

Subject Code: MBA-116
Subject Name: Entrepreneurship and Project Management

Programme: MBA	L: 3 T: 1 P: 0
Semester: 3 rd	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits: 4
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: NIL
External Marks: 60	Duration of End Semester Exam(ESE): 3hours
Total Marks: 100	Course Status: Core

Prerequisites:

Additional Material Allowed in ESE: NIL

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Gain knowledge on discovering opportunities and basic entrepreneurial issues
2.	Develop critical thinking skills on developing a career as entrepreneurs and define the concept of entrepreneurship/ entrepreneurship.
3.	Develop the ability to solve real life Entrepreneurship issues and Small/Medium Business problems
4.	Understand strategic decisions that entrepreneurs need to make and the ability to engage in strategic planning.
5.	Explain basic concepts, principles and practices associated with strategy formulation.
6.	Develop basic knowledge of the key elements of financing options available to entrepreneurs.

Detailed Contents:

Unit-I

12 Hours

Foundation of Entrepreneurship: Entrepreneurship and Intrapreneurship – similarities and variance. India's start up Revolution: Trends, Imperatives, types of entrepreneurs. Business incubators - Rural Entrepreneurship, Social entrepreneurship, Women Entrepreneur – The Entrepreneurial mind set. Key attributes of an entrepreneur – Desirable and acquirable attitudes and behaviors – Readiness - The right time, right age and right conditions – Myths & realities of Entrepreneurship. Transition from college/regular job to the world start ups.

Unit-II

12 Hours

Entrepreneurship Composition/Development: - Entrepreneurial Stress, Composition of Entrepreneurship, Different life stages of Entrepreneur, Relative importance- Disagreements between Entrepreneurs, Idea entrepreneur and where do ideas come from. Scarcity, Choice and Trade off- Identify paying customer, developing market understanding – Narrowing focus – End user profiling and Persona-Market Segmentation, market sizing. Institution and schemes offered to promote entrepreneurship in India.

Unit-III

12 Hours

Enterprise Scalability/ Legal Structures and Matters - Small & Medium Businesses. Scalability. Defensibility, Venture feasibility analysis- Pitching Legal Matters- Organizational Form Partnership, Sole Proprietorship, Corporation. Intellectual Property- Copyright, trademarks- Tax, Personnel Law.



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Contract Law Vs Ethics, Legal Expenses – Digital Haves and Havenots. **Business Plan Creating and Starting the Venture:** Concept of Business Plan, Scope and Value, Writing the business plan, Using and implementing business plan.

Unit-IV

Project Management & Financing: Technical, Financial and Management Feasibility. Angel-Introduction to the world of Venture Capitalists- Evaluations criteria employed by VCs- Selecting the right VC financing Mix and financing continuum shareholding- Cliff-Vesting schedule- Relative importance of Operational involvement. Driving Force, Managerial Resilience – How many attempts – Valuation and Harvesting – Valuation methods- Term sheet, strategic scale, negotiations – Management Succession.

12 Hours

Tutorial: Relevant case studies on the application of various


- Rural Entrepreneurship
- Small & Medium Entrepreneur
- Financial and Management Feasibility
- Partnership & Proprietorship

Will be discussed

Group discussion, Presentation on Topic related to skill would be conducted to enhance the students personality and leadership skills.

Suggested Reading/Books:

1. Chandra, P. Projects: Preparation, appraisal, Budgeting and Implementation. Tata Mcgraw (2017)
2. Vasant Desai Management of small scale industries, Himalaya Publishing. (2017)
3. Angadi, Cheema, Das, Entrepreneurship, Growth and Economic Integration. Himalaya Publication.
4. Roy Entrepreneurship Oxford University Press
5. Dr. R.K. Gupta & Lipika K. Gulliani Fundamentals of entrepreneurship development & project management – Himalaya Publication(in press)
6. Rizwana and Janakiran, Entrepreneurship development, Excel Books


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SPECIALIZATION FINANCE 3rd Semester

Subject Code: MBA-118

Subject Name: Investment Analysis and Portfolio Management

Programme : MBA-118	L : 3 T:1 P:0
Semester : 3 rd	Teaching Hours : 48 hours
Theory/Practical: Theory	Credits: 04
Internal Marks : 40	Percentage of Numerical/ Design/Programming problems:Nil
External Marks : 60	Duration of ESE examination: 03 hours
Total Marks : 100	Couse status : Departmental Elective

Prerequisites : Nil

Additional material allowed in ESE: Not Required

On completion of the course the student will have the ability to:

CO#	Course Outcomes
1	Understand the working of security markets.
2	Understand the concept of various market indexes and how they are constructed.
3	Carry out the Fundamental analysis of financial securities.
4	Carry out the Technical analysis of financial securities
5	Forge relationship between efficient market concept and analysis of financial securities.
6	Construct, evaluate and revise portfolios.

Unit-I

12 hours

Investments: Nature and Scope of Investment analysis, Elements of Investment, Avenues of Investment, Approaches to Investment Analysis, Concept of Risk and Return, Security return and risk analysis, Measurement of return and risk. **Financial Assets :** Type and their characteristics, Capital Market, importance, Primary market, Procedure for floating public issue, Broad Contents of offer Document, Listing of Securities.

Securities and Exchange Board of India (SEBI): objectives, functions, organization of SEBI, Role of SEBI in securities markets.

Unit – II

12 hours

Security Market Indexes: Uses of security market indexes, construction of stock market indexes- BSE & NSE, sectoral indices, comparison of indexes overtime. **Stock Exchanges:** Concept, Functions and objectives, Mechanism of Trading.

Unit –III

12 hours

Fundamental Analysis : Funnel down and Funnel up Approach -Concept & significance of economic analysis, industry analysis : introduction, need for industry analysis : alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, SWOT analysis for industries, Company analysis-nature and style of management, key role of financial analysis, ratio analysis.

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Technical Analysis: Different techniques of analysis, DOW theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting, candlestick charts.

Unit -IV

12 hours

Efficient Market Theory: Random Walk: weak form, semi-strong, strong form of market. Empirical tests. Comparison of random walk, technical & fundamental analysis.

Portfolio Management : Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation , Portfolio Analysis : Estimating rate of return and standard deviation of portfolio returns ; effects of combining securities ; Markowitz risk-return optimization , Capital Asset pricing model, Portfolio Performance Evaluation: Measure of return, risk adjusted measures of performance evaluation, market timing, evaluation criteria and procedures

Tutorials: Relevant Case Studies should be discussed in class.

Suggested Readings/Books:

1. Fischer & Jordan, Security Analysis & Portfolio Management, Pearson Education, 7e
2. Reilly & Brown, Investment analysis & portfolio management, Cengage Learning 8e
3. Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw Hill Education Pvt Ltd, New Delhi, 8e.
4. Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann, Modern Portfolio Theory and Investment Analysis, John Wiley & Sons, New York, 9e.
5. S. Kevin, Security Analysis and Portfolio Management, PHI, New Delhi, 2e.


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Subject Code: MBA-119
Subject Name: Project Appraisal and Finance

Programme : MBA-119	L : 3 T:1 P:0
Semester : 3 rd	Teaching Hours : 48 hours
Thoery/Practical: Theory	Credits: 04
Internal Marks : 40	Percentage of Numerical/ Design/Programming problems:Nil
External Marks : 60	Duration of ESE examination: 03 hours
Total Marks : 100	Course status : Departmental Elective

Prerequisites : Nil

Additional material allowed in ESE: Not Required

On completion of the course the student will have the ability to:

CO#	Course Outcomes
1	Understand strategic implications in choosing projects
2	Identify investment opportunities and Formulate the project after doing the necessary feasibility analysis
3	Find out the cash flows of the project including the forecasting of the incremental cash flows
4	Calculate an appropriate cost of capital keeping in mind the risk nature of the project and Evaluate the investment decision using appropriate evaluation techniques
5	Incorporate risk sensitivity in the project appraisal decision.
6	Develop an understanding of projects in the public domain with special reference to social cost benefit analysis and public private partnerships.

Unit – I

12 hours

Project: Definition, features, types ; Infrastructure creation: Features, Significance, Bottlenecks Resource Allocation Framework ; Value chain analysis of the project.

Project Costing & Appraisal: Breakdown structure of the project ; Factors affecting the cost of the project; Life cycle costing and Activity Based Costing ; Costing with alternative configuration/ specifications; Appraisal -Marketing, Technical, Political, Financial, Social; Preparation of detailed project report

Unit – II

12 hours

Financial Analysis: Estimation of cost of project & Means of financing ; Estimates of sales and production ; Working capital requirement and financing; Projected cash flows of project; Basic principles of measurement of cash flows.

Appraisal Criteria: NPV ; BCR; PI; Payback and Discounted Payback: IRR & MIRR: Accounting rate of return; Investment appraisal

Cost of Capital: Types & Measure of risk; Sensitivity & Scenario Analysis; Special decision situations; Calculation of cost of Capital - CAPM, Inflation; Weighted cost of capital: Book Value & Market Proportions



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Unit – III

Social Cost Benefit Analysis: Rationale; UNIDO; Little and Mirlees Approach: Case Studies in the Indian scenario 12 hours

Arrangement of Funds : Traditional sources of financing (Equity shares, preference shares, Debentures/bonds, loan from financial institutions) ; Alternative sources of financing (Foreign Issues, FDI & FII, ECB, Private Equity, Securitization, Venture Capital etc.); Public Private Partnerships: Forms, Guidelines, Problems, Issues

Unit – IV

Project Implementation: Project contracts- Principles, Practical and Legal aspects; Tendering Process, Escrow; Other aspects: Insurance, Human Resource 12 hours

Time and Cost control; Performance review; Project control system and MIS; Project Audit. Termination and Abandonment Analysis; Government Projects: Auditing and Control

Relevant case studies to be discussed in class.

Tutorial : Hands on mini projects requiring the application of learned concepts shall be assigned and subsequently discussed.

Suggested Readings/Books:

1. Chandra P., Projects Planning, Analysis, Financing, Implementation, and Review . McGraw Hill, 2002, 5e
2. Desai, Vasant, Project Management, Himalaya Publishing House, 2019, 4e
3. Nagarajan K, Project Management, New Age International (P) Ltd., 2010, 5e
4. Narendra Singh, Project Management & Control, Himalaya Publishing House, 2000, 2e
5. Patel, Bhavesh M., Project Management, Vikas Publishing, 2000, 2e



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Subject Code: MBA-120
Subject Name: Financial Markets and Services

Programme : MBA-120	L : 3 T:1 P:0
Semester : 3 rd	Teaching Hours : 48 hours
Theory/Practical: Theory	Credits: 04
Internal Marks : 40	Percentage of Numerical/ Design/Programming problems: Nil
External Marks : 60	Duration of ESE examination: 03 hours
Total Marks : 100	Course status : Departmental Elective

Prerequisites : Nil

Additional material allowed in ESE: Not Required

On completion of the course the student will have the ability to:

CO#	Course Outcomes
1	Comprehend Financial markets and an understanding and appreciation of the role of various intermediaries in the Capital Markets.
2	Understand the nuances of the Depository system and its impact on financial markets
3	Understand the dynamics of stock exchange and the process of trading various securities on the stock exchange.
4	Build on the concept of mutual funds and Exchange traded funds and to use these as constituents in building portfolio.
5	Harness the benefits of merchant banking in the corporate world by acquiring an understanding of the concept of merchant banking.
6	Leverage the usefulness of venture capital funding by developing an understanding for the concept of venture capital.

12 hours

Unit-I

Capital Markets : Concept, functions, types, structure, capital market intermediaries , difference between capital market and money market, role of SEBI in Capital Market, recent developments in Indian Capital Market.

Depository system- Introduction, Concept, depository participants, functioning of depository systems, process of switching over to depository systems, benefits, depository systems in India, Dematerialization and Rematerialization. Role, objectives and functions of SEBI and its guidelines relating to depository system.

12 hours

Unit-II

Stock Exchanges: Capital Market products traded on the stock Exchange, Listing of equity, debt, mutual funds and REITs on the stock exchange, Equities segment- Trading system, clearing and settlement mechanism & Risk management.



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Unit-III**12 hours**

Mutual funds and AMCs - Concept, origin and growth of mutual funds, Constitution & management of MFs - Sponsors, Trustees, AMCs, and custodians, Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units. Recent trends in mutual funds in India.

Exchange Traded funds – concept, advantages, comparison with mutual funds, structure

Unit -IV**12 hours**

Merchant Banking - Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t. Merchant bankers.

Venture capital - concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

Tutorials: Relevant Case Studies should be discussed in class.

Suggested Readings/ Books:

1. Gordon & Natarajan ,Financial Markets & Services' Himalaya Publishing House, 10e
2. Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing House, 1e
3. S. Gurusamy, Financial Services , McGraw-Hill Education, 2e
4. M.Y. Khan, Financial Services, McGraw-Hill Education Pvt Ltd, 6e
5. L .M. Bhole, Financial Institutions & Markets: Structure, Growth and Innovations, McGraw- Hill Education, 4e
6. Punithavathy Pandian, Financial Services and Markets, Vikas Publishing House, 2e

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Subject Code: MBA-121
Subject Name: Mergers, Acquisitions and Corporate Restructuring

Programme : MBA-121	L : 3 T:1 P:0
Semester : 3 rd	Teaching Hours : 48 hours
Theory/Practical: Theory	Credits: 04
Internal Marks : 40	Percentage of Numerical/ Design/Programming problems:Nil
External Marks : 60	Duration of ESE examination: 03 hours
Total Marks : 100	Course status : Departmental Elective

Prerequisites : Nil

Additional material allowed in ESE: Not Required

On completion of the course the student will have the ability to:

CO#	Course Outcomes
1	Explain the popularity of merger and acquisition strategies in firms competing in the global economy
2	Describe the reasons why firms use an acquisition strategy to achieve strategic competitiveness.
3	Describe the issues that are significant in valuation decisions, and the factors which work against achieving success when using an acquisition strategy.
4	Define the restructuring strategy and distinguish among its common forms.
5	Explain the regulatory aspects of mergers, acquisitions and corporate restructuring.
6	Describe the tax implications of mergers and acquisitions

Unit-1

12 hours

Introduction to Mergers, Acquisitions and Corporate Restructuring: Evolution, Need and Reasons/Motives for Mergers and Acquisitions. Forms of Corporate Restructuring. Mergers and Acquisitions as Strategic Choice. Evaluation of Strategic Alternatives. Value Creation in Mergers and Acquisitions. Takeover Defence Strategies. Reasons for Failures of Mergers and Acquisitions.

Unit-II

12 hours

Demerger, Reverse Merger and Buyback of Shares. Strategic Alliances: Types, Structure and Problems in Strategic Alliances. LBO(Leveraged Buy Out):Characteristics, Categories, Financing. Types of LBO Sponsor. Restructuring of Sick Companies. Deal Valuation in Mergers and Acquisitions: Factors affecting valuation, Valuation Basics. Valuation of Intangibles.

Unit-III

12 hours

Methods of Payment and Financing Options in Mergers and Acquisitions. Impact on EPS(Earning Per Share).Determinants of Mergers and Acquisitions Financing Decisions. Accounting Aspects of Mergers and Acquisitions. Impact of Mergers and Acquisitions on Shareholder Wealth.



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Unit-IV

12 hours


Tax Implications of Mergers and Acquisitions. The Process of Integration in Mergers and Acquisitions. International Mergers and Acquisitions: Motivations, Strategies and its Execution. Due Diligence in Mergers and Acquisitions. Regulatory Aspects of Mergers and Acquisitions

Relavant case studies to be discussed in class.

Tutorials: Hands on mini projects requiring the application of learned concepts shall be assigned and subsequently discussed.

Suggested Readings/Books:

1. Kar, Rabi Narayan, Mergers, Acquisitions and Corporate Restructuring Strategies and Practices, International Book House Pvt. Ltd., New Delhi, 2017, 3e.
2. Krishnamurti, Chandrashekar and Vishwanath S. R., Mergers, Acquisitions and Corporate Restructuring: Text and Cases, SAGE Publications, 2018.
3. Kapil, Sheeba & Kapil, Kanwal N., Mergers and Acquisitions: Strategy, Valuation, Leveraged Buyouts and Financing, Wiley Publications, 2018, 2e
4. Prasad G. Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas Publishing House, 2013, 2e
5. Sudarsanam, S, Creating Value from Mergers and Acquisitions, Pearson Education, 2016, 2e


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Specializations Marketing 3rd Semester

Subject Code: MBA-122

Subject Name: Consumer Behaviour

Programme: MBA-122	L: 3 T: 1 P: 0
Semester: 3	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits: 04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: Nil
External Marks: 60	Duration of End Semester Exam(ESE): 3 Hours
Total Marks: 100	Course Status: Departmental Elective

Prerequisites: Nil

Additional Material Allowed in ESE: Nil

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Provide an understanding of how consumers make decisions.
2.	Analyze personal and environmental factors that influence consumer decisions.
3.	Understand the processes used when individuals, group or organizations make buying decisions.
4.	Understand how and why marketers craft particular messages to appeal to consumers.
5.	Understand the interrelationship with other functional areas of business as a part of the management process
6.	Understand how the consumer behaviour changes with changes in Environment

Detailed Contents:

Unit-I

Introduction to Consumer Behaviour: Scope, importance and interdisciplinary nature. **Consumer Research Process:** Qualitative and Quantitative research. **Market Segmentation:** Uses and bases of segmentation. **Emerging trends in consumer behavior:** Consumer behavior in online space. Concept of materialistic vs spiritualistic consumption.

12 Hours

Unit-II

Individual Determinants of Consumer Behaviour

Motivation: Nature and Types of Motives, Process of motivation, types of Needs. **Personality:** Theories, Product Personality, Self Concepts. **Consumer Perception:** Concept and Elements of Perception, **Consumer Learning:** Behavioural and Cognitive Learning Theories. **Consumer Attitude:** Functions of Attitude and Sources of Attitude Development. Attitude formation Theories (Tricomponent, Multi attribute and Cognitive Dissonance). Attitude Change Strategies.

12 Hours



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Unit-III

External Influences on Consumer Behaviour

12 Hours

Changes in consumer behavior due to external and internal issues, **Group Dynamics and Reference Groups:** Consumer relevant groups, Types of Family: Functions of family, Family decision making, Family Life Cycle (Modern and Traditional) **Culture:** Values and Norms, Characteristics and influence on Consumer Behaviour, sub culture, Cross cultural consumer behavior. **Social Class:** Categories, Measurement and Applications of Social Class.

Unit-IV

Consumer Decision Making

12 Hours

Process and models (Howard Sheth, Nicosia Model, Engel Blackwell and Kollat). **Personal Influence and Opinion Leadership:** Process of Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's Promotional Strategy. **Diffusion of innovations:** Diffusion Process, Adoption Process, and Profile of Consumer Innovators

Tutorials:

1. Case studies and Role playing to develop understanding about how consumers behave.
2. Exercises highlighting role of peer group and opinion leadership to be conducted in Tutorials.

Suggested Readings/Books:

1. Schiffman, L.G. and Kanuk, L.L.,(2019) Consumer Behavior, Prentice Hall of India 12th edition.
2. Loudon, D. and Bitta, D.,(2017), Consumer Behaviour, Tata Mc Graw Hill
3. Assael, H.,(2016), Consumer Behaviour in Action, Cengage Learning
4. Blackwell, R.D., Miniard, P.W. and Engel, J.F (2017), Consumer Behaviour, Thomson Learning 10th edition


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Subject Code: MBA-123

Subject Name: Integrated Marketing Communication

Programme: MBA-123	L: 3 T: 1 P: 0
Semester: 3	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits:04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: Nil
External Marks:60	Duration of End Semester Exam(ESE): 3 Hours
Total Marks:100	Course Status:Departmental Elective

Prerequisites: Nil

Additional Material Allowed in ESE: Nil

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Understand the insights of Integrated marketing communication.
2.	Analyse the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communications (IMC) program.
3.	Differentiate the different types of sales promotion and personal selling.
4.	Enhance their knowledge related to models of communication and applications of these models and importance of different mediums of advertising.
5.	Analyze the key components like advertising budget and its methods.
6.	Discuss the effectiveness of promotion programs and evaluate the impact of Social, Ethical and Economic Aspects of advertising.

Detailed Contents:

Unit-I

12 Hours

Introduction to Integrated Marketing Communication: Meaning, Evolution of IMC, Reasons for growth and Features, Promotional tools for IMC, IMC Models, IMC Planning Process, Role of IMC in Marketing. Communication process: Determining Promotional Objectives, Sales v/s communication objectives, DAGMAR, Problems in Setting Objectives, Setting objectives for the IMC Program.

Unit-II

12 Hours

Elements of IMC: Sales promotion-Different types of Sales Promotion, advantages & disadvantages. Public Relation & Publicity-Types of PR, Process, advantages &disadvantages. Types of Publicity. Direct Marketing-Features, advantages & disadvantages. Personal Selling- Features, advantages & disadvantages. Advertising- Features, advantages & disadvantages. New trends in IMC, International Media.


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Unit-III

12 Hours

Types of Advertisements: Communication Model with reference to Advertising AIDA, Hierarchy of effects, Innovation, Adoption. Fundamentals of Advertising Campaigns, Enhancing Brand Equity through IMC, Brand Positioning through Advertising- Planning Process - The Creative Brief -Creating an Appeal Elements of Print Advertisement - Scriptwriting for Radio and Television- Legal and Ethical aspects of Advertising-. Advertising Agencies -Function -Types -In House Agencies -Direct Response Agencies, Sales Promotion Agencies, PR Firms -Interactive Agencies, Advertising Agency Structure, Client Agency Relationship, Agency Selection Agency Compensation.

Unit-IV

12 Hours

Budget & Measuring Effectiveness: Definition of Advertising Budget, Definition of Ad Appropriation, methods of Budgeting, Measuring Effectiveness of Advertisement, Measuring Effectiveness of the Promotional Program & Evaluating Social, Ethical and Economic Aspects: Arguments for & Against, Advertising- What, When, Where & How, Testing Process. Advertising and Promotion Ethics, Advertising and Children and women, Social and Cultural Consequences – Stereotypes, Economic Effects of Advertising.

Tutorials:

1. One case study is to be discussed -per unit -in the class.
2. Students will go through these under mentioned sites and make the presentations and assignments of different aspects of IMC. Ogilvy on Advertising Brand Channel (by Interbrand): brandchannel.com, Brand Forward: brandforward.com, Building Brands: buildingbrands.com.

Suggested Readings/Books:

1. Integrated Marketing Communications – Kenneth Clown& Donald Bach.
2. Advertising and Promotions – Belch & Belch, McGraw Hill.
3. Advertising Management – Rajeev Batra, John G.Myers & David A Aaker-PHI.
4. Advertising Procedure – Otto Kleepner's PHI.
5. Contemporary Advertising International Edition – Irwin/McGraw -Hill.
6. Integrated Marketing Communications – Duncon- TMH.
7. Advertising and Promotion; Belch, George and Belch, Michael; McGraw Hill, New Delhi.



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Subject Code: MBA-124
Subject Name: Digital and Social Media Marketing

Programme: MBA-124	L: 3 T: 1 P: 0
Semester: 3 rd	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits: 04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: Nil
External Marks: 60	Duration of End Semester Exam(ESE): 3 Hours
Total Marks: 100	Course Status: Departmental Elective

Prerequisites: Nil

Additional Material Allowed in ESE: Nil

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Understand the concepts underlying Digital marketing.
2.	Evaluate the various digital marketing channels.
3.	Understand the applications of digital marketing.
4.	Discuss the evolution of social media marketing and identify various benefits and applications of social media.
5.	To understand how to develop effective social media marketing strategies for various types of industries and businesses.
6.	Discuss the major social media marketing portals that can be used to promote a company, brand, product, service or person.

Detailed Contents:

Unit-I **12 Hours**
Evolution of Digital marketing: Evolution and introduction to the basic concepts, The digital consumer & communities, Rise of internet and E concepts. Online-Digital marketing landscape. Emergence of Digital marketing as a tool, **Digital marketing channels:** Types and Business models. Digital marketing applications and benefits.

Unit-II **12 Hours**
Digital marketing Technology: Underlying frameworks, Internet basics, Understanding web and Wireless technologies, **Reshaping interactions through Digital marketing:** Opportunities and challenges to the Digital marketing. Market opportunity analysis and Digital service development.
 Applications of Digital marketing.

Unit-III **12 Hours**
Introduction to Social Media Marketing: Evolution, from traditional to Modern marketing Social media Channels Social media benefits and its applications. Social media marketing framework. **Consumer behavior on the Internet:** Basics, evolution of the digital consumer, managing consumer demand. **Social media marketing strategies:** Introduction, social media marketing mix, social media marketing planning, social media marketing channels


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Unit-IV

12 Hours

Social media marketing campaign: Elements of marketing campaigns, implementing social media marketing campaigns, SEM, SEO, Content marketing, Social media execution, campaign analytics and ROI, **Managing social media marketing revenue:** social media marketing revenue sources. **Emerging trends in social media marketing:** Big data, IOT, Content Creation and Sharing: Blogging, micro blogging, Streaming Video, Podcasts, and Webinars.

Tutorials:

1. Practical orientation to be subject in form of case Studies and live projects may be taken up.
2. Online assignments and works on hand to be encouraged.

Suggested Readings/Books:

1. Whitley, David, (2018) "E-Commerce Strategy, Technologies and Applications", Tata McGraw Hill.
2. Gary P. and Perry, James T.(2018) "Electronic Commerce, Schneider", Thomson Learning.
3. Calvin Jone. Kogan Page, (2017) "Understanding Digital Marketing" Kogan Page Publishers.
4. Kent Wertime, Ian Fenwick; (2012), "DigiMarketing: The Essential Guide to New Media and Digital Marketing".John Wiley & Sons (Asia) Pte. Ltd
5. Seema Gupta,(2018), Digital Marketing, Tata McGraw Hill



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Subject Code: MBA-125
Subject Name: Product and Brand Management

Programme: MBA-125	L: 3 T: 1 P: 0
Semester: 3	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits:04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: Nil
External Marks:60	Duration of End Semester Exam(ESE): 3 Hours
Total Marks:100	Course Status:Departmental Elective

Prerequisites: Nil

Additional Material Allowed in ESE: Nil

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Understand the concepts and strategies involved in product management and branding for effective brand building.
2.	Understand the various categories of new product and stages of new product development.
3.	Identify and understand the variables of brands that drive the success of brands.
4.	Enhance their knowledge related to basic brand concepts i.e. brand image, brand identity, brand equity and brand loyalty etc.
5.	Discuss the major brand decisions related to brand architecture, brand equity, customer based brand equity and brand portfolio.
6.	Develop and implement winning product and brand strategies in an array of competitive contexts.

Detailed Contents:

12 Hours

Unit-I

Product Management: Product - Definition, Levels of Product; Meaning of Product Management, Scope and Importance; Role of Product Manager; Product Mix, Product Line Strategies; Challenges in Product Management, Marketing Planning Process Category, Attractiveness Analysis, Competitor Analysis, Consumer Analysis - Sales Forecasting, Developing Product Strategy - Setting Objectives, Selection of Strategic Alternatives, Differentiation and Positioning.

12 Hours


Unit-II

New Product Development: Categories of New Product; Adoption Process; Diffusion of Innovation, Stages in New Product Development, New Product Demand Forecasting Models, New Product Launch Strategies; New Product Success & Failures.

12 Hours

Unit-III

Understanding the Concepts of Brand and Role of Branding: Introduction to Brands: Products v/s Brands, Anatomy of a Brand, Overview of Brand Building Process, Customers and Brands: Understanding brands from the customer's perspective, Brand Positioning, Brand Identity: Brand Essence, Brand Personality, Brand Customer Relationships, Importance of Branding- Basic branding


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concepts- Brand Image, Brand Identity, Brand Equity and Brand Loyalty, Brand experiences, Event Branding.

Unit-IV

12 Hours

Product Vs Corporate Branding: Major Branding decisions. Elements of Brand Sensory Branding Emotional Branding, Brand Architecture, Brand Equity & Customer based Brand Equity, Brand Portfolio, Brand Communication, Brand Valuation Methods, Brand Revitalization, Brand Audit. Reasons for Successful Brands.

Tutorials:

1. One case study is to be discussed -per unit -in the class.
2. Students will go through these under mentioned sites and make the presentations and assignments of different perspectives of "The brand gap: How to bridge the distance between business strategy and design" by of Neumeier, M. (2005). (rev. ed.).Berkeley, CA: New Riders.
3. Global Brands and Successful Indian Brands.
4. Robin Landa, Designing Brand Experiences, United States: Wadsworth: Cengage Learning, 2006, 1st edition

Suggested Readings/Books:

1. Strategic Brand Management, Kevin Lane Keller, Pearson Education, India.
2. Product management, U.C. Mathur, Excel Books, New Delhi, India.
3. Product Management: Text and Cases, K S Chandrasekhar – Himalaya Publishers
4. Strategic Brand Management, Kapferer - Kogan Page, New Delhi, 2012
5. Brand Positioning, Subrato Sen Gupta, McGraw Hill, Delhi.
6. 24 Brand Mantras; Jagdeep Kapoor; Sage Publications; New Delhi.



Head

**Department of Business Administration
Guru Nanak Dev Engineering College,
Gill Road, Ludhiana-141006 (Pb.)**

Specializations Human Resource Management 3rd Semester

Subject Code: MBA-126

Subject Name: Manpower Planning, Recruitment, and Selection

Programme: MBA-126	L: 3 T: 1 P: 0
Semester: 3 rd	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits:04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: Nil
External Marks:60	Duration of End Semester Exam(ESE): 3 Hours
Total Marks:100	Course Status:Departmental Elective

Prerequisites: Nil

Additional Material Allowed in ESE: Nil

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Do manpower planning and need analysis for an organization.
2.	Understand the process of recruitment and its sources.
3.	Understand the process of selection.
4.	Appreciate the importance of various testing methods.
5.	Understand the importance of induction process for new employees.
6.	Design an induction program.

Detailed Contents:

Unit-I

12 Hours

Strategic staffing: Meaning and importance of manpower planning, Manpower planning process, Anticipating manpower needs, Job analysis and description-competency mapping - procedures and steps, methods of data collection for mapping, developing competency models from raw data, Selecting adequate sources of requirement.

Unit-II

12 Hours

Recruitment: Meaning of recruitment, Sources of recruitment, Internal sources, External sources, online recruitment; employee referrals; recruitment process outsourcing, head hunting, Attracting candidates, E-Recruitment, Person specifications.



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Unit-III

12 Hours

Selection: Meaning of selection, Selection process, Advertisement, Scrutiny of applications, Testing for selection of employees, validity of tests, interpreting test results, Psychometric tests, use of psychological test, online tests, interviewing skills, errors in selection. Employer branding.

Unit-IV

12 Hours

Induction: Introduction, Benefits of an Induction program, designing an induction program, Policies and approaches, Documentation, Types of Induction, On-the-Job Training, Organizational Training, Role of Training Managers.

Tutorials:

Relevant Case Studies should be discussed in class.

Suggested Readings/Books:

1. Edwin B. Flippo, 'Personal Management', 6th Edition, Tata McGraw Hill Education.
2. George W. Bohlander, Scott Snell, 'Human Resource Management', 16th Edition, Cengage.
3. Gary Dessler, Biju Varrkey, 'Human Resource Management', 15th Edition, Pearson.
4. V.S.P. Rao, 'Human Resource Management', 2019, Excel Books.
5. C.B. Memoria, 'Personnel Management,' 2019, Himalaya Publications.
6. T.N. Chhabra, 'Human Resource Management', 2019, Dhanpat Rai & Sons.
7. C.B. Gupta, 'Human Resource Management', 2019, Sultan Chand and Sons.
8. R.S. Dwivedi, 'HRD in India Companies', 2019, Himalaya Publications.



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Subject Code: MBA-127
Subject Name: Employee Relations

Programme: MBA-127	L: 3 T: 1 P: 0
Semester: 3	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits:04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: Nil
External Marks:60	Duration of End Semester Exam (ESE): 3 Hours
Total Marks:100	Course Status:Departmental Elective

Prerequisites: Nil

Additional Material Allowed in ESE: Nil

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Understand establishing & maintaining a sound relationship between the worker & the employer.
2.	Understand the significance & functioning of Trade Unions.
3.	Identify the simmering issues which might take the form of a dispute in the workplace.
4.	Examine various provisions laid down by laws to settle disputes in the organizations.
5.	Assess the importance of various Acts in Industrial Relations.
6.	Comprehend the concept and classification of labour welfare.

Detailed Contents:

Unit-I

12 Hours

Industrial Relations: Concept, Theories and Evolution, System approach to IR-Actors, Context, Web of Rules & Ideology, Trade Unionism, impact of trade unions on wages, The Trade unions Act ,1926 (with amendments), Factories Act, 1947 (with amendments).

Unit-II

12 Hours

Anatomy of industrial disputes: Dispute Settlement Machinery: Conciliation- Concept, Types, Conciliation Procedure and Practices in India; Adjudication – Concept and types; Arbitration: Approaches and types. Sexual Harassment. Industrial Disputes Act 1947, Provisions in Industrial Disputes- Lay Off, Termination Retrenchment, Closures, VRS. Anatomy of Industrial disputes, Managing foreign nationals in Indian organizations.

Unit- III

12 Hours

Social Security: Concept, Social Assistance, Social Insurance. Payment of wages Act,1936, Payment of Bonus Act, 1965, Workman's Compensation Act,1923, Payment of Gratuity Act 1982.


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Unit-IV

12 Hours

Welfare Acts: Maternity Benefit Act, 1961, ESI Act 1948, Provident Fund and Miscellaneous Provisions Act, 1951. I.L.O and social Security. The concept of Labour welfare: definition, Scope and Objectives, classification of welfare work, agencies for welfare work. Agencies for administering labour welfare laws in India.

Tutorials:

Relevant Case Studies should be discussed in class.

Suggested Readings/Books:

1. Venkata Ratnam, C.S. "Industrial Relations", Oxford University Press, New Delhi, 2006.
2. Srivastava, S. C. "Industrial Relations and Labour Laws", Vikas Publishing House Pvt Ltd, New Delhi, 2008.
3. Sinha, P.R.N., Sinha, InduBala and Shekhar, Seema Priyadarshini, "Industrial Relations, Trade Unions, and Labour Legislation", Pearson Education, New Delhi, 2004.
4. Sen Ratna, "Industrial Relations in India", MacMillan, New Delhi, 2003.
5. Mamoria, Mamoria and Gankar. "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 2007.
6. MonappaArun, "Industrial Relations", Tata McGraw Hill Edition, New Delhi, 2007.
7. Davar, R S, Personnel Management and Industrial Relation, Vikas Publishing House Pvt. Ltd, New Delhi; 1999.
8. Sivarethnamohan, R, Industrial Relations and Labour Welfare- Text and Cases, PHI Learning Pvt. Ltd, New Delhi, 2010



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Subject Code: MBA-128
Subject Name: Compensation and Benefits Management

Programme: MBA-128	L: 3 T: 1 P: 0
Semester: 3 rd	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits: 04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: Nil
External Marks: 60	Duration of End Semester Exam(ESE): 3 Hours
Total Marks: 100	Course Status: Departmental Elective

Prerequisites: Nil

Additional Material Allowed in ESE: Nil

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Discuss performance about pay awards, and whether these should, or should not be automatically related to each other.
2.	Illustrate different ways to strengthen the pay-for-performance link and learn the concepts of Payment and employee benefits issues for contingent workers.
3.	Develop appropriate reward and compensation policies.
4.	Describe the employee benefit schemes.
5.	Design benefit packages.
6.	Understand compensation benchmark schemes.

Detailed Contents:

Unit-I

12 Hours

Compensation Management: Definition, Compensation Responsibilities, Compensation Philosophies, Compensation Approaches, Job evaluation approach to compensation management, Bonuses- concept & methods of calculation-Pay for performance, competency-based pay, equity-based rewards, team rewards-Reward strategy & psychological contract-Law relating to compensation.

Unit-II

12 Hours

Executive compensation: Components, pay structure in India, linking salary with potential and performance, types of rewards and incentives, wage incentive schemes in India, wage incentive plans, recent trends in wages and salaries in Indian industries and service sector.

Unit-III

12 Hours

Benefits Management: Benefits administration, employee welfare and working conditions- statutory and voluntary measures, employee benefits and services, special features of fringe benefits, benefit programmes for management and other employees, administration of benefits and services.



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Unit-IV

12 Hours

Wage Boards: Pay Commissions, Employee benefits Need Analysis, Funding Benefits, Benchmarking Benefit Schemes, Employee Benefit Programmes, Security Benefits, Creating a Work Life Setting, Designing Benefit Packages, Legal Constraints on Pay Systems.

Tutorials: Relevant Case Studies should be discussed in class.

Suggested Readings/Books:

1. George T. Milkovich (2009), Compensation, McGraw-Hill Ryerson.
2. Goel, D. (2012) Performance Appraisal and Compensation Management: A Modern Approach, Prentice Hall of India Pvt. Ltd.
3. Henderson, R.I. (2006) Compensation Management in a Knowledge Based World, Prentice Hall.
4. Henderson, R.I.(1985) Compensation Management: Rewarding Performance in the Modern Organisation, Reston Publishing Co.
5. Kandula, S.R.(2006) Performance Management: Strategies, Interventions, Drivers, Prentice Hall of India.
6. Marshall, D.R.(1978) Successful Techniques for Solving Employee Compensation Problems, John Wiley & Sons.
7. Patten, T. H.(1977) Pay-Employee Compensation and Incentive plans, McGraw-Hill.



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Subject Code: MBA-129
Subject Name: Understanding Self-Indian Perspective

Programme: MBA	L: 3 T: 1 P: 0
Semester: 3 rd	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits: 04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: NIL
External Marks: 60	Duration of End Semester Exam(ESE): 3hours
Total Marks: 100	Course Status: Departmental Elective

Prerequisites:

Additional Material Allowed in ESE: NIL

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Assess self from these various perspectives leading to the emergence of one's self and identity.
2.	Demonstrate basic skills in managing the self and identity.
3.	Recognize personal experiences and identify multifaceted self.
4.	Express oneself to others by unpacking the self comfortably and without inhibitions
5.	Apply and improve self-management skills in local, regional and national aspects
6.	Improve the relations between different cultures and traditions.

Detailed Contents:

Unit-I

12 Hours

Understanding Self- Indian Perspective: Awareness of personal values, beliefs and vision that motivates behavior, awareness of reciprocal relationship between thoughts, behaviors and emotions, Personal SWOT, critical reasoning and analysis of living situations.

Unit-II

12 Hours

Understanding self & others through lessons from Indian scriptures. Interpersonal Trust: Openness, confidentiality, blind spot and unknown part of personality, Self-disclosure, seeking feedback, self-reflection and practicing new behaviors

Unit-III

12 Hours

Emotional intelligence, Models of emotional intelligence, empathy and interpersonal skills, importance of emotional intelligence, levels of emotional awareness, recognizing emotions in one self, Stress and health relationship: nature of stress, types, causes effects of stress on health. Meditation and self-introspection : Methods- yoga, meditation relaxation techniques.

Unit-IV

12 Hours

Self-Management Lessons from Ancient Indian Education System- Vedas, management lessons from Mahabharata and Quran, Indian management Vs Western management. Indian Ethos – meaning features need, role of Indian ethos and Personality Development: Personality – meaning, nature of personality, biological foundation of personality.


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Tutorials: Relevant case studies on the application of various:

1. Awareness of personal values
2. Stress and health relationship
3. Understanding self (Personality)

Will be discussed

Group discussion, Presentation on Topic related to skill would be conducted to enhance the students personality and leadership skills.

Suggested Books/Readings:

1. Carr, A positive Psychology: The science of happiness and human strength. U.K Routledge. (2004)
2. Chada, N.K. & Seth, S. The Psychology South Asian edition New Delhi: Peason Education.(20014)
3. Indian Ethos in management, Tushar Aggarwal and Nidhi Chandorkar Himalaya Publishing House.
4. Passer, M.W. & Smith, R.E. Psychology: The science of mind and body McGraw-Hill. (2010)
5. DiMatteo, M.R. & Martin, L.R. Health psychology. Pearson (2002)


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4th Semester Syllabus

Subject Code: MBA-132
Subject Name: Corporate Strategy

Programme: MBA-132	L: 3 T: 1 P: 0
Semester: 4 th	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits: 04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: Nil
External Marks: 60	Duration of End Semester Exam(ESE): 3 Hours
Total Marks: 100	Course Status: Core

Prerequisites: Nil

Additional Material Allowed in ESE: Nil

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Understand the Basic concepts, principles and practices associated with of Corporate strategy.
2.	Develop understanding about various techniques of external and internal environmental analysis of business
3.	Understand about business level and corporate level strategies.
4.	Analyze the methods and issues related to strategy implementation
5.	Develop understanding about different functional plans for successful strategic implementation.
6.	Understand techniques of strategic evaluation and control.

Detailed Contents:

Unit-I

12 Hours

Understanding Strategy and Strategic Management: Strategic Management Process, And Decision Making, Levels of Strategy, Role of strategists, Benefits of Strategic Management, Mckinsey's 7 S model. **Defining Strategic Intent:** Vision, Mission, Goals and Objectives. **External Environment Analysis:** Concept of environment, Strategically Relevant Components of External Environment, Environmental Scanning Techniques- ETOP, PEST, SWOT, TOWS.

Unit-II

12 Hours

Industry Analysis: Key success factors, External factor Evaluation Matrix. **Internal Appraisal** The internal environment, Resource based view of an organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency, **Business Level Strategies** : Porter's Framework of Competitive Strategies: Cost, Leadership, Differentiation and Focused Strategies, Location and timing tactics. Concept, Importance, Building and use of Core Competence. Identification of Critical Success Factors (CSF).


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Unit-III

12 Hours

Corporate Level Strategies: Expansion (growth), Horizontal and Vertical Integration, Strategic outsourcing, Related and Un-related Diversification, International Entry Options, Corporate restructuring. **Concept of Synergy:** Mergers & Acquisitions, Stability, harvesting and Retrenchment and Combination strategies **Strategic Analysis and choice:** BCG, GE nine cell, Product life cycle Matrix.

Unit-IV

12 Hours

Strategy Implementation: Strategy- Structure Fit, Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture. Operational and derived functional plans to implement strategy. **Strategy Evaluation and Control:** Nature of Strategy Evaluation; Strategic control and operational Control. Organistional systems and Techniques of strategic evaluation, Strategy Evaluation Framework, The Balanced Score Card.

Tutorials:- Relevant case studies on the application of various :

- Business environment
- Industry Analysis
- Strategic Evaluation and Control.

Will be discussed

Group discussion, Presentation on Topic related to skills would be conducted to enhance the students personality and leadership qualities.

Recommended readings/Books:

1. Kazmi, Azhar, Strategic Management, Tata MacGraw Hill.
2. David ,R Fred , "Strategic Management – Concepts and Cases" , Pearson Education, India.
3. Porter, M. E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.
4. Pearce III, John A, Robinson, Jr., Richard B and Mittal, A "Strategic Management: Formulation, Implementation and Control. Tata McGraw Hill.
5. Hill, Charles W L. and Jones Gareth R, "An Integarated Approach to Strategic Management" Cengage Learning.


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SPECIALIZATION FINACE 4TH SEMESTER

Subject Code: MBA-133

Subject Name: International Finance

Programme : MBA-133	L : 3 T:1 P:0
Semester : 4th	Teaching Hours : 48 hours
Thoery/Practical: Theory	Credits: 04
Internal Marks : 40	Percentage of Numerical/ Design/Programming problems:Nil
External Marks : 60	Duration of ESE examination: 03 hours
Total Marks : 100	Course status : Departmental Elective

Prerequisites : Nil

Additional material allowed in ESE: Not Required

On completion of the course the student will have the ability to:

CO#	Course Outcomes
1	Understand the framework of international exchange rate system including factors influencing exchange rates
2	Discuss the basics of different types of derivative contracts like futures, options and swaps.
3	Understand various types of risks / exposures in forex trading and their management.
4	Describe various theories underlying the concepts of international finance.
5	Understand trading strategies using options contracts.
6	Describe the regulatory framework of derivatives contracts in India.

Unit-I

12 hours

International Finance: An overview, Importance, nature and scope, recent changes and challenges in IFM. International Flow of Funds: Balance of Payments (BoP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows.

International Monetary System : Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

Unit- II

12 hours

Foreign Exchange Market: Function and Structure of the Forex markets, Major participants, Types of transactions and settlements dates, Foreign exchange quotations, Factors influencing foreign exchange rates. Parity Conditions in international finance and currency forecasting: PPP, the Fisher effect, The International Fisher Effect, Interest Rate parity Theory, The relationship between forward and future spot rate.

Unit- III

12 hours

Foreign Exchange risk Management: Measuring and managing Transaction exposure, Measuring and Managing Economic exposure, and Measuring and Managing translation exposure, Country Risk Analysis, Foreign Exchange and Derivative Markets: Currency Futures and option Markets, Swap and Interest rate derivatives.


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Unit- IV

12 hours

Swaps and Swaptions: Meaning, types, importance and introduction to pricing of swaps and Swaptions. Factors determining price of swaps and Swaptions.

Credit Derivatives: Meaning, Importance, introduction to pricing models and strategies to hedge by using credit derivatives.


International Sources of Finance: Long Term- International Capital Markets (ADR's, GDR's), Foreign Bond Market, Foreign Banks, Euro Markets, World Bank and IMF. Short Term: Banker's Acceptance, Discounting, Factoring, EXIM Bank of India

Relavant case studies to be discussed in class.

Tutorials: Hands on mini projects requiring the application of learned concepts shall be assigned and subsequently discussed.

Suggested Readings/Books:

1. P. G. Apte, International Financial Management, McGraw-Hill, New Delhi, 2017, 7e.
2. Alan C. Shapiro, Multinational Financial Management, Prentice Hall India Private Ltd, 2014, 10e
3. Jeff Madura, International Financial Management, Cengage learning, 2018, 13e.
4. S. Eun Choel and Risnick Bruce, International Financial Management, McGraw Hill, 2017, 7e
5. Avadhani, V.A. International Finance, Himalaya Publishing House, 2020. 8e


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Subject Code: MBA-134

Subject Name: Managing Banks and Financial Institutions

Programme : MBA-134	L : 3 T:1 P:0
Semester : 4 th	Teaching Hours : 48 hours
Theory/Practical: Theory	Credits: 04
Internal Marks : 40	Percentage of Numerical/ Design/Programming problems:Nil
External Marks : 60	Duration of ESE examination: 03 hours
Total Marks : 100	Course status : Departmental Elective

Prerequisites : Nil

Additional material allowed in ESE: Not Required

On completion of the course the student will have the ability to:

CO#	Course Outcomes
1	Understand the banking structure and operations in banking.
2	Understand, appreciate and apply the KYC procedure .
3	Comprehend various bank products and the credit appraisal procedure..
4	Critically analyse modern electronic banking for its merits and demerits and develop prudent approach towards its usage.
5	Assimilate the concept of risk management in context of banks and can apply relevant tools of measuring and managing risk.
6	Carry out treasury and fund management function in Banking industry.

Unit-I

12 hours

Indian banking structure and operations: Banking system and structure in India, Types of banks, Role of Reserve Bank as regulator of banking system, salient provisions of Banking Regulation Act & Reserve Bank of India Act. The terms banker and customer, Types of relationship between banker and customer, Bankers obligations to customers, Right of lien, set off, appropriation.

KYC norms and operation, Types of accounts and customers, Nomination, Settlement of death claims.

Unit - II

12 hours

Bank products: Commercial credit, Retail credit, Deposits, fee based products. Modes of charging security. Meaning, importance and procedure of credit appraisal.

Electronic Banking: concept, delivery channels, facets of e-banking, truncated and e-cheques. Models of E-Banking, NEFT and RTGS.

Unit -III

12 hours

Risk Management : Concept & types of Risk faced by financial intermediaries. Identifying sources of risk, overview of measurement and management of risk.

Prudential norms for asset classification and capital adequacy. Management of NPAs. Asset liability management and risk management in banks, Basel norms. Money laundering



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Unit –IV

12 hours

Treasury and Funds Management in Banks: Meaning, functions, organisational structure of treasury in Banks, pricing of assets and liabilities, Capital allocation and optimisation business through RAROC, SLR investments, Non fund based income, Structured business of the bank, off balance sheet transactions.

Recent trends in Banking industry.

Tutorials: Relevant Case Studies shall be discussed in class.

Suggested Readings/Books:

1. Gordan and Natarajan, Banking Theory, Law and Practice, Himalaya Publishing House, edition-2013
2. Meera Sharma, Management of Financial Institutions, PHI Learning Pvt Ltd., edition-2010
3. Agarwal O.P., Banking and Insurance, Himalaya Publishing House, edition-2011
4. Sundharam and Varshney, *Banking Theory Law & Practice*, Sultan Chand & Sons, edition-2015
5. Bhole L.M., Financial Institutions & Markets, Tata McGraw- Hill, 4e


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Subject Code: MBA-135
Subject Name: Valuation

Programme : MBA-135	L : 3 T:1 P:0
Semester : 4th	Teaching Hours : 48 hours
Thoery/Practical: Theory	Credits: 04
Internal Marks : 40	Percentage of Numerical/ Design/Programming problems:Nil
External Marks : 60	Duration of ESE examination: 03 hours
Total Marks : 100	Course status : Departmental Elective

Prerequisites : Nil

Additional material allowed in ESE: Not Required

On completion of the course the student will have the ability to:

CO#	Course Outcomes
1	Understand the concept of Valuation of securities and the process of valuation
2	Understand the various valuation techniques and their applicability to valuation of securities.
3	Estimate the variables that affect value.
4	Apply the valuation techniques to determine the value of an aggregate stock market.
5	Apply the valuation techniques to determine the value of an Industry.
6	Apply the valuation techniques for the valuation of common stock.

Unit-I

Valuation: Concept, valuation process, theory of Valuation. Valuation of Bonds and preferred stock. Approaches to common stock valuation – DCF approach, relative valuation techniques. Estimation of the input variables to the valuation process. **12 hours**

Unit-II

Microvaluation analysis: Estimation of aggregate stock market value using various valuation models **12 hours**

Unit-III

Industry Valuation: Need for industry analysis, Approaches to valuing industry- qualitative & quantitative methods (present value of cash flows , relative valuation).
Company analysis – competitive strategy, swot analysis. Estimating intrinsic value- Present value of cash flows, relative valuation technique. **12 hours**

Unit -IV

Valuation of Startups and Technology: Startups-concept, types, various stages, Difference between startup valuation and mature business valuation, startup valuation methods- Venture Capital method, Berkus method, Scorecard Valuation method, Risk Factor Summation method, Cost to Duplicate, Market Multiple, DCF, Valuation by stage, The Book Value method, First Chicago method. Introduction to valuation of technology- concept, need, methods. **12 hours**


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Tutorial : Hands on mini projects requiring the application of learned concepts shall be assigned and subsequently discussed.

Suggested Readings/Books:

1. Reilly and Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8e
2. Fischer & Jordan, Security Analysis & Portfolio Management, Pearson Education, 7e
3. Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw Hill Education Pvt Ltd, New Delhi, 8e.
4. Pandian P. , Security Analysis and Portfolio Management, Vikas Publications, 2e
5. Sasidharan and Mathews, Security Analysis and Portfolio Management, McGraw Hill, 1e


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Subject Code: MBA-136
Subject Name: Behavioral Finance

Programme : MBA-136	L : 3 T:1 P:0
Semester : 4th	Teaching Hours : 48 hours
Theory/Practical: Theory	Credits: 04
Internal Marks : 40	Percentage of Numerical/ Design/Programming problems: Nil
External Marks : 60	Duration of ESE examination: 03 hours
Total Marks : 100	Course status : Departmental Elective

Prerequisites : Nil

Additional material allowed in ESE: Not Required

On completion of the course the student will have the ability to:

CO#	Course Outcomes
1	Understand and differentiate between different theories of behavioural finance
2	Examine the concepts of bounded rationality.
3	Discuss various anomalies in the market giving rise to behavioural bias.
4	Describe the basis of behavioural bias of professional investors trading in market.
5	Understand the concept of market efficiency and will be able to relate it with the concept of behavioural finance.
6	Describe the challenges to the efficient market hypothesis

Unit-I

12 hours

Introduction: Meaning, features and scope of behavioural finance. Rational Expectations Paradigm and the Behavioural Challenge Theories of Behavioural Finance: Agency theory, Prospect theory, Reasoned emotions; Overreaction and optimism, Rationality to psychology, Neo-classical finance and Efficient Market Hypothesis.

Unit-II

12 hours

Behavioural aspects of investing: Heuristics and Biases, Self deception, Emotional Factors and Social Forces and Neuro-scientific and Biological Perspective, Small / Medium / Large firm effect, Momentum Vs Reversal, Noise trader risk in financial market, Attitude to risk, Expected utility, Mental accounting, Over confidence, Emotion and reasoning. Excessive risk taking, Behavioural explanation for anomalies, Excessive volatility, Loss aversion, Gamblers' fallacy

Unit-III

12 hours

Investor behaviour: Types of investors – on the basis of risk appetite and investment exposure, Conformity, Contrarian investing, Social forces selfishness or altruism, Group psychology on Board, Resistance to recognising failure, Conflict of interest. Value investing and growth investing. Stock market bubbles.

Unit -IV

12 hours

Model of Investor Sentiment Market Efficiency and Biases in Brokerage Recommendations Evidence on the Characteristics of Cross-sectional Variation in Stock Returns Behavioural Corporate Finance and Wisdom from Other Sources

Relevant case studies to be discussed in class.


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Tutorial : Hands on mini projects requiring the application of learned concepts shall be assigned and subsequently discussed.

Suggested Readings/Books:

1. Chandra P. , Behavioural Finance, McGraw Hill . 2020 , 2e
2. Parikh P. , Value Investing and Behavioural Finance: Insights into Indian Stock Market Realities, McGraw Hill, 2012, 1e
3. Davies G. B. and Servigny A. D. , Behavioural Investment Management: An Efficient Alternative to Modern Portfolio Theory, McGraw Hill, 2012, 1e.
4. Forbes, W. , Behavioural Finance, John Wiley and Sons Ltd, 2011, 2e.
5. Graham, B. ,The Intelligent Investor, Harper and Brothers, 1e


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Specializations Marketing 4th Semester

Subject Code: MBA-137

Subject Name: Services Marketing

Programme: MBA-137	L: 3 T: 1 P: 0
Semester: 4	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits:04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: Nil
External Marks:60	Duration of End Semester Exam(ESE): 3 Hours
Total Marks:100	Course Status: Departmental Elective

Prerequisites: Nil

Additional Material Allowed in ESE: Nil

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Understand the fundamental concepts of service marketing and its functions.
2.	Identify the role and significance of various elements of service marketing mix.
3.	Analyze customer requirement, measure service quality and design and deliver better Service
4.	Understand the Service design and development of New services
5.	Understand how to manage different service organizations.
6.	Understand Integrated Services Marketing Communications

Detailed Contents:

Unit-I

12 Hours

Introduction to Services: Basic concepts and reasons for growth and development of service sector economy, contribution to the Indian economy, Unique Service Characteristics, Service Classification, Extended Service Marketing Mix. **Consumer Behavior in Services:** Customer Expectation of Service, Customer Perceptions of Service. **Service Quality:** Integrated gaps model of service quality and Prescriptions for closing quality gaps. SERVQUAL model for service quality.

Unit-II

12 Hours

NewService development and design: Challenges of service design, types of new services, core and supplementary elements, new service development process. **Service blueprinting:** Nature, need and process of blueprinting. **Physical evidence and the Servicescapes:** Nature, Importance and role Types of servicescapes and effect on Consumer behaviour. **Managing relationships in Services:** Building customer loyalty, Complaint handling and Service recovery strategies

Unit-III

12 Hours

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Delivering and performing service through employees and customers: service culture, employee's role, strategies to deliver quality, cycle of failure, mediocrity and success, self service technologies, Customer Participation and listening to customers. **Delivering services through intermediaries:** Nature and types of intermediaries, role of electronic channels in service delivery. **Managing demand and capacity:** Waiting line strategies integrated. **Integrated Services Marketing Communications and Services marketing triangle**

Unit-IV

12 Hours

Emerging concepts in service marketing: Role of It sector in service delivery, **Pricing of services:** Pricing approaches, Pricing Strategies. **Service Marketing Applications:** Marketing of services in Financial, Healthcare and Hospitality sectors.

Tutorials:-

- Relevant case studies related to customer role in service delivery and role of employees is to be discussed in the class.
- Students will make the presentations and assignments of different perspectives of Services sector

Suggested Readings/Books :

1. Zeithmal A Valarie and Bitner Mary, (2018) Services Marketing, Tata McGraw Hill, New Delhi.
2. Lovelock, Christopher H. (2014) Services Marketing, Pearson Education, New Delhi
3. P.K.Sinha and S.C.Sahoo, (2018) Services Marketing, Himalaya Publishing House, New Delhi


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Programme: MBA-138	L: 3 T: 1 P: 0
Semester: 4	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits: 04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: Nil
External Marks: 60	Duration of End Semester Exam(ESE): 3 Hours
Total Marks: 100	Course Status: Departmental Elective

Prerequisites: Nil

Additional Material Allowed in ESE: Nil

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Understand the concepts and various dimensions of retail management.
2.	Analyse the store formats, store locations, store positioning and store designing in retailing
3.	Update their knowledge regarding the way retailing works, specifically the key activities and relationship and its applications of various concepts in Retailing.
4.	Capable to differentiate the types of retail business, reasons and typologies for international expansion in retailing.
5.	Understand the store management perspectives.i.e. Store layout, Floor space management and visual merchandising and displays.
6.	Understand the retail promotions and the impact of information technology on retailing trends and impact on Indian's competitiveness in the world economy.

Detailed Contents:

Unit-I

12 Hours

Introduction to Retailing: Meaning – Theories of retailing- management of service & quality in retailing, world Retail scenario- retailing in developing countries- Indian retail scenario and its future prospects – Organized Vs Unorganized Retailing – Karyana System, Classification of Retail Stores- Growth of Retail formats –High street and Malls- Mall management – Multi Channel Retailing: Meaning, the evolution toward multi channel retailing – Franchising: Types, advantages, challenges, Franchising in India. Store formats, Store location, Location analysis, Store positioning, Store design and Visual Merchandising Breakdown of Retailing as a product, Role of private labels, Retail Pricing: Approaches, Influencing Factors, Price Sensitivity and Mark down Policy – EDLP.

Unit-II

12 Hours

Store operations management and Retail Strategy: Supplier Relations, Logistics in retailing, Merchandise buying and management, Warehousing, Inventory control, Franchisee operations, International retailing-motives, reasons and typologies for international expansion, Building a sustainable competitive advantage, customer loyalty, location, Human resource management.


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Distribution and information systems, unique merchandise, vendor relations, Strategic Retail Planning.

Unit-III

12 Hours

Store management: Responsibilities of Store Managers Store Planning, Location Planning, Store Design and Retail image mix, Space mix, Effective retail Space Management, Store layout, Floor space management and Visual Merchandising and Displays.

Unit-IV

12 Hours


Retail promotions- Impact of Information Technology in Retailing Integrated Systems and Networking – EDI, Bar Coding, RFID, Customer Database Management, Electronic Retailing-Role of Web, Online Retailing, Future Trends -CRM- Retail Finance-Retail Statutory Obligations - Consumerism & Ethics in retailing.

Tutorials:-

- One case study is to be discussed -per unit -in the class.
- Students will make the presentations and assignments of different perspectives of Retailing.

Recommended readings/Books:

1. Retail Management, Michael Levy, Barton Weitz, McGraw Hill.
2. Retail Management, Chetan Bajaj, RajnishArya, NidhiVarma Srivastava Oxford Publishing, India.
3. Retail Management- A Strategic Approach, Barman, Evans &Mathur Pearson Publications.
4. Retailing Management, Gibson C Vedamani, Jaico Publishing House, Mumbai.
5. Retail Strategies- understanding why we shop, Jim, Jaico Publishing House, Mumbai.
6. Retail Management, Dunne Lusch, South Western Cengage Learning.
7. Store Management, K.S. Menon, Macmillan India Ltd.


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Subject Code: MBA-139
Subject Name: International Marketing

Programme: MBA-139	L: 3 T: 1 P: 0
Semester: 4	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits:04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: Nil
External Marks:60	Duration of End Semester Exam(ESE): 3 Hours
Total Marks:100	Course Status:Departmental Elective

Prerequisites: Nil

Additional Material Allowed in ESE: Nil

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Identify the new terminology and marketing practices in a global environment and know the scope and challenge of international marketing.
2.	Analyse the dynamics of international trade, the culture, political, legal, and business systems of global markets and the global market opportunities.
3.	Understand the impact of different cultural values and belief on marketing of products in International markets.
4.	Analyse the International distribution channels, strategies and challenges in managing an international distribution.
5.	Analyze the pricing and promotion of International marketing and understand the strategies for global advertising and branding.
6.	Understand the global issues and policies for exporting and strategic decisions based on global perspectives.

Detailed Contents:

Unit-I

12 Hours

International Marketing: Definition, Scope and Significance, strategic importance of international marketing, Differences between international and domestic marketing. Need for international trade, trends in foreign trade. International market environment: International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment, Business Customs in International Market. Canalizing and targeting international market opportunities: regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting.

Unit-II

12 Hours

International Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms. International product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion-Strategic Alternatives. New products in International Marketing


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Unit-III

12 Hours

International Marketing Channels: channels -Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international distribution, Strategy Selecting Foreign Country Market intermediaries, Management of physical distribution of goods, Different Trading blocks.

Unit-IV

12 Hours

Pricing and Promotion for International Markets: Environmental influences on Pricing Decisions, Grey Market goods, Transfer pricing, Global Pricing - Policy Alternatives. Global Advertising and branding, selecting an advertising agency. Personal selling, Sales Promotion, Public Relations and Publicity, Sponsorship Promotion. Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

Tutorials:-

1. One case study is to be discussed -per unit -in the class.
2. Students will make the presentations and assignments of different perspectives of International Marketing.

Recommended Readings/Books:

1. International Marketing. Philip R. Cateora, John L. Graham, 11/e, McGraw-Hill Co. Ltd., 2002.
2. International Marketing Analysis and Strategy Sak Onkvisit, John J. Shaw, 3/e, Prentice- Hall of India Pvt. Ltd., 2000.
3. International Marketing Strategy Isobel Doole and Robin Lowe, 2/e, Thomson Learning, 2003.
4. International Marketing, Subhash C. Jain, 6/e, South-Western, 2001.
5. International Marketing, Vern Terpstra, Ravi Sarathy, 8/e, Harcourt Asia Pvt. Ltd., 2001.
6. Global marketing Management Keegan 7/e Pearson Education, Delhi, 2003.



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Subject Code: MBA-140
Subject Name: Sales and Distribution Management

Programme: MBA-140	L: 3 T: 1 P: 0
Semester: 4	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits: 04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: Nil
External Marks: 60	Duration of End Semester Exam(ESE): 3 Hours
Total Marks: 100	Course Status: Departmental Elective

Prerequisites: Nil

Additional Material Allowed in ESE: Nil

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Understand the fundamental concepts, Principles of Sales and Distribution management
2.	Identify the role and significance of Sales force for an Organisation.
3.	Analyse the working of the sales management department
4.	Understand how to manage different sales operations are carried out in an organisation.
5.	To identify the types and significance of Intermediaries in distribution.
6.	Understand concepts of Logistics and Supply chain Management.

Detailed Contents:

Unit-I

12 Hours

Introduction to Sales Management: Basic concepts, scope and Importance, **Sales Management:** Selling process, Personal Selling and its objectives, marketing policies related to sales, Types of sales organization structure, Integration of sales department with other departments

Unit-II

12 Hours

Managing Sales Force: Recruiting and selecting sales personnel, **Training Requirements:** Training requirements, Compensation strategies, Staff meeting and controlling the Sales Force. Sales Budget, Sales Quotas, Sales Territories, Sales control and cost analysis. **Sales forecasting:** methods & evaluation, sales related marketing policies – product, distribution & pricing policies.

Unit-III

12 Hours

Distribution Planning and Control: Role of Intermediaries, Types of Channel Intermediaries in India for Consumer and Industrial Products: Wholesale and Mass distribution: Retail Structure Complex Distribution Arrangement (Structural Separation and


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Postponement) **Channel Strategy and Design:** Selection of channel partner, control and Evaluation of Intermediaries.

Channel Dynamics: Relationships and Channel Conflict; Emerging Ethical and Legal Issues in Sales and Distribution Management

Unit-IV

12 Hours

Distribution and Logistics: Physical Distribution System, Objectives, need, Concept, and Significance. **Logistics Planning:** Transportation, Warehousing, Inventory Decisions, Reverse Logistics, Vendor evaluation, Supplier Service Policy (SSP), **Supply Chain Management (SCM):** Integration of Sales and Distribution Strategy; Role of IT in distribution.

Tutorials:

Relevant case studies on various relevant topics will be discussed.

Suggested Readings/Books:

1. Cundiff, Govoni & Still, 'Sales Management', Prentice Hall India.
 2. Mark W. Johnston & Greg W. Marshall, 'Sales Force Management', Tata McGraw-Hill
 3. Gupta, S L, 'Sales and Distribution Management', Excel Books
 4. Panda, T.K. and Sahadev, S. 'Sales and Distribution Management', Oxford University
- Rosenbloom, Bert, 'Marketing Channels: A Management View', Cengage Learning,

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Specializations Human Resource Management 4th Semester

Subject Code: MBA-141
Subject Name: Cross Cultural Management

Programme: MBA-141	L: 3 T: 1 P: 0
Semester: 3 rd	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits: 04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: Nil
External Marks: 60	Duration of End Semester Exam(ESE): 3 Hours
Total Marks: 100	Course Status: Departmental Elective

Prerequisites: Nil

Additional Material Allowed in ESE: Nil

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Appreciate the critical role of culture in international business and the importance of managing cultural differences.
2.	Understand the different models of culture used in international management that will help to critically analyse the role of national culture on management practices.
3.	Analyze the interacting spheres of culture including organizational culture, national culture, and industry culture.
4.	Understand the influence of culture on different functions of management including communication, negotiation, marketing, leadership, motivation, human resource management and teams.
5.	Demonstrate an improved cross cultural competence.
6.	Learn some basic business etiquette and dining etiquette that will help to work in different countries across the globe.

Detailed Contents:

Unit-I

12 Hours

Introduction - Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical framework.

Unit-II

12 Hours

Culture and Global Management - Global Business Scenario and Role of Culture- A Framework 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, Overview of culture and management in Asia (India, China and Japan), USA and Europe.


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Unit-III

12 Hours

Cross Culture – Negotiation & Decision Making - Process of Negotiation and Needed Skills & Knowledge Base – Overview 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. Building cultural intelligence and cultural competence.

Unit-IV

12 Hours


Global Human Resources Management - Staffing and Training for Global Operations– Expatriate - Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviour's necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

Tutorials:

Relevant Case Studies should be discussed in class.

Suggested Readings/Books:

1. Madhavan, Shobhana, 2016, Cross-cultural Management – Concepts and Cases. Oxford University Press. Second Edition. New Delhi
2. Browaeys, Marie Joelle and Roger Price, 2010, Understanding Cross-cultural Management, Pearson Education, New Delhi
3. Sinha, Jai B.P. 2004. Multinationals in India. Managing the Interface of Cultures. Sage Publications. New Delhi
4. Cashby Franklin, Revitalize your Corporate culture: PHI, Delhi
5. Deresky Helen, International Management: Managing across Borders and Cultures. PHI, Delhi
6. Esenn Drlarry, Rchildress John, The secret of a winning culture: PHI, Delhi


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Subject Code: MBA-142
Subject Name: Team Dynamics at Work

Programme: MBA	L: 3 T: 1 P: 0
Semester: 4 th	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits: 04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: NIL
External Marks: 60	Duration of End Semester Exam(ESE): 3hours
Total Marks: 100	Course Status: Departmental Elective

Prerequisites:

Additional Material Allowed in ESE: NIL

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Define Teams and discuss their benefits and limitations.
2.	Explain why people are motivated to join informal groups.
3.	Discuss how task characteristics, team size, and team composition influence team effectiveness..
4.	Summarize the team development process.
5.	Describe the three foundations of trust in teams and other interpersonal relationships.
6.	Discuss the characteristics and factors required for success of self-directed teams and virtual teams.

Detailed Contents:

Unit-I

12 Hours

Team composition, Difference between Team and group, Types of team, formation and development- Team Performance and Motivation. Team conflict resolution in teams and leadership - Team decision making. Project Teams

Unit-II

12 Hours

Creating effective teams - context work design process, potential team problems, guidelines for the developing effective self managed teams.

Unit-III

12 Hours

Team building: Meaning, need, process team leadership, Discovering the Interpersonal orientation through FIRO-B, and strategies of team building, Team Morale.



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Unit-IV

12 Hours

Experiential learning methodologies – T-Group, sensitivity training, encounter groups, discovering facets of interpersonal trust through Johari window, communication skills, negotiation skills, competitive Vs collaborative behaviour, developing collaboration.

Tutorial: Relevant case studies on the application of various

- Team performance
 - Team conflict
 - Team Morale
- Will be discussed

Group discussion, Role Playing, Presentation on Topic related to skill would be conducted to enhance the students personality and leadership skills.

Suggested Reading/Books:

1. Robbins, S.P. Judge, T.A. and Sanghi S.: Organizational Behaviour, Pearson
2. Luthans, Fred: Organizational Behaviour, McGraw Hill.
3. Newstrom J.W. and Devis K.: Organizational Behaviour, McGraw Hill
4. Aswathappa, K: Organisational Behaviour, Himalaya Publishing House
5. Shukla, Madhukar: Understanding Organizations - Organizational Theory and Practice in India, Prentice Hall.
6. Sekharan, Uma: Organisational Behaviour, The Mc Graw -Hill Companies.



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Subject Code: MBA-143
Subject Name: International Human Resource Management

Programme: MBA-143	L: 3 T: 1 P: 0
Semester: 4	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits:04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: Nil
External Marks:60	Duration of End Semester Exam(ESE): 3 Hours
Total Marks:100	Course Status:Departmental Elective

Prerequisites: Nil

Additional Material Allowed in ESE: Nil

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Understand issues, opportunities and challenges pertaining to international HRM.
2.	Develop competency in dealing with cross cultural situations.
3.	Understand the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation.
4.	Identify the role of cross cultural leadership in managing multicultural teams.
5.	Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM.
6.	Develop generic and transferable skills-especially in diagnosing international HRM issues critically and analytically and discussing specific cases relating to international HRM.

Detailed Contents:

Unit-I

12 Hours

International Human Resource Management: Concept, Difference between Domestic and International HRM, Variables that moderate difference between Domestic and International HRM.

Sustaining International Business Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Role of Expatriates and Non-Expatriates, Role of the Corporate HR function.

Recruiting and Selection Staff for International Assignments: Concepts, Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples and Role of Women in International Management.

Unit-II

12 Hours

Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program.


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Training and Development: Concept, Role of Expatriate Training, Expatriates or Local Managers, Components of Effective Predeparture Training Programs, Effective of Pre-Departure Training, Developing Staff through International Assignments. Staffing and Training for Global Operations, Global Staffing Choices, Dynamics of Cross-Cultural leadership, managing and motivating multi culture Teams.

Unit-III

12 Hours

Performance Management: Concept, Multinational Performance Management, Performance

Management of International Employees, Performance of Appraisal of International Employees.

Compensation: Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation.

Unit-IV

12 Hours

Knowledge Transfer within a Multinational Company: Organizational Knowledge and its Significance, Sources of Organizational Knowledge; Tacit and Explicit Knowledge; HRM and Organizational Knowledge; Transfer of Knowledge between and within organizations, Transfer of Knowledge within MNCs, Transfer of Knowledge across National Borders. Transfer of Managerial Know-how and HRM across National Borders.

Industrial Relations: Key issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals; Regional Integration: the European Union, Issue of Social Dumping, Impact of Digital Economy. National Context of HRM: HRM Practices in Japan, United Kingdom, United States, India and China.

Tutorials:

Relevant case studies on IHRM will be discussed.

Suggested Readings/Books:

1. Peter, J. Dowling and Denise, E. Welch (2007), International Human Resource Management, Thomson Publishers, New Delhi.
2. K .Aswathappa (2012) International Human Resource Management, McGraw Hill, New Delhi.
3. Monir H. Tayeb (2004), International Human Resource Management – A Multinational Company Perspective, Oxford University Press, New Delhi
4. Anne-Wil Harzing and Joris Van Ruysseveldt (1995), International Human Resource Management, SAGE Publications, New Delhi.
5. Ian Beardwell and Len Holdon (2001), HRM: A Contemporary Perspective, McMillan, New Delhi.


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Subject Code: MBA-144
Subject Name: Strategic Human Resource Management

Programme: MBA-144	L: 3 T: 1 P: 0
Semester: 4 th	Teaching Hours: 48 Hours
Theory/Practical: Theory	Credits: 04
Internal Marks: 40	Percentage of Numerical/Design/Programming Problems: Nil
External Marks: 60	Duration of End Semester Exam (ESE): 3 Hours
Total Marks: 100	Course Status: Departmental Elective

Prerequisites: Nil

Additional Material Allowed in ESE: Nil

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	Understand an integrated approach to the development of HR strategies that enable the organization to achieve its goals.
2.	Describe the process of strategic HRM.
3.	Discuss the strategic role of HR systems such as strategic staffing, strategic appraisal, strategic reward system etc.
4.	Explain various human aspects of strategy implementation.
5.	Identify the role of leadership in implementing strategic change.
6.	Understand Global HRM and role of global HRM in successful implementation of MNC strategy.

Detailed Contents:

Unit-I

12 Hours

Strategic HRM: Introduction to business and corporate strategies; Integrating HR strategies with business strategies, Analyzing HR Practices followed by different firms-Human Resource System-HR as a Strategic Partner. Strategic HRM: Scope and process of strategic HRM, traditional vs. strategic HR, typology of HR activities, best fit approach vs best practice approach, the role of national context, sectoral context and organizational context in HR strategy and practices, external and internal analysis for strategic HR management. Emerging Trends in HRM

Unit-II

12 Hours

Strategic role of HR systems - Strategic staffing, strategic appraisal, strategic executive appraisal, strategic design of reward system, performance management strategies. integrating HR strategy and business strategy, HR strategies and practices in Indian industries and service sector, HR as distinctive competitive advantage, reward and compensation strategies, retrenchment strategies, downsizing strategies. Human Resource Environment- Technology,


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structure; Workforce diversity; Demographic changes, Temporary & contract labour, Recruitment & Retention strategies, training & development strategies.

Unit-III

12 Hours

Human aspects of strategy implementation: behavioural issues in strategic implementation - matching culture with strategy, leadership factor in strategy and implementing strategic change, HR strategy evaluation and control, IT and future directions in HR strategy, HR strategy in workforce diversity, employee engagement strategies, talent management and retention strategies

Unit-IV

12 Hours

Global HRM: Role of global HRM in successful MNC strategy, HR planning for global demand and diversity at workplace, global staffing approaches - polycentric, ethnocentric, geocentric and region centric, recruitment and selection of human resources for global assignments, training and development imperatives for global workforce, expatriate problems and culture shock, repatriation issues, performance and compensation management for global workforce, global employee relations.

Tutorials:

Relevant Case Studies should be discussed in class.

Suggested Readings/Books:

1. Dreher, Dougherty, G.F. & Thomas, W. (2005) Human Resource Strategy, Tata McGraw Hill.
2. Agarwal, Tanuja, (2007), "Strategic Human Resource Management". Oxford University Press, New Delhi.
3. Armstrong, M. & Baron, A. (2002) Handbook of Strategic HRM - The Key to Improved Business Performance, Jaico Publishing House.
4. Becker, B.E.(2001) The HR Scorecard: Linking People, Strategy & Performance. HarwardBussiness School Press.
5. Greer, C.R.(2001) Strategic Human Resource Management: A General Managerial Approach, Pearson Education Asia.
6. Holbeche, L.(2009) Aligning Human Resource and Business Strategy, Butterworth Heinemann.
7. Salaman, G.(2005) Strategic Human Resource Management - Theory and Practice. Sage Publications Ltd.



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Syllabus for Open elective

Guru Nanak Dev Engineering College, Ludhiana
Department of Computer Science and Engineering
Syllabus

M.Tech. (Computer Science and Engineering)
2019 Admission Batch Onwards

Subject Code: - MOCS-103
Subject Name: BUSINESS INFORMATION SYSTEM

Programme: M.Tech.(CSE)	L: 3 T: 0 P: 0
Semester: 3	Teaching Hours: 36 Hours
Theory/Practical: Theory	Credits: 3
Internal Marks: 50	Percentage of Numerical/Design/Programming Problems: 10%
External Marks: 100	Duration of End Semester Exam(ESE): 3hours
Total Marks: 150	Course Status: Open Elective

Prerequisites: None

Additional Material Allowed in ESE: - NIL

On completion of the course the student will have the ability to:

CO #	Course Outcomes
1.	To enrich the knowledge of Information System, its application and role in Modern Business and to analyze the impact of technology on development track.
2.	To elicit, analyze and architect the Data and to adapt Data Resource management approach.
3.	To analyze Integration of business and technology skills in a sector context.
4.	To use different business development methodologies and design a business strategy.
5.	To identify the various threats and security issues in Business Information System.

Detailed Contents:

UNIT-I **12 hours**
Understanding Information System in Business: Introduction to systems and Information System, Impact of IS in Business, Transformation from Old to Digital Economy, Components of IS, Resources that support BIS, Categories of BIS, E-business system, Computer in Business Development of Data Systems- Overview of Hardware and Software, Networks, Telecommunication and Internet, Scenario in India, Networking Technologies- Wi-Fi, WiMax, NextGen mobile networks, Data Capture and Computer Input / Output.

UNIT-II **06hours**
Data Resource Management: Differentiating Data and Information, Traditional Processing Systems, Database approach and its advantages, Components of database environment, Concepts of Data Warehousing, Data Mining and Tools, OLAP, Data Visualization, Data Centers, Fabric Data Centers, Server Farms, Big Data, Business Analytics.

Guru Nanak Dev Engineering College, Ludhiana
Department of Computer Science and Engineering
Syllabus

M.Tech. (Computer Science and Engineering)
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UNIT-III

10hours

Enterprise and Functional Business Systems: Classification of IS – TPS, MIS, DSS, AI, Expert Systems, NLP, Inventory Management (INMANS) System, Account Payable System (ACPAYS), Payroll System (PAYSY). **Developing & Implementing Business Systems-** Feasibility studies, Risk Management, SDLC, Phases, Implementation of Business Systems, Management of IS – Organizing data & information processing, roles & responsibilities of IS professionals.

UNIT-IV

09hours

Information System Security and Control: Threat of Project Failure, Threat of Accidents and Malfunctions, Threat of Computer Crime, Protecting Information System against Security Breaches, Factors that Increase the Risks, Methods for Minimizing Risks.

Text Books:

1. Paul Bocij, Andrew Greasley, Simon Hickie, "Business Information Systems: Technology, Development & Management".
2. PalgeBaltzan, "Business Driven Information System", McGraw Hill Publication.

References:

1. R. Kelly Rainer, Brad Prince, Watson, "Management Information System", Wiley Publication.
2. Nandan Kamath, "Guide to information technology act, rules and regulations", Universal Law Pub.

E-books and online learning material:

1. Business Information System by Elizabeth Hardcastle
<http://www.promeng.eu/downloads/training-materials/ebooks/business-information-systems.pdf>
Accessed on 25/12/2019.

Online Courses and Video Lectures:

1. <https://www.coursera.org/specializations/information-systems> Accessed on 25/12/2019.
2. <https://nptel.ac.in/courses/110/105/110105083/> Accessed on 25/12/2019.