; justify-content: space-between;"> <div> <p>Submitted by:</p> <p>Student Name</p> <p>III Semester</p> <p>Year</p> </div> <div> <p>Submitted to</p> <p>Internal Guide Name</p> <p>Designation</p> <p>TMIMT, TMU</p> </div> <div> <p>Under Supervision of</p> <p>External Guide Name</p> <p>Designation</p> </div> </div>					
2	Table of content (Index) –with page numbers clearly identified			1page	
3	Declaration by the student.			1page	
4	Certificate (from the Company / Organization)			1page	
5	Acknowledgement			1page	
6	Organization/Company Profile (Background, History, Founder, Vision, Mission, Competitors, Organization Structure, Products, Milestones, Achievements, Address)			5-8 pages	
7	Objectives of training.			1page	
8	Student has to finalize topic from general training or problem centric training as per the consultation or guidance by the internal faculty and company supervisor. The details of both the trainings are given below:-				
S.No.	General Training	Pages	S.No.	Problem Centered Training	Pages
8a	Introduction (department/s or the area assigned)	1-2	8a	Introduction to the topic	1-2
8b	Intern role during internship	1	8b	Research Objectives	1

8c	Role of (department/s or the area assigned) in the organization	2-3	8c	Research methodology	1-2
8d	Observations (including explanation of Processes)	6-8 (as per numbers of weeks training done)	8d	Data analysis & interpretation	5-8
8e	Key learning's	1-2	8e	Results & Findings	1-2
8f	Recommendations (if any)	1	8f	Recommendations& Suggestions	1
8g	Conclusion	1	8g	Limitations	1
			8h	Conclusion	1
			8i	References/ Bibliography	1
			8j	Appendices, viz., ➤ Questionnaire ➤ Checklist ➤ Tables etc.	1-3
Plagiarism check will be done from point no.7 onwards. Plagiarism check will be done as per norms provided by the Examination Division of the University					

Major Research Report

(Based on: On the Job Training (OJT) / Start-Up Engagements / Family Business Exposure)

Course Code: MBAVV451	MBA - Semester-IV Dissertation Report Evaluation (Based on: On the Job Training (OJT)/ Start-Up Engagements/ Family Business Exposure)			C-4
Course Outcomes	On completion of the course, the students will be :			
CO1.	Understanding the working of various departments and associated problems.			
CO2.	Understanding the importance of process and methods of research, and their applicability.			
CO3.	Understanding the working on the designing tools to collect data for research and evaluation.			
CO4.	Applying statistical tools for data processing to get information.			
CO5.	Demonstrating the results to prove their findings.			
CO6.	Writing a report with effectiveness.			
CO7.	Assessing the probable solution to a given research problem.			
Course Content:	The students have to submit a detail report based on: On the Job Training (OJT)/ Start-Up Engagements / Family Business Exposure by the students during the fourth semester. At the ends of third semester students have to inform about the choice from the above options to the program coordinator. The student will submit a detail report at the end of fourth semester, which will form part of fourth semester examination. A performance appraisal by the organization authority will be attached along with the report in case of OJT only.			
	The dissertation report (based on: On the Job Training (OJT)/ Start-Up Engagements / Family Business Exposure) should ordinarily be based on the in-depth experience gained during any of the above engagements. The detail report of above should be prepared mentioning brief note on the business activity of the organization, its structure, details of products / services, detail report on experiential learning, status report on business/market environment in which the business activities performed, compliance report, market feasibility report and bank account details in case of Startup / Family Business, and limitation/challenges faced. Report should have Times New Roman font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report are required to be submitted to the university. The report will be typed in A-4 size paper.			
	Students will give presentation of the report before the jury comprising of external and internal faculty members to be appointed by the Director of the college.			
Evaluation Scheme				
Details	Experiential Learning	Business Domain Knowledge	Viva Voce/Presentation	Total
Internal	20	10	20	50
External	20	10	20	50

Format of Dissertation Report Evaluation (Based on: On the Job Training (OJT)/ Start-Up Engagements / Family Business Exposure		
S.No	Detail	Page No.
1	<p align="center">Title of the Report</p> <p align="center">..... (Topic/Department/Area) At (Name of the Organization/Company/ Start-up / family Business) In partial fulfillment for the award of the degree of MBA</p> <div align="center">  <p>Teerthanker Mahaveer Institute of Management and Technology (TMIMT) Teerthanker Mahaveer University, Moradabad. Uttar Pradesh</p> </div> <div> <div> <p>Submitted by: Student Name IV Semester Year</p> </div> <div> <p>Submitted to Internal Guide Name Designation TMIMT, TMU</p> </div> <div> <p>Under Supervision of External Guide Name Designation</p> </div> </div>	1
2	Acknowledgement	1
3	Certificate (from the Company / organization) in case of OJT/ Family Business& Registration Certificate in case of Start Up.	1
4	Table of content (Index) –with page numbers clearly identified	1
5	Organization/Company Profile (Background, History, Founder, Vision, Mission, Competitors, Organization Structure, Services, Products, Milestones, Achievements, Address) in own language.	3-4
6	Objectives of OJT/ Start-Up/ Family Business	1

Important Note		
Student has to finalize the topic of the dissertation in consultation with faculty guide (Internal) and industry supervisor (external guide)		
S.No	Problem Centered Training	Required number of Pages.
1	Introduction to the topic in case of OJT. Introduction of the Startup / Family Business	1-2
2	Objectives of Experiential Learning during OJT/ Startup/ Family Business	1-2
3	Market / Business Environment in which business activities performed.	4-6
4	Processes and Practices learnt during OJT/ Startup/ Family Business	3-4
5	Findings and Learning outcomes during OJT/ Startup/ Family Business	3-4
6	Challenges and Limitations faced by the student during OJT/ Startup/ Family Business	2-3
7	Future Scope of your learning	1
8	Conclusion/ Summary	1
9	References/ Bibliography (if any)	1-2
10	Appendices, viz., <ul style="list-style-type: none"> • Copy of Certificate • Detail of Bank Account • Rent Agreement Deed • Detail of Bank Loan • Any other approvals 	1-2

	<ul style="list-style-type: none">Any other documents required	
Plagiarism check will be done as per norms provided by the Examination Division of the University		

Viva Voce (Comprehensive)

5.3. Duration of the programme

<u>Study Scheme</u>	
<u>SUMMARY</u>	
Institute Name	Center for Distance and Online Education
Programme	MBA
Duration	Two Years full time (Online Mode) (Four Semesters)
Medium	English
<u>Credits</u>	
Minimum Credits Required for Degree	116
Eligibility for the program	Passed in Graduation in any stream from UGC recognized University

5.4. Faculty and support staff requirement

Academic Staff	Number available to meet the required delivery norms
Programme Coordinator	1 member
Course Coordinator	1 member
Course Mentor	1 member per batch of 250students

5.5. Instructional delivery mechanisms

The Centre for Distance and Online Education of TMU comprises of faculty members and staff who are well versed in online delivery.

An Academic calendar depicting dates for all major events during each semester will be prepared by faculty members and shared with students through LMS, at the beginning of each academic session.

Apart from providing content in the form of Self Learning Material, enough e-learning resources in the form of audio and video content will be provided to students. Regular engagement of students will be ensured through the following means:

- Conduct of Webinars/live lectures/Online lectures/Virtual Class
- By encouraging them to participate in mandatory Discussion Forums to stimulate their thinking, and to be able to fearlessly express their views in forums. These discussion forums will be moderated by faculty to provide equal opportunity for everyone to participate, as well as to ensure maintenance of decorum of the forum.
- Through periodic formative assessments

Regular evaluation of content learnt will be provided for, through Self-Assessment Questions within the SLM, as well as quizzes on the LMS. The quizzes can be taken any number of times, so that they reach a stage of being able to answer questions without errors, which reflects their understanding of the concept.

Effort will be made to provide case studies to enhance their analytical ability and make right decisions.

A link to National Portals (SWAYAM/NPTEL) will be provided, as also link to University's digital library portal.

All links to additional reading will be provided in the LMS. Interested students can study beyond the confines of the syllabus.

5.6. Identification of media–print, audio or video, online education, computer aided.

LMS provides for all audio video content (e-learning material, e-pubs, faculty-led video sessions, virtual classrooms and discussion boards), dashboard of their progress in learning, comparison with their peers in terms of learning, regular notifications regarding upcoming Webinars/virtual classes, Assignments, Discussion Forum participations and Examinations. It also provides an opportunity for raising queries if any, and seeks answers to the same, by chat bot or course mentors.

5.7. Student Support Services

The Student Support services will be facilitated by the Centre for Distance and Online Education, Teerthanker Mahaveer University, Moradabad, Uttar Pradesh which includes the pre-admission student support services like counseling about the programme including curriculum design, mode of delivery, fee structure and evaluation methods. Post-admission student support services include guiding students towards accessing e-identity card, LMS portal, Academic calendar and

academic delivery. Examinations support staff shall answer queries pertaining to the conduct of end-semester examinations, evaluation and issue of certificates.

6. Procedure for Admission, Curriculum Transaction and Evaluation

The purpose of Online by Teerthanker Mahaveer University, Moradabad, Uttar Pradesh is to provide flexible learning opportunities to students to attain qualification, wherever learners are not able to attend the regular classroom teaching. Academic programmes offered for such candidates under Online mode will be conducted by Centre for Distance and Online Education - Teerthanker Mahaveer University, Moradabad, Uttar Pradesh with support of the various University schools. The programmes/courses may be termed Online mode for award of Degree. Eligibility criteria, programme/course structure, curriculum, evaluation criteria and duration of programme shall be approved by Board of Studies and Academic Council which are based on UGC guidelines.

Candidates seeking admissions in any programme offered by Centre for Distance and Online Education - Teerthanker Mahaveer University, Moradabad, Uttar Pradesh shall fill up Online application form available on DOE- TMU website. Before applying, candidates must check eligibility criteria for programme that they are interested in. Details about Eligibility criteria, programme structure, curriculum, duration, and fee structure are available on the website.

6.1. Procedure for Admission:

Minimum Eligibility Criteria for admission: Graduation in any stream from UGC.

Important Instructions:

All admissions shall be provisional until and unless candidates meet the eligibility criteria.

Admission will be cancelled if a candidate does not meet eligibility criteria, or there is failure to pay programme/course fees.

Admission will be cancelled if the candidate does not submit proof of eligibility within the stipulated time given by Centre for Distance and Online Education Learning-Teerthanker Mahaveer University, Moradabad, Uttar Pradesh.

Centre for Distance and Online Education Learning-Teerthanker Mahaveer University, Moradabad, Uttar Pradesh has the right to make necessary changes from time to time as deemed fit in Eligibility criteria, programme/course structure, curriculum, duration, fee structure and programme announcement dates. All changes will be notified on the website.

Candidates should carefully read all instructions given in the Programme prospectus before start of application form.

Fee Structure and Financial assistance policy:

Suggested Fee for MBA programme is INR 30600/- (Rupees Thirty Thousand Six Hundred Only). Overseas students need to remit equivalent of INR 40,500 in USD to University

A scholarship as per Teerthanker Mahaveer University norms on tuition fees will be provided to eligible students.

6.2. Curriculum Transactions:

Programme Delivery:

Teerthanker Mahaveer University, Moradabad, Uttar Pradesh has state-of-the-art mechanism for Online mode of academic delivery to ensure quality education. Faculty members at TMU offer expert guidance and support for holistic development of the students. Faculty members are not mere facilitators of knowledge but they also mentor students to make learning more engaging and maintain high retention level. The programme will be delivered with an aim to provide expertise and ensure that students excel in their domains. The features of programme delivery are:

- Online Mode of Academic Delivery
- Periodic review of Curriculum and Study material
- Live Interactive lectures from faculty / Course coordinators
- Continuous Academic and Technical support
- Guidance from Course Coordinators
- Learning and delivery support from Course Mentors

Norms for Delivery of Courses in Online Mode:

S. No.	Credit value of the course	No. of Weeks	No. of Interactive Sessions		Hours of Study Material		Self-Study hours including Assessment etc.	Total Hours of Study (based on 10 hours per credit)
			Synchronous Online Counseling /Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ synchronous Mentoring (2 hours per week)	e-Tutorial in hours	e-Content hours		
1.	1 Credits	3 weeks	3 hours	6 hours	5	5	11	30
2.	2 Credits	6 weeks	6 hours	12 hours	10	10	22	60
3.	3 Credits	9 weeks	9 hours	18 hours	15	15	33	90
4.	6 Credits	18 weeks	18 hours	36 hours	30	30	66	180
5.	9 Credits	27 weeks	27 hours	54 hours	45	45	99	270

Learning Management System (LMS) to support Online mode of Course delivery:

LMS Platform has been built to help learners reach their potential in their chosen programme. It is a secure, reliable learning experience tool that works consistently on Web and Mobile devices. Its simple interface makes it easy for instructors to design courses, create content and grade assignments. It provides a great mobile experience due to the responsive design which is paired with purpose-built native apps. It provides seamless accessibility to ensure all tools are standards-compliant and easy for students to navigate using assistive technologies. It provides 24X 7 learning experience to facilitate learning as per the pace chosen by learners. Digital portfolio functionality allows students to document and share their learning journey as it happens on both web and mobile platforms.

Course Design:

The Course content is designed as per the SWAYAM guidelines using a 4-quadrant approach as detailed below to facilitate seamless delivery and learning experience.

- **Quadrant-I** i.e. e-Tutorial, that contains – Faculty led Video and Audio Contents, Simulations, video demonstrations, Virtual Labs, etc., along with the transcription of the video.
- **Quadrant-II** i.e. e-Content that contains – Self Instructional Materials (Digital self-Learning Material), Case Studies, Presentation etc. and also contains web resources such as further references, Related links, Open-source content on internet, research papers and journals Portable Document Format or e-Books or Illustration, video demonstrations, Historical development of the subject, Article, etc.
- **Quadrant-III** i.e. Discussion forums to raise and clarify doubts on real time basis by the Course Coordinator and his team.
- **Quadrant-IV** i.e. Self-Assessment, that contains MCQs, Problems, Quizzes, Fill in the blanks, Assignments with solutions and Discussion forum topics.

6.3. Online Evaluation:

Online Evaluation:			
Assessment	Internal	External	Total
Theory	30	70	100
Practical/ Dissertations/ Project Reports	50	50	100
Assignment(s)			Total
	30		30
Duration of Examination	External	Internal	
	3 Hours	1.5 Hours	

To qualify for the course a student is required to secure a minimum of 36% marks in aggregate including the semester end examination and teachers' continuous evaluation. (i.e. both internal and external). A candidate who secures less than 36% of marks in a course shall be deemed to have failed in that course. The student should have at least 36% marks in aggregate to qualify the program.

7. Requirement of the Laboratory Support and Library Resources:

7.1. Laboratory Support

No lab-based courses are offered in this program.

7.2. Library Resources

Centre for Distance and Online Education, Teerthanker Mahaveer University, Moradabad, Uttar Pradesh has an excellent Library facility with adequate number of copies of books in relevant titles for MBA programme. The Central Library of the University also has a good source of reference books. The books available at both the libraries are only for reference purposes and lending services. In addition, reference books as prescribed will be procured. Digital library access will also be made available to students who are enrolled into the Online mode of education. In addition, the university membership on Swayam/ NPTEL/ edX will also be made available to students. Complete e-Learning resources for courses would be made available on the Learning Management System for learning along with e-tutorial lectures. Further, expert lectures/workshops/ webinars by industry experts would also be conducted for the students.

8. Cost Estimate of the Programme and the Provisions

Sl. No.	Expenditure Heads	Approx. Amount
1	Programme Development (Single Time Investment)	50,00,000 INR
2	Programme Delivery (Per Year)	6,00,000 INR
3	Programme Maintenance (Per Year)	25,00,000 INR

9. Quality assurance mechanism and expected programme outcomes.

The quality of the programme depends on scientific construction of the curriculum, strong- enough syllabi, sincere efforts leading to skillful execution of the course of the study. The ultimate achievement of MBA programme of study may reflect the gaining of knowledge and skill in management area. Gaining knowledge and skills in decision making of critical business situations may help the students to get new job opportunities, upgrading their position not only in employment, but also in society.

The benchmark qualities of the programme may be reviewed based on the performance of students in their end semester examinations. Also, the feedback from the alumni, students, parents and employers will be received and analyzed for further improvement of the quality of the programme.

Teerthanker Mahaveer University has constituted Internal Quality Assurance Cell (IQAC), which will assist Director, Centre for Distance and Online Education to conduct periodic review and assessments and assist the Centre for Distance and Online Education to implement necessary quality measures and effectiveness in programme delivery. IQAC is constantly involved in reviewing all materials prepared by DOE, including syllabus, SLMs and e-learning content. IQAC will be involved in conducting studies to measure the effectiveness of methods adopted for learning. As we proceed further, IQAC will be involved in benchmarking quality of academic delivery, and perform various analyses, and guide all stakeholders towards upgrading quality constantly.

Internal Quality Assurance Cell (IQAC) chaired by the Vice Chancellor consisting of internal and external experts oversees the functioning of Internal Quality Assurance Cell and approve the reports generated by Internal Quality Assurance Cell on the effectiveness of quality assurance systems and processes.

The guidelines on quality monitoring mechanism prescribed by the UGC have been adopted by the Internal Quality Assurance Cell for conducting institutional quality audits, to promote quality assurance and enhance as well as spread best-in-class practices of quality assurance. The university has set up an effective system for collecting feedback from the stakeholders regularly to improve its programmes. The University will conduct self- assessments regularly and use the results to improve its systems, processes etc. and finally the quality of programmes.