

MBA SYLLABUS AUTUMN 2024

SEMESTER 1

Semester	New Code	Course Name	Credits
I	MTFA0003	Financial Accounting	3
	MTOB0004	Organizational Behaviour	3
	MTMC0005	Managerial Communication	3
	MTME0075	Managerial Economics	3
	MTCA0007	Computer Applications in Management	3
	MTQM0008	Quantitative Methods	3
	MTMM0076	Marketing Management	3
	MTEC0077	Business Ethics and CSR	3
	MTPM0009	Principles of Management	3

MTFA0003: FINANCIAL ACCOUNTING

(Credits: Theory -03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Estimate financial ratios from final statements and judge the financial performance with related enterprises for decision making. (Evaluating)
2. Compare and contrast capital receipts/ expenditure with revenue receipts/ expenditure. Dissect the financial performance of a business enterprise over a time period. (Analysing)
3. Solve accounting equations. Identify the various approaches for estimating depreciation. Apply the concepts of accounting to determine revenue, expenses, assets and liabilities of a business concern. Prepare profit and loss account and balance sheet for business enterprises. (Applying)
4. Identify, classify and interpret financial transactions under different accounting heads and summarize balances from ledger to trial balance. Classify the direct cost and overheads and show the same in a cost sheet. Explain cash flow from operating, investing and financing activities. (Understanding)
5. Define meaning, objectives and principles of financial accounting and cost accounting along with various terms associated with them. (Remembering)

Syllabus

Module 1 (7.5 Lectures)

Overview of Financial Accounting: Meaning of Accounting, Objectives/ Functions of Accounting Information, Accounting principles, Accounting Conventions & Policies, Indian Accounting Standards and IFRS.

The Accounting Process: Identification & Documentation & recording of Business Transactions, Classification of Business Transactions in Ledgers, Subsidiary books.

Module 2 (24 Lectures)

The Trial Balance: Meaning of Trial Balance, Objectives in drawing up a trial balance, construction of trial balance, errors disclosed by Trial balance, errors not disclosed by Trial balance, locating errors

Income Statement Preparation & Analysis: Preparation of Income statement & Balance Sheet as per guidelines provided in Indian Accounting Standards.

Module 3 (4.5 Lectures)

Important Common issues in Accounting Records: Depreciation Accounting, Accounting for Inventories, Capital & revenue, Cash & Accrual Basis of Accounting.

Cash flow Statement: Concept & construction as per Indian Accounting Standards.

Module 4 (4.5 Lectures)

Financial ratios & Financial Statement Analysis – Profitability ratio, financial ratio, turnover ratio.

Module 5 (4.5 Lectures)

Management Uses of Accounting Information - Cost management- a strategic perspective; Basic Terms; Costs and Cost Classifications, Cost Sheet.

Suggested Readings

1. Accounting – Text and Cases, 13e, Anthony, Hawkins and Merchant, 2017, Tata McGraw Hill
2. Introduction to Financial Accounting, 11e, Horngren, 2017, Pearson
3. Advanced Accounting Volume II, 2010, Chandra Bose, PHI
4. Advanced Accounting, Volume II, 2014, R.L. Gupta & M.Radhaswamy, S Chand & Sons
5. Accounting Standards (India), ICAI
6. Introduction to Accountancy, 2014, T.S. Grewal & S.C. Gupta, S Chand & Sons
7. Financial Accounting, 7e, 2014, Ashok Banerjee, Excel Books
8. Modern Cost and Management Accounting, 1e, 2013 M Hanif, Tata McGraw Hill

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO5		H	L	H	
CO4		M	H	L	
CO3	H	H	M		
CO2	M	L		M	
CO1	M	L	L	L	M

E Resources

Module	Topic	Location ID
1,2,3	Accounting Principles, Recording of Financial Transactions	NPTEL-IITB (2019, July 25). Financial Accounting. Retrieved from NPTEL: https://archive.nptel.ac.in/courses/110/101/110101131/
2,3,4	Trial Balance, Income Statement and Balance Sheet	Sharma, A. K. (2017, Jan 18). Financial Statement Analysis and Reporting. Retrieved from youtube: https://www.youtube.com/watch?v=zRPYhJGq_4A
2,3	Income Statement	NPTEL-IITMandi (2020, May 06). Financial Accounting. Retrieved from NPTEL: https://archive.nptel.ac.in/courses/110/106/110106147/
3	Cash Flow	Bapat, V. (2019, July 1). IIT Bombay. Retrieved from youtube: https://www.youtube.com/watch?v=U3K5iXBeR7o
4	Financial Ratios	IITM, N. N. (2021, June 8). Profitability Ratios. Retrieved from youtube: https://www.youtube.com/watch?v=Zmfwx49L4Ek&t=1s

Experiential Learning

The course endeavours to hone problem solving skills, critical thinking by working on complex financial problems presented in **real world case studies**. Participants can engage in **role playing exercises** whereby they act as accountants or financial managers in order to identify, classify, record and summarize financial transactions. Use of **collaborative group projects** that involve creating financial statements and analysing financial performance shall foster teamwork and gain insight on real – world application of accounting knowledge.

MTOB0004 - ORGANIZATIONAL BEHAVIOUR

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Discuss relevant contemporary theories, concepts and models in order to analyse organisational environments, cases and issues. (Creating)
2. Evaluate the appropriateness of various conflict management strategies used in organizations. (Evaluating)
3. Analyse individual and group behaviour and understand the implications of organizational behaviour on the process of management. (Analysing)
4. Identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings. (Applying)
5. Explain and assess the basic design elements of organizational structure and evaluate their impact on employees. (Evaluate)
6. Understand how organizational structure, change, and culture affect working relationships within organizations. (Understanding)

Syllabus

Module 1 (18 Lectures)

Managing Organizational Behaviour: OB-Past & Present, Emerging issues in OB, Diversity in India, OB-A Framework, Common Mistakes Committed by Managers

Personality: Is Personality Real? The Person-Situation Controversy, Psychological Contract, Consensus between Ability & Aptitude, how do Personalities Differ, Culture & Personality, Personality Traits & Dimensions, Psychological Types and Cognitive Types

Perception: Importance to study, Perceptual Process, Perceptual Organization, Interpretation, Attribution Process, Perceiving Others: Organizational Applications, Comparing Perception with Others

Attitudes & Values: Attitude- An Introduction, Behavioural Intention Model, Work Attitudes, Beliefs, Trust, Values, Relationship Between Attitudes and Values

Module 2 (9 Lectures)

Work Motivation: Basic Motivational Process, Need-Performance Cycle, General Model– its Challenges, Content Models, Process Model, Applications of Motivations, Types of Rewards & Their Implications

Work Stress: General Adaptation Syndrome, Nature of Stress, Experiencing Stress, Types of Stress, Causes, Personality & Stress, Life Stresses, Organizational & Environmental Factors, Consequences of Stress, Managing Stress

Module 3 (4.5 lectures)

Learning & Reinforcement: Importance, Barriers to Learning, Approaches to Learning, Cognitive Learning, Programmed Learning, sense making, Skills and Styles in Learning, Hemispheres of Learning, Reinforcement Contingencies – Positive & Negative

Module 4 (4.5 lectures)

Decision Making & Problem Solving: Phases in Decision Making Process, Types of Managerial Decisions, Decision Making – Process Models, Under Different States of Nature, Individual, Group, Team Decision Making, Challenges, Overcoming Barriers, Ethical Decision-Making Principles

Module 5 (9 lectures)

Organizational Structure & Design: Important functions of organizational design, organizational Structure – elements Mintzberg's description, basic organizational design Structures.

Nature of Planned Organizational Change: Importance of change, Organizational change- some determining factors, planned/ unplanned internal & external change, Lewis 3- step change model.

Suggested Readings

1. Organizational Behaviour: Text and Cases; 3e, Kavita Singh, 2015, Pearson Education
2. Organization Behaviour, 18e, Robbins, Judge & Sanghi, 2018, Pearson Prentice Hall
3. Organizational Behaviour, an evidence-based approach; 12e, Fred Luthans, 2010, Mc Graw Hill Education
4. Organizational Behaviour, 5e, L.M Prasad; 2015, Sultan Chand & Sons

Digital Resources

Module	Digital resources
1	<p>Black, J. S., & Bright, D. S. (2019, June 5). <i>1.1 The Nature of Work - Organizational Behavior OpenStax</i>. https://openstax.org/books/organizational-behavior/pages/1-1-the-nature-of-work</p> <p>Black, J. S., & Bright, D. S. (2019b, June 5). <i>1.3 The Nature of Management - Organizational Behavior OpenStax</i>. https://openstax.org/books/organizational-behavior/pages/1-3-the-nature-of-management</p> <p>NPTel-NOC IITM. (2022, October 11). <i>Introduction to Organizational Behaviour - Part 3</i> [Video]. YouTube. https://www.youtube.com/watch?v=juR3gzlhOZ0</p> <p><i>NPTel lec10.pdf</i>. (n.d.). Google Docs. https://drive.google.com/file/d/1eCp7Od-pzWAac7iozebLz1mDyPsGhIIO/view</p> <p><i>NPTel lec11.pdf</i>. (n.d.). Google Docs. https://drive.google.com/file/d/1nKSFipzf8O5ZPRLItiy6nS-iVCNi-vi/view</p> <p>Black, J. S., & Bright, D. S. (2019c, June 5). <i>3.1 The Perceptual Process - Organizational Behavior OpenStax</i>. https://openstax.org/books/organizational-behavior/pages/3-1-the-perceptual-process</p>
3	<p><i>NPTel lec17.pdf</i>. (n.d.). Google Docs. https://drive.google.com/file/d/18dTehAUaBvZfozC3qoxwaqWSDPaPxX9z/view</p> <p><i>NPTel lec18.pdf</i>. (n.d.). Google Docs. https://drive.google.com/file/d/15NVJm9VbyRX1seeljvgBvmQx0PwM-jL/view</p>

Experiential Learning

The course uses activities and case studies to understand human behaviour and human motivations. The activities help the students understand the concepts of behavioural sciences and apply them in day-to-day organizational settings. The activities and case studies used in this course help the students in inductive learning and developing critical thinking skills.

Mapping of COs to syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO6	L				H
CO5	L	L			H
CO4		H	M	M	
CO3	M	L		M	M
CO2	L		M	H	M
CO1	M		M	H	H

MTMC0005: MANAGERIAL COMMUNICATION

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Design effective business presentations including job applications (Creating)
2. Assess conflicts in team and the different types of reports (Evaluating)
3. Analyse the barriers and distinguish among the various types of communications (Analysing)
4. Develop and apply the spirit, skills, and legal aspects of business communication (Applying)
5. Describe, explain, and illustrate various aspects of business communication (Understanding)
6. Define business communication and list the different forms of communication (Remembering)

Syllabus

Module 1 (9 lectures)

Understanding Business Communication, Objectives of Communication, Communication Process, Barriers to Communication, Overcoming the Barriers, Effective Communication

Module 2 (11 lectures)

Forms of Communication, Mastering Listening and Nonverbal Communication Skills, Communicating in Teams, Communicating Cross-culturally

Module 3 (7 lectures)

Oral & Written Communication, Conversation Skills, The Three Step Writing Process- Planning, Writing and Completing the Business Messages, Written Business Communication, Basic legal aspects of business communication.

Module 4 (9 lectures)

Writing Messages for Electronic Media, Writing Business Letters, Circulars, Notice and Memos, Writing Reports and Proposals, Writing Positive and Negative Messages, Designing Visual Communication

Module 5 (9 lectures)

Presentation Skills, Creating and Delivering Oral and Online Presentations, Enhancing Presentations with Slides and Other Visuals, Negotiation Skills, Business Etiquette, Job Application and CVs, Personal Interviews, and Group Discussions, Academic Report Writing

Suggested Readings

1. Business communication today, 8e, Bovée, C., & Thill, J., 2019, Pearson
2. Business communication, 2e, Bisen, V., & Priya., 2019, New Age International Ltd.
3. Business communication, 2e, Gopal, N., 2018, New Age International.
4. Contemporary business communication, 3e, Ober, S., 2014, Boston: Houghton Mifflin Co.
5. Business Communication, 3e, Sehgal, M.K & Khetarpal Vandana, 2014, Excel Books
6. Business Writing Today: A Practical Guide, 2e, Natalie Canavor, 2015, SAGE Publications
7. Business Communication: Connecting at Work, 1e, Hory Sankar Mukerjee, 2013, OUP India

Digital resources

Module	Digital Resources
1	<p>Libretexts. (2023, July 24). 16: <i>Managerial Communication</i>. Business LibreTexts. https://biz.libretexts.org/Bookshelves/Management/Principles_of_Management_(OpenStax)/16%3A_Managerial_Communication</p> <p>Libretexts. (2023b, July 24). 16.4: <i>Managerial Communication and Corporate Reputation</i>. Business LibreTexts. https://biz.libretexts.org/Bookshelves/Management/Principles_of_Management_(OpenStax)/16%3A_Managerial_Communication/16.04%3A_Managerial_Communication_and_Corporate_Reputation</p> <p>Libretexts. (2023b, July 24). 16.1: <i>The Process of Managerial Communication</i>. Business LibreTexts. https://biz.libretexts.org/Bookshelves/Management/Principles_of_Management_(OpenStax)/16%3A_Managerial_Communication/16.01%3A_The_Process_of_Managerial_Communication</p>
2	<p>Libretexts. (2023c, July 24). 16.2: <i>Types of Communications in Organizations</i>. Business LibreTexts. https://biz.libretexts.org/Bookshelves/Management/Principles_of_Management_(OpenStax)/16%3A_Managerial_Communication/16.02%3A_Types_of_Communications_in_Organizations</p> <p>NPTEL IITm. (n.d.). https://nptel.ac.in/courses/110105052</p>
4	<p>Nptelhrd. (2014, January 6). <i>Mod-05 Lec-01 Business Letters Writing Lecture-01</i> [Video]. YouTube. https://www.youtube.com/watch?v=ekFRWnPv6lc</p> <p>Nptelhrd. (2014b, January 6). <i>Mod-05 Lec-02 Business Letters Writing Lecture-02</i> [Video]. YouTube. https://www.youtube.com/watch?v=36tCzSbtnOY</p> <p>Nptelhrd. (2014c, January 6). <i>Mod-05 Lec-03 Business Letters Writing Lecture-03</i> [Video]. YouTube. https://www.youtube.com/watch?v=1xYOJV6x-w</p>

5	Nptelhrd. (2014d, January 6). <i>Mod-08 Lec-01 Interview Skills Lecture-01</i> [Video]. YouTube. https://www.youtube.com/watch?v=45uNWLmAZR8 Nptelhrd. (2014e, January 6). <i>Mod-08 Lec-02 Interview Skills Lecture-02</i> [Video]. YouTube. https://www.youtube.com/watch?v=4-pYcyWKttl
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Experiential Learning

The course uses presentations and writing exercises to develop communication skills of the students. The presentation sessions specifically focus on holistic grooming of the students by placing emphasis on speaking skills, non-verbal communication skills, presentation skills, and their overall grooming, The writing exercises helps in developing writing skills across various media such as letters, emails, blogs etc., which are essential skills in the business world.

Mapping of COs to syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO6	L	M	L	H	
CO5	H	H		L	M
CO4				M	
CO3		H	H	M	H
CO2			M		
CO1					H

MTME0075: MANAGERIAL ECONOMICS

(Credits: Theory -03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Evaluate the economic cost and revenue structures of various industries and determine the optimum level of production and sales. Explain the various types of tariff and non – tariff barriers and assess their impact on a nation’s balance of payments in terms of current account, capital account and official reserves account. (Evaluating)
2. Analyse the principles of economic profit, market structures, cost and revenue for decision making of business firms. Examine the (Analysing)
3. Identify and compare different products based on price elasticity and different firms based on market structures. Estimate the national income of a country using income, expenditure and value addition approach. Explain the impact of changes in income and relative prices of commodities in consumer’s equilibrium. (Applying)
4. Explain the decision making process of individual consumer while maximizing satisfaction level using marginal utility and indifference curve approach. Explain the factors that causes variability in input output relationship and cost relationship under short and long run production. Illustrate and classify the components of national income and balance of payments. (Understanding)
5. Recall and define the basic concepts related to micro economics, national income and balance of payments. (Remembering)

Syllabus

Module 1 (9 Lectures)

Introduction: Nature, Scope and Significance of Managerial Economics: Role of Managerial Economics in Decision Making; Opportunity cost Principle, Production Possibility Curve, Cardinal and Ordinal Approaches to Consumer Behaviour: Equi-Marginal Principle, Law of Diminishing Marginal Utility.

Module 2 (9 Lectures)

Demand Analysis: Indifference Curve Analysis of Demand, Demand Function, Determinants of Demand, Elasticity of Demand, Significance and uses of the elasticity, Demand Estimation and Forecasting, Applications of Demand Analysis in Managerial Decision Making.

Module 3 (4.5 Lectures)

Production Analysis: Production Function, Short Run and Long Run Production Analysis, Isoquants, Law of variable proportions, Returns to scale, Optimal Combination of Inputs.

Module 4 (9 Lectures)

Cost and Revenue Analysis: Accounting Costs and Economic costs. Theory of Cost in Short and Long Runs, Cost Curves, Cost Relationships, Revenue curves of a firm, Break Even Analysis.

Module 5 (4.5 Lectures)

Market Structures: Price-Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Price and Non-Price Competition

Module 6 (4.5 Lectures)

National Income: Concepts of Gross National Income and Product. Approaches to estimating GNP.

Module 7 (4.5 Lectures)

International trade and Balance of Payments: Balance of Trade. Balance of Payments in a double entry book-keeping sense. Current Account and Capital Account in BoP. Tariff and nontariff barriers - their purpose and implications.

Suggested Readings

1. Microeconomics: Principles and Policy, 12e, William J. Baumol, Alan S. Blinder, 2011, Cengage Learning publication
2. Managerial Economics, 2e, Damodaran Suma, 2010, Oxford
3. Microeconomic Theory and Applications, 13e, Browning Edgar K., and Zupan A. Mark, 2020, Wiley
4. Managerial Economics, 8e, Dwivedi D.N., 2015, Vikas Publication
5. Gould, John P., and Edward P. Lazear, Microeconomic Theory, 6e, 1996, All India Traveller Bookseller, New Delhi
6. Mote V, Paul S and Gupta G, 3e, Managerial Economics, 2004, Tata McGraw Hill
7. Principles of Microeconomics, 22e, Ahuja.H. L, 2019, S. Chand Publishing

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6	Module 7
CO5		M	M	H	H	L	H
CO4			L	H	H		
CO3	L	M			L	M	M
CO2	M	H	M			M	M
CO1	M	L	L	L	L	M	M

E Resources

Module	Topic	Location ID
2	Indifference Curve	Kumar, V. (2022, Aug 22). IIT Kanpur NPTEL. Retrieved from youtube: https://www.youtube.com/watch?v=CuAzxeis73
3,4,5	Production, Cost and Market Structure	Mukherjee, D. (2018, 5 1). Microeconomics Theory and Applications. Retrieved from NPTEL: https://archive.nptel.ac.in/courses/110/104/110104093/
6	National Income Accounting	ICAI. (2024, Feb 1). National Income Accounting. Retrieved from youtube: https://www.youtube.com/watch?v=EqcnQAIsLcQ
7	Trade and Balance of Payment	Roorkee, I. (2021, Feb 25). Trade and Balance of Payment. Retrieved from youtube:

Experiential Learning

Simulation and role playing where students act as consumers with limited budget makes purchase decisions to maximize their satisfaction and adjust their decision based on changes in relative price and income. Student involvement in role play as business owners with a variety of commodities and predict the changes in sales revenue due to price elasticity of in their product mix. **Projects and collaborative work** on balance of payments and national income of different countries for enhancing trend identification and policy making skills. Student can **design and conduct surveys** on consumer preferences. The data obtained can be further analysed for additional insights on consumer's equilibrium and demand elasticity. **Tracking and data analysis** of macroeconomic indicators such as national income, price index, current account balance, FDI flow for six months to understand the prevailing policy stance of various economic authorities of a nation.

MTCA0007: Computer Applications in Management

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Create simple IT systems using basic software like spreadsheets. (Creating)
2. Evaluate the need for and importance of different IT solutions give different business cases/scenarios. (Evaluating)
3. Analyse various security and ethics related issues that arise due to the increased use of IT in organizations. (Analysing)
4. Make use of different theoretical models to choose IT solutions for solving business problems. (Applying)
5. Compare and contrast different types of information systems that are chosen by different organizations given their specific requirements. (Understanding)
6. Define different information systems used in organizations. (Remembering)

Syllabus

Module 1 (15 lectures)

Organization, Management, and the Networked Enterprise - Information Systems in Global Business Today, Global E-Business: How Businesses Use Information Systems, Information Systems, Organizations, and Strategy, Ethical and Social Issues in Information Systems

Module 2 (10.5 lectures)

Key System Applications for the Digital Age - Achieving Operational Excellence and Customer Intimacy: Enterprise Applications, E-Commerce: Digital Markets, Digital Goods, Managing Knowledge and Collaboration, Enhancing Decision Making

Module 3 (15 lectures)

Building and Managing Systems - Building Information Systems, Managing Projects, Managing Global Systems

Module 4 (4.5 lectures)

Information Technology Infrastructure - IT Infrastructure and Emerging Technologies, Foundations of Business Intelligence: Databases and Information Management, Telecommunications, the Internet, and Wireless Technology, and Securing Information Systems.

Suggested Readings

1. Management Information Systems, 11e, Ken Laudon, 2017, Pearson
2. Management Information Systems, 4e, O'Brien, 2014, McGraw Hill
3. Management Information Systems – A Digital Firm Perspective, 4e, Jawadekar, 2014, McGraw Hill
4. Using MIS, 3e, Kroenke, David M, 2014, Prentice Hall
5. Information Technology for Management, Turban, McLean, and Wetherbe, 2015, Wiley
6. Principles of Information Systems, 4e, Stair and Reynolds, 2016, Course Technology
7. Any book on Microsoft Excel and Access

Digital Resources

Module 1	Gwynne, P. (2001, July 15). Information Systems Go Global - MIT Sloan Management Review. Sloanreview.mit.edu. https://sloanreview.mit.edu/article/information-technology-information-systems-go-global/ Ransbotham, S. (2018, September 17). Artificial Intelligence in Business Gets Real. MIT Sloan Management Review. https://sloanreview.mit.edu/projects/artificial-intelligence-in-business-gets-real/ Ethical and Social Issues in Information Systems. (2018, July 3). Theintactone. https://theintactone.com/2018/07/03/ism-u1-topic-3-ethical-and-social-issues-in-information-systems/
Module 2	Definition of Enterprise Applications - Gartner Information Technology Glossary. (n.d.). Gartner. https://www.gartner.com/en/information-technology/glossary/enterprise-applications Moore, K. (n.d.). Mid-Market Merchants And The Ecommerce Landscape. Forbes. Retrieved July 3, 2024, from https://www.forbes.com/sites/kaleighmoore/2024/05/15/mid-market-merchants-and-the-ecommerce-landscape/ Evans, M. (2021, March 25). Global E-Commerce Market To Expand By \$1 Trillion By 2025. Forbes. https://www.forbes.com/sites/michelleevans1/2021/03/25/global-e-commerce-market-to-expand-by-us1-trillion-by-2025/
Module 3	PMI. (2023). PMI Project Management Institute. Pmi.org. https://www.pmi.org/ Digital Insights McKinsey & Company. (n.d.). www.mckinsey.com . https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights
Module 4	Stedman, C. (2019). What is business intelligence (BI)? - Definition from WhatIs.com. SearchBusinessAnalytics. https://searchbusinessanalytics.techtarget.com/definition/business-intelligence-BI Cisco Digital Network Architecture (Cisco DNA). (2019). Cisco. https://www.cisco.com/c/en/us/solutions/enterprise-networks/index.html

Experiential Learning

This course involves several experiential learning activities. These activities will provide hands-on experience aimed primarily towards enhancing student employability, entrepreneurial, and other skills.

Activities/Content:

- 1. Case Studies:** Students will be taken through case studies published by reputed publishers like HBS. These case studies will require the students to apply the concepts and techniques discussed in class which are related to the case under study.
- 2. Group Projects:** Students will be divided into groups and made to work on small projects related to the topic discussed. Such activities should not only develop teamwork and collaboration skills but also enhance presentation and reporting skills among the students.
- 3. Peer Reviews:** Students will be made to review and critique each other's work. This should aid in developing critical thinking and communication skills among students.
- 4. Real World Applications / Digital Dashboards:** Using readily available tools like Excel, students will be made to develop models for computation and analysis.
- 5. Organize Guest Lectures:** Working professionals and external professors will be invited to share their experiences and insights on the topics. This will not only provide students with industry perspectives but also open networking opportunities.
- 6. Student Reflection Sessions:** Students will be required to reflect on their learnings. This should develop self-awareness, critical thinking skills, and relate one topic with another for a more comprehensive understanding of the course and its application.

The above activities should empower students with the necessary skills to flourish in the use of technology during their MBA studies and in the jobs, they secure post MBA.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
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CO 6	L		H	
CO 5	H		M	
CO 4	M	H	H	M
CO 3	M			M
CO 2	H	H		L
CO 1	L	M	L	H

MTQM0008: QUANTITATIVE METHODS

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Create simple graphical representations of data sets for problem solving. (Creating)
2. Evaluate simple statistic like the measures of central tendencies. (Evaluating)
3. Analyse data sets. (Analysing)
4. Apply the most widely used quantitative techniques in decision making. (Applying)
5. Understand how to interpret and solve business-related problems. (Understanding)
6. Define the basic quantitative techniques used across functional areas in a business. (Remembering)

Syllabus

Module 1 (9 lectures)

Basic numerical aptitude - Averages; Percentage and Ratio & Proportion

Module 2 (10.5 lectures)

Equations and line segments - Linear equations, Quadratic equations, Equation of Straight Line, Line Segment, Section Ratio and Gradient of a Line.

Module 3 (9 lectures)

Commercial Mathematics - Profit & Loss, Computation of Interest, Annuities, Mensuration.

Module 4 (9 lectures)

Advanced Mathematical Applications - Set Theory and its application, Permutation and Combination, Matrix Algebra.

Module 5 (7.5 lectures)

Introduction to Data Analysis - Organising, grouping, classifying, tabulation and graphical representation of numerical data, Introduction to Measures of Central Tendency and Measures of Dispersion.

Suggested Readings

1. Trivedi and Trivedi, Business Mathematics, Pearson
2. Anderson, Sweeney, Williams, Quantitative Methods for Business, Cengage Learning
3. R.S. Agarwal, Quantitative Aptitude, S Chand Books
4. R.S. Agarwal, Arithmetic, S Chand Books
5. Banks' Probationary Officers Examination, Upkar's
6. Edgar Thorpe, Course in Mental Ability and Quantitative Aptitude, Tata McGraw Hill
7. S.N. Jha, Quantitative Aptitude, Ramesh Publishing House-Delhi

Digital Resources

Module 1	Khan Academy. (n.d.). Foundation algebra. Retrieved July 8, 2024, from https://www.khanacademy.org/math/algebra/x2f8bb11595b61c86:foundation-algebra Khan Academy. (n.d.). Algebra II. Retrieved July 8, 2024, from https://www.khanacademy.org/math/algebra2
Module 2	Dawkins, P. (n.d.). Solving linear equations. In Paul's Online Math Notes. Retrieved July 8, 2024, from https://tutorial.math.lamar.edu/classes/alg/solvinglinearequations.aspx
Module 3	My Accounting Course. (n.d.). Interest. In Accounting Dictionary. Retrieved July 8, 2024, from

	https://www.myaccountingcourse.com/accounting-dictionary/interest
Module 4	BYJU's. (n.d.). Permutations and combinations. Retrieved July 8, 2024, from https://byjus.com/maths/permutations-and-combinations/ Dawkins, P. (n.d.). Matrix operations. In Paul's Online Math Notes. Retrieved July 8, 2024, from https://tutorial.math.lamar.edu/Classes/LinAlg/MatrixOperations.aspx
Module 5	Khan Academy. (n.d.). Modeling distributions of data. Retrieved July 8, 2024, from https://www.khanacademy.org/math/statistics-probability/modeling-distributions-of-data Khan Academy. (n.d.). Displaying and describing data. Retrieved July 8, 2024, from https://www.khanacademy.org/math/statistics-probability/displaying-describing-data

Experiential Learning

In the "Quantitative Methods" course, experiential learning can be integrated through various activities:

Activities/Content:

- 1. Case studies:** Use real-world business scenarios to apply numerical aptitude, equation solving, and data analysis concepts to practical problems.
- 2. Group projects:** Assign tasks that require students to work together to solve quantitative problems, promoting teamwork, communication, and problem-solving skills.
- 3. Industry guest lectures:** Invite professionals to share how quantitative methods are applied in their industries, providing insights into real-world applications.
- 4. Data analysis Quizzes:** Organize quizzes where students analyse and present data insights, developing their analytical and presentation skills.

By incorporating experiential learning into the course, students will develop essential skills that enhance their employability, entrepreneurial spirit, and overall skill development, preparing them for success in their future careers.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 6					M
CO 5					M
CO 4			M	M	H
CO 3	H	H	M	M	M
CO 2	H	H	H	H	H
CO 1	H	L	L	L	L

MTMM0076: MARKETING MANAGEMENT

(Credits: Theory 03)

Theory: 45 Lectures

Course Outcomes

At the end of this course students will be able to:

1. Create solutions for marketing issues and problems (Creating)
1. Evaluate marketing strategies and tools used by marketers under different market conditions and competitor activities. (Evaluating)
2. Analyze the marketing environment and strategies of organizations utilizing different marketing concepts and tools under different environmental conditions. (Analyzing)
3. Apply the knowledge, concepts and tools necessary to overcome challenges and issues of marketing in a competitive and dynamic space. (Applying)
4. Understand and explain the fundamental marketing concepts, theories and principles in the area of marketing (Understanding)
5. Define Marketing Management, related terms and core concepts. (Remembering)

Syllabus

Module 1: Introduction to Marketing Management (5 Lectures)

Introduction to basic concepts of Marketing Management, Marketing Challenges, Marketing Environment, Marketing in today's World – Internet Marketing (Use of social media and Mobile APP). Changing Indian Market, Market Trends and Consumer Preferences, Marketing Plan and its constituents, Consumer, and its different types.

Module 2: Core Marketing Concepts and Dealing with Competition (16 Lectures) Understanding concepts of Value, Consumer and Consumer Behavior, Selected modes of Consumer Behavior and Buying process, Introduction to Marketing Research and its main constituents, Market Segmentation, Targeting and Positioning, Types of Positioning and various aspects of it, Strategic Planning, Market Analysis and Strategic Business Unit. Understanding Market Structures, Identifying and Analyzing competitors, Competitive Strategies of Market Leaders, Market Challengers, Followers and Nichers, Blue and Red Ocean.

Module 3: Product Decisions (7 Lectures)

Part A: Development of New Product – definition of new product, new product development options, new product development process, new product failure

Part B: Product Levels, Product Classifications, Goods and Service Differentiation, Product Value hierarchy, Product Mix, Product Line analysis, Product Life Cycle, Product Adoption, Branding and its elements, Packaging

Module 4: Pricing Decisions (7 Lectures)

Price and Quality paradigm, Price setting procedure, Adapting the price – Promotional Pricing, Discount Pricing, Differentiation Pricing, Geographical Pricing, Product Mix Pricing, etc. Price Changes – initiation and response.

Module 5: Distribution Channel Decisions (4 Lectures)

Introduction to Distribution Channel and its members, Functions and Levels of distribution channels, Channel design steps, Selecting and evaluating channel members, Channel conflicts, Introduction to Retailing, Retailing benefits, Retail store choice decisions, Channel logistics – objectives and major decisions.

Module 6: Promotion Decisions (6 Lectures)

Communication process, Steps in developing effective communication, Communication Mix and Characteristics, Introduction to Advertising, Developing an effective advertising program.

Suggested Readings

1. Marketing Management, 15th Ed., Philip Kotler & Keven Lane Keller, Pearson,
2. Marketing Management – A South Asian Perspective, 13th Ed., Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
3. Managing Marketing: An Applied Approach, 1st Ed., Noel Capon, Siddharth Shekhar Singh, Wiley
4. Marketing Management: Global Perspective, Indian Context, 5th Ed., Ramaswamy, V.S. & Namakumari, S., McGraw Hill Education (India) Pvt. Ltd.
5. Marketing Management, 4th Ed., Ranjan Saxena, Tata McGraw Hill Education.
6. Marketing Management: Text and Cases Indian Context, 2nd Ed., Tapan K. Panda, Excel Books
7. Marketing, 3rd Ed., Paul Baines and Chris Fill, Oxford University Press
8. Marketing Management: A Decision-making Approach, 1st Ed., Pingali Venugopal, Sage Publications

E-Resources

Module	E-Resource details
1	Court, D., Elzinga, D., Mulder, S., & Vetvik, O. J. (2009). The consumer decision journey. Retrieved from https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/the-consumer-decision-journey
1, 2	Acutt, M. (n.d.). Marketing strategy: Key concepts 7 Ps of marketing. Retrieved from https://www.professionalacademy.com/blogs-and-advice/marketing-strategy-key-concepts-7-ps-of-marketing
1	Smart Insights. (n.d.). Digital marketing strategy: An integrated approach to online marketing. Retrieved from https://www.smartinsights.com/digital-marketing-strategy/
2	HubSpot. (n.d.). Building a brand strategy: Essentials for long-term success.

	Retrieved from https://blog.hubspot.com/marketing/brand-strategy
2	Shopify. (n.d.). How to conduct market research. Retrieved from https://www.shopify.com/blog/market-research
3	Aha!. (n.d.). Product development strategy: How to create a product roadmap. Retrieved from https://www.aha.io/roadmapping/guide/product-strategy/product-development-strategy
4	Shopify. (n.d.). Pricing strategy: A guide to pricing your product. Retrieved from https://www.shopify.com/blog/pricing-strategy
6	HubSpot. (n.d.). The ultimate guide to promotion strategies. Retrieved from https://blog.hubspot.com/marketing/promotion-strategy
5	Investopedia. (n.d.). Distribution strategy: The basics & best practices. Retrieved from https://www.investopedia.com/terms/d/distribution-strategy.asp

Experiential Learning

Studying Marketing Management is essential for professionals aiming to excel in marketing roles or launch successful entrepreneurial ventures. This course equips individuals with practical skills in market analysis, strategic planning, and customer relationship management. For example, mastering consumer behavior and market research enables marketers to identify target audiences, understand their needs, and develop effective marketing strategies that resonate with customers. Moreover, proficiency in branding, advertising, and digital marketing strategies empowers professionals to enhance brand visibility, attract new customers, and drive sales growth in competitive markets. Such competencies are crucial for enhancing employability in marketing management roles and for entrepreneurship by equipping individuals to build and promote their own brands effectively. Therefore, studying Marketing Management not only enhances creativity and analytical skills but also prepares individuals to navigate dynamic market environments and capitalize on opportunities to achieve business success.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 6	H	H				
CO 5	M	H		L	L	L
CO 4		H	M	M	M	M
CO 3		M	M	M	M	M
CO 2			M	L	L	L
CO 1		H	L	L	L	L

MTEC0077: BUSINESS ETHICS AND CSR

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop a set of ethical work principles (Creating)
2. Summarize the importance of stakeholders & ways to deal with them. (Evaluating)
3. Analyse the principles of CSR in an organization (Analysing)
4. Apply the ethical theories in practical work environment. (Applying)
5. Explain the role of ethics and identify the issues of corporate management. (Understanding)
6. Relate ethical principles in business and define CSR, ownership, and control (Understanding)

Syllabus

Module 1: (16 lectures)

Ethics & Business: An overview- introduction, business ethics & its issues, Arguments for & against Business Ethics, Moral responsibility & Blame

Ethical Dilemmas: Sources & their resolutions, ethical business dilemmas, importance of ethics in business, creating ethical environment in Business, establishing ethical standards.

Ethical Decision making in business: Need & role of ethics in framing business decisions, challenges in ethical decision making, process of making ethical decisions, Trusteeship theory of industrial relations.

Professional ethics: Introduction, ethical problems faced by managers, new skills required by managers, managing ethical conduct in modern times.

Ethics in the marketplace Introduction, perfect competition, monopoly competition, oligopolistic competition

Module 2: (15.5 lectures)

Marketing ethics: Role of marketing, ethics in context of Indian economy, normative marketing ethics, ethics beyond 4 P's

Ethical issues in HRM: Genesis, scope, different aspect, functional areas, emerging challenges of HRM, changing role of HR professional, ethical issues.

Financial Management & ethical issues: Ethical issues in financial management accounting, bank frauds, insurance sector frauds, ethical issues in nationalized banks.

Ethics in Production and Operation Management: Issues and Challenges

Module 3: (7 lectures)

Corporate Governance: Introduction, features, principles, issues, board, structure, model, its role in workplace, obligation to society, investors, employees & customer, corporate governance in India

Module 4: (6.5 lectures)

Corporate Social Responsibility: Meaning and Definition of Corporate Social Responsibility (CSR); History and Evolution of CSR; Carroll's Pyramid of CSR; Concept of Triple Bottom Line; Effects of organisational activity; Principles of CSR- Sustainability, Accountability, Transparency, CSR in not-for-profit organisations.

Suggested Readings:

1. Business Ethics – Concepts and Cases, 2e, Manuel G. Velasquez, 2011, Pearson Education
2. Business Ethics and Corporate Governance, 3e, S. Prabhakaran, 2014, Excel Books
3. Ethical Management: Text and Cases in Business Ethics and Corporate Governance, 3e, Satish Modh, 2014, McMillan India Ltd.
4. Business Ethics: Ethical Decision Making and Cases, 1e, O. C. Ferrell, John Fraedrich, Linda Ferrell, 2008, Cengage Learning
5. Corporate social responsibility in India, 2e, Agarwal, S., 2018, Sage.
6. Perspectives on corporate social responsibility, 2e, Crowther, D., & Rayman-Bacchus, L., 2018, Bookman
7. Business ethics and corporate governance, 8e, Ghosh, B., 2017, Tata McGraw Hill.

Digital Resources

Modules	Digital Resources
1	<p>Business Ethics. (2017, January 17). <i>Lecture 1: What is Business Ethics? Why Business Ethics is important?</i> [Video]. YouTube. https://www.youtube.com/watch?v=zqOiu_rdBsE</p> <p>Business Ethics. (2017b, January 17). <i>Lecture 2: Business Ethics in different organizational contexts</i> [Video]. YouTube. https://www.youtube.com/watch?v=MtG-77he32I</p> <p>NPTel lec6.pdf. (n.d.). Google Docs. https://drive.google.com/file/d/1OFE6d3oABId7Iza7p6heqVFSB40IX42P/view</p> <p>NPTel lec7.pdf. (n.d.). Google Docs. https://drive.google.com/file/d/1PusVLkxwyG0YjY35aP2wqDIhLmZl6IRu/view</p> <p>NPTel lec8.pdf. (n.d.). Google Docs. https://drive.google.com/file/d/12HJzRIAreunZDtOU7L56YRshw-5OZZM/view</p> <p>NPTel lec9.pdf. (n.d.). Google Docs. https://drive.google.com/file/d/1QG0BLQ-gzuTrT8azOKb7a8mpiVsqfvCg/view</p> <p>NPTel lec10.pdf. (n.d.-b). Google Docs. https://drive.google.com/file/d/1tW6PpeaW-8Pgmce3bWSz8H8Jyt0AfdRz/view</p>
2	IIT Kharagpur July 2018. (2019, August 24). <i>Lecture 32 : Ethics of Consumer Protection</i> [Video].

	<p>YouTube. https://www.youtube.com/watch?v=_1Z-fpcRISU</p> <p>IIT Kharagpur July 2018. (2019b, August 24). <i>Lecture 33 : Consumer ethics: Duty of a Corporation in marketing communication and promotion</i> [Video]. YouTube. https://www.youtube.com/watch?v=P6B-ul0BrVY</p> <p>IIT Kharagpur July 2018. (2019c, August 24). <i>Lecture 35 : Consumer Ethics: Duty of the Consumers</i> [Video]. YouTube. https://www.youtube.com/watch?v=3INJfwJjTuo</p> <p>IIT Kharagpur July 2018. (2019a, July 17). <i>Lecture 22 : Employer-employee: Duties and rights from both sides</i> [Video]. YouTube. https://www.youtube.com/watch?v=yUf8Bn19ZNA</p> <p>IIT Kharagpur July 2018. (2019b, July 17). <i>Lecture 24 : Some specific issues in employer-employee relationship</i> [Video]. YouTube. https://www.youtube.com/watch?v=lw8G6427ncY</p>
3	<p>NPTEL :: Management - NOC: <i>The Ethical Corporation</i>. (n.d.). https://archive.nptel.ac.in/courses/110/105/110105138/</p> <p>NPTEL <i>lec16.pdf</i>. (n.d.). Google Docs. https://drive.google.com/file/d/1Kg2iY8Y22hdDY0bt5zXhZZf-fhOmR3_-/view</p>
4	<p>Byars, S. M., & Stanberry, K. (2018, September 24). <i>3.4 Corporate Social Responsibility (CSR) - Business Ethics</i> OpenStax. https://openstax.org/books/business-ethics/pages/3-4-corporate-social-responsibility-csr</p> <p>Business Ethics. (2017c, January 17). <i>Lecture 4: Sustainability: a key goal for Business Ethics</i> [Video]. YouTube. https://www.youtube.com/watch?v=y1g1nAGltw8</p>

Experiential Learning

The course delves into the intricate intersection of ethics and responsible corporate conduct. The instructional approach adopts an integration of lectures, real-world cases, and experiential exercises, coupled with additional digital resources. The case studies specifically open the portal into authentic ethical dilemmas thereby providing a nuanced appreciation of ethical considerations and corporate social responsibility. The case studies and experiential exercises promote critical thinking and analytical skills.

Mapping of COs to syllabus

	Module 1	Module 2	Module 3	Module 4
CO6	L	L	M	H
CO5	L			L
CO4	M		H	M
CO3	M	H	H	H
CO2	H	M		
CO1		H		M

MTPM0009: PRINCIPLES OF MANAGEMENT

(Credits: Theory – 03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Create a business plan (Creating)
2. Formulate a plan for achieving specific business objective (Creating)
3. Interpret the market and determine its specific characteristics that will impact business. (Evaluating)
4. Compare the different forms of business. (Analysing)

5. Experiment with different types of plans. Identify and make use of critical aspects of organizing, staffing and controlling and utilize it for different situations. Make use of Control tools and techniques to suggest suitable control system. (Analysing)
6. Explain the steps and various aspects of planning, organizing, staffing and controlling process. (Applying)
7. Define the management functions, skills and roles of managers. (Remembering)
8. Define Management and scope of management. Recall the evolution of management concepts and contributions by management thinkers. (Remembering)

Syllabus

Module 1 (9 lectures)

Introduction to Management and Organization - Definition of Management; Management Skills; Management Roles; Management; Recent Development in Management; Functions of Management; Managers and Environment; Management Challenges; Forms of Business – Sole Proprietorship, Partnership & Company.

Module 2 (7.5 lectures)

Foundations of Planning - Nature and Purpose of Planning; Hierarchy of Plans; Process of Planning; Business Objectives; Management by Objectives (MBO); Strategic Planning; Environment Analysis; SWOT Analysis; Decision Making – Certainty and Uncertainty Models; Cases

Module 3 (7.5 lectures)

Organizing - Organization Theory; Design of Organizational Structure; Formal and Informal Organizations; Span of Management; Centralization and Decentralization; Types of Organization Structures; Line and Staff Relationships; Authority & Power; Delegation of Power; Cases

Module 4 (7.5 lectures)

Direction - Part A: Direction – Principles of Direction and the Human Factor associated; Hierarchy of Needs; Motivation Theories; Motivation Techniques

Direction - Part B: Leadership Theories, Leadership Models

Direction - Part C: Communication, Process of Communication; Barriers of Communication; Organizational communication; Cases.

Module 5 (6 lectures)

Staffing - Fundamentals of Staffing; Human Resource Planning; Job Analysis; Recruitment and Selection Process; Performance Appraisal – Criteria, Methods, and Feedback; Training and Development – Needs & Methods; Cases

Module 6 (4.5 lectures)

Coordination and Controlling - Control System Importance; Control Process; Types of Control; Control Technique – Break Even Analysis, Budget as Control, PERT/ CPM; Cases.

Module 7 (3 lectures)

Management in India - Market Structure; Characteristics of Indian Market; Few Major Industry & Business Players of India; Start-up Culture and Internet Business in India.

Suggested Readings

1. Principles of Management, 2e, Koontz and O'Donnel, 2015, McGraw Hill.
2. Principles and Practice of Management, 3e, L. M. Prasad, 2013, Sultan Chand & Sons.
3. Principles of Management, 2e, Tripathi, 2012, McGraw Hill.
4. Principles of Management, 4e, Meenakshi Gupta, 2015, PHI.
5. Essentials of Management, 3e, Massie, Joseph L., 2010, Prentice Hall
6. Cases in Management: Indian and International Perspectives, 1e, Jham, 2012, Wiley
7. Practice of Management, 2e, Peter Drucker, 1999, Allied Publisher

Suggested Digital Resources

Module	Digital Resources
Module 1	Pindur, W., Rogers, R., & Kim, J. (1995). The History of Management. FHSU Pressbooks.

	Retrieved from (https://fhsu.pressbooks.pub/management/chapter/the-history-of-management/)
Module 2	Principles of Management. (2024). Open Textbook Library. Retrieved from (https://open.lib.umn.edu/principlesmanagement/chapter/1-5-planning-organizing-leading-and-controlling-2/)
Module 3	CliffsNotes. (2024). Staffing as a Management Function. CliffsNotes. Retrieved from (https://www.cliffsnotes.com/study-guides/principles-of-management/staffing-and-human-resource-management/staffing-as-a-management-function)
Module 4	APU. (2024). The Four Functions of Management: How They Impact Business. APU. Retrieved from (https://www.apu.apus.edu/area-of-study/business-and-management/resources/the-four-functions-of-management/)
Module 5	MBA Notes. (2024). Staffing – Principles and Practices of Management. MBA Notes. Retrieved from (https://mbahub.in/management-functions-and-organisational-processes/staffing/)
Module 6	Principles of Management. (2024). Open Textbook Library. Retrieved from (https://open.lib.umn.edu/principlesmanagement/chapter/1-5-planning-organizing-leading-and-controlling-2/)
Module 7	BusinessManagementIdeas. (2024). Management in India. BusinessManagementIdeas. Retrieved from (https://www.businessmanagementideas.com/organisation/staffing/13180)

Experiential Learning

The practical applications of the course in terms of skill development, employability and entrepreneurship are given below:

1. Skill Development:

- **Communication Skills:** Understanding organizational communication, delegation, and leadership principles enhances students' ability to convey ideas effectively.
- **Decision-Making Skills:** Learning about decision models (certainty and uncertainty) equips students to make informed choices in various contexts.
- **Planning and Organizing Skills:** Students develop skills in setting objectives, analyzing environments, and designing organizational structures.
- **Motivation Techniques:** Understanding motivation theories helps students lead and manage teams effectively.

2. Employability:

- **Management Roles:** Graduates can pursue roles as managers, team leaders, or supervisors in various industries.
- **Human Resource Management:** Knowledge of staffing, recruitment, and performance appraisal prepares students for HR-related positions.
- **Business Analysis:** Understanding market structures and industry players enhances employability in business analysis and consulting.

3. Entrepreneurship:

- **Start-up Culture:** Students gain insights into the start-up ecosystem, business models, and market dynamics.
- **Strategic Planning:** Entrepreneurial ventures benefit from strategic planning principles learned in the course.
- **Control Techniques:** Entrepreneurs can apply control methods (e.g., budgeting, PERT/CPM) to manage their ventures effectively.

In summary, the course equips students with essential skills, enhances employability and provides valuable knowledge for entrepreneurial endeavours.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6	Module 7
CO 8	L	M	M	L	M	M	H
CO 7	M	H	M	M	M	M	
CO 6	L	L	L	L	L	L	L
CO 5	H		M				M

CO 4		H	H	H	H	H	
CO 3		H	H	H	H	H	
CO 2	H						
CO 1	H	L	L	L	L	L	

SEMESTER 2

Semester	New Code	Course Name	Credits
II	MTBS0011	Business Statistics	3
	MTCF0012	Corporate Finance	3
	MTOM0014	Operations Management	3
	MTEE0021	Economic Environment of Business	3
	MTMR0023	Market Research	3
	MTED0025	Entrepreneurship Development	3
	MTHM0078	Human Resource Management	3
	MTPM0044	Project Management	3
	MTLB0079	Legal Environment of Business	3

MTBS0011: BUSINESS STATISTICS

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop managerial decisions by applying the concepts of business statistics. (Creating)
2. Evaluate the correctness of statistical samples. (Evaluating)
3. Examine the basic concepts of probability and perform theoretical probability distributions. (Analysing)
4. Build a practical understanding of various statistics concepts. (Applying)
5. Compare and contrast different types of sampling and sample testing techniques. (Understanding)
6. Define and recall the basic concepts of statistics and fundamentals of business statistics. (Remembering)

Syllabus

Module 1 (8 lectures)

Descriptive Statistics - Measures of Central Tendency, Measures of Dispersion, Skewness and Kurtosis

Module 2 (9 lectures)

Probability theory – Classical theory, Relative frequency theory, Probability Addition and Multiplication rules, Bayes theorem, Probability Distributions.

Module 3 (6 lectures)

Sampling & Sampling distribution – Types of sampling, Concept of mean of the sampling distribution, standard error, central limit theorem.

Module 4 (9 lectures)

Testing of Hypothesis for Single Populations – testing of means: one tailed, two tailed test, Z test, t test, Testing of proportions: one tailed, two tailed tests.

Module 5 (6 lectures)

Analysis of Variance: One-way ANOVA. **Theory on Randomized Block Design and Two-way ANOVA.**

Module 6 (4 lectures)

Correlation and Regression Analysis – Coefficient of correlation, coefficient of determination, test of correlation, slope, intercept, simple linear regression equation, multiple **linear** regression.

Module 7 (3 lectures)

Non-Parametric Methods: Chi Square Test, Rank correlation, Mann Whitney U test, Kruskal Wallis test, Kolmogorov Smirnov test.

Suggested Readings

1. Statistics for Management, 8e, Levin and Rubin, 2018, Pearson
2. Business Statistics for Contemporary Decision Making, 4e, Ken Black, 2017, Wiley
3. Business Statistics, 8e, GC Beri, 2019, McGraw Hill
4. Business Statistics (Barron's Business Review Series), Douglas, 2019, Barron's Educational Series
5. Essentials of Statistics for Business and Economics, 5e, Anderson, Sweeney, 2017, South-Western College
6. Quantitative Analysis for Management and Student, 8e, Barry Render, Ralph M. Stair, Michael E. Hanna, 2018, Prentice Hall
7. Essentials of Business Statistics, 6e, Angela McGrane, Joanne Smailes, 2019, Pearson

Digital Resources

Module 1	Khan Academy. (2014). Statistics and probability. Khan Academy. https://www.khanacademy.org/math/statistics-probability
Module 2	What is probability? (n.d.). Stattek.com. Retrieved July 3, 2024, from https://stattrek.com/probability/what-is-probability Probability Rules. (n.d.). Stattek.com. https://stattrek.com/probability/probability-rules Probability Problems. (n.d.). Stattek.com. Retrieved July 3, 2024, from https://stattrek.com/probability/probability-problems
Module 3	Sampling Distribution: Definition, Types, Examples. (n.d.). Statistics How To. https://www.statisticshowto.com/probability-and-statistics/sampling-in-statistics/sampling-distribution/ Sampling in Statistics: Different Sampling Methods, Types & Error. (n.d.). Statistics How To. https://www.statisticshowto.com/probability-and-statistics/sampling-in-statistics/
Module 4	Laerd Statistics. (2018). Hypothesis Testing - Significance levels and rejecting or accepting the null hypothesis. Laerd.com. https://statistics.laerd.com/statistical-guides/hypothesis-testing-3.php
Module 5	ANOVA. (2013). Statistics Solutions. https://www.statisticssolutions.com/free-resources/directory-of-statistical-analyses/anova/ Justin. (2017, May 12). The various forms of ANOVA. Statistics Solutions. https://www.statisticssolutions.com/the-various-forms-of-anova/ Anova in SPSS - Statistics Solutions. (2009, March 18). Statistics Solutions. https://www.statisticssolutions.com/anova-in-spss/
Module 6	Bobbitt, Z. (2021, February 1). Correlation vs. Regression: What's the Difference? Statology. https://www.statology.org/correlation-vs-regression/
Module 7	Difference between Parametric and Non-Parametric Methods. (2020, February 8). GeeksforGeeks. https://www.geeksforgeeks.org/difference-between-parametric-and-non-parametric-methods/

Experiential Learning

This course involves several experiential learning activities. These activities will provide hands-on experience aimed primarily towards enhancing student employability, entrepreneurial, and other skills.

Activities/Content:

1. **Case Studies:** Students will be taken through case studies published by reputed publishers like HBS. These case studies will require the students to apply the concepts and techniques discussed in class which are related to the case under study.
2. **Group Projects:** Students will be divided into groups and made to work on small projects related to the topic discussed. Such activities should not only develop teamwork and collaboration skills but also enhance presentation and reporting skills among the students.
3. **Peer Reviews:** Students will be made to review and critique each other's work. This should aid in developing critical thinking and communication skills among students.
4. **Make Statistical Models:** Using readily available tools like Excel, students will be made to develop models for computation and analysis.

5. **Student Reflection Sessions:** Students will be required to reflect on their learnings. This should develop self-awareness, critical thinking skills, and relate one topic with another for a more comprehensive understanding of the course and its application.

The above activities should empower students with the necessary skills to flourish if their jobs demand statistical analysis.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6	Module 7
CO 6	L		H				
CO 5	H		M		M	L	
CO 4	L	L	M	M	L	L	L
CO 3	M	M	M	M	M	M	M
CO 2	H	H	H	H	H	H	H
CO 1	L	L	L	L	L	L	L

MTCF0012: CORPORATE FINANCE

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop managerial decisions by applying the concepts learnt in corporate finance. (Creating)
2. Evaluate different investment proposals based on financial ratios and cash flows. (Evaluating)
3. Examine financial statement to determine financial health of an organization. (Analysing)
4. Build a practical understanding of financial ratios. (Applying)
5. Compare and contrast different types of investment criterion like NPV, IRR etc. (Understanding)
6. Define the basic concepts of corporate finance. (Remembering)

Syllabus

Module 1 (4 lectures)

Introduction and Overview of the course - Finance: The Big Picture, Investments, Corporate Finance and Financial Institutions, Course Overview

Introduction to Corporate Finance - Corporate Finance Decisions, Capital Budgeting, Capital Structure, Dividend Policy, Working Capital Management, Corporate Form, Corporate Goals, Agency Problem

Module 2 (9 lectures)

Financial Statements and Cash Flow - Balance Sheet, Income Statement, Taxes and Corporate Finance, Cash Flow Statements

Module 3 (7 lectures)

Financial Analyses and Long-Term Planning - Financial Statement Analysis (Ratio Analysis), Long Term Financial Planning

Module 4 (20 lectures)

Time Value of Money - Compounding and Discounting of Cash Flows, Annuities and Perpetuities

Capital Budgeting - Investment Criteria, Net Present Value (NPV), Payback Period, Average Accounting Return, Internal Rate of Return (IRR), Profitability Index

Cash Flows for Capital Budgeting - Incremental Cash Flows, Inflation and Capital Budgeting, Unequal Lives

Module 5 (5 lectures)

Introductions to Investments - Role of Financial Markets, The Investment Process, Globalization and Financial Markets

Financial Securities – Short and Long-Term Debt Securities, Equity Securities: Common and Preferred Stocks, Derivative Securities: Options, Forwards, and Futures

Financial Markets – Primary Markets and Investment Banking, Secondary Markets: Exchanges and OTC, Margin Trading, Short Sales

Suggested Readings

1. Corporate Finance, 8e, Ross, Westerfield, and Jaffe, 2010, McGraw Hill
2. Corporate Finance: Theory and Practice, 5e, Damodaran, 2014, Wiley
3. Project Finance: Asset Based Financial Engineering, 1e, Finerty, 2013, Wiley
4. Advanced Corporate Finance, Krishnamurti and Vishwanath, 2012, PHI
5. Investments, 9e, Bodie, Kane, and Marcus, 2010, McGraw Hill
6. Berk, DeMarzo and Thampy, Financial Management, Pearson
7. IM Pandey, Financial Management, Vikas Publishing House

Digital Resources

Module 1	Hayes, A. (2019). Corporate Finance. Investopedia. https://www.investopedia.com/terms/c/corporatefinance.asp Finance and capital markets Economics. (n.d.). Khan Academy. https://www.khanacademy.org/economics-finance-domain/core-finance
Module 2	Financial Statements Examples – Amazon Case Study. (n.d.). Corporate Finance Institute. Retrieved July 3, 2024, from https://corporatefinanceinstitute.com/resources/knowledge/accounting/financial-statements/
Module 3	Kenton, W. (2024, February 19). Financial Statement Analysis. Investopedia. https://www.investopedia.com/terms/f/financial-statement-analysis.asp
Module 4	CFI Team. (2022, November 27). Time Value of Money. Corporate Finance Institute. https://corporatefinanceinstitute.com/resources/valuation/time-value-of-money/ Fernando, J. (2023, December 15). Time Value of Money Explained with Formula and Examples. Investopedia. https://www.investopedia.com/terms/t/timevalueofmoney.asp Fernando, J. (2024, May 31). Net Present Value (NPV): What it Means and Steps to Calculate It. Investopedia. https://www.investopedia.com/terms/n/npv.asp
Module 5	Hayes, A. (2023, October 24). Financial Markets: The Basics. Investopedia. https://www.investopedia.com/terms/f/financial-market.asp Hayes, A. (2022, April 23). A Breakdown on How the Stock Market Works. Investopedia. https://www.investopedia.com/articles/investing/082614/how-stock-market-works.asp

Experiential Learning

This course involves several experiential learning activities. These activities will provide hands-on experience aimed primarily towards enhancing student employability, entrepreneurial, and other skills.

Activities/Content:

1. **Case Studies:** Students will be taken through case studies published by reputed publishers like HBS. These case studies will require the students to apply the concepts and techniques discussed in class which are related to the case under study.
2. **Group Projects:** Students will be divided into groups and made to work on small projects related to the topic discussed. Such activities should not only develop teamwork and collaboration skills but also enhance presentation and reporting skills among the students.
3. **Peer Reviews:** Students will be made to review and critique each other's work. This should aid in developing critical thinking and communication skills among students.
4. **Financial Modelling and Simulations:** Using readily available tools like Excel, students will be made to develop models for computation and analysis and run optimization simulations.
5. **Organize Guest Lectures:** Working professionals and external professors will be invited to share their experiences and insights on the topics. This will not only provide students with industry perspectives but also open networking opportunities.

6. **Student Reflection Sessions:** Students will be required to reflect on their learnings. This should develop self-awareness, critical thinking skills, and relate one topic with another for a more comprehensive understanding of the course and its application.

The above activities should empower students with the necessary skills to flourish in the financial domain and increase their employability.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 6	L	M		H	
CO 5	H	M		M	
CO 4	L	L	M	M	L
CO 3	M	M	M	M	M
CO 2	H	H	H	H	H
CO 1	L	L	L	L	L

MTOM0014: OPERATIONS MANAGEMENT

(Credits: Theory – 03)

Theory: 45 Lectures

Course Outcomes

At the end of this course students will be able to:

1. Create solutions for operations problems (Creating)
2. Evaluate operations strategies and tools used by organizations under different resource conditions, market conditions and competitor activities. (Evaluating)
3. Analyze the operations landscape of organization and strategies of organizations utilizing different operations concepts and tools under different resource constraints (Analyzing)
4. Apply the knowledge, concepts, and tools necessary to overcome challenges and issues of operations management in a competitive and dynamic space. (Applying)
5. Understand and explain the fundamental operations management concepts, theories, and principles in operations & production (Understanding)
6. Define Operations Management, related terms, and core concepts. (Remembering)

Syllabus

Module 1: Understanding Operations (10.5 Lectures)

Introduction; Transformation process; Operations Decisions; OM Functions; Critical Operations Decisions – Design and Control Issues; Manufacturing and Service Operations; Operations Strategy; Understanding Competitive Priorities

Module 2: Designing Operations (15 Lectures)

Part A: Process and Capacity Analysis – Process Planning Premises; Analysis processes; Defining Capacity; Measuring Capacity; Capacity Planning Framework; Decision Tree for Capacity Planning
 Part B: Manufacturing & Service Processes – Determinants (Volume, Variety, Flow); Type of Processes and Operations Systems; Process Product Matrix; Layout Planning; Types of Layouts; Design of Service System
 Part C: Project Management – Phases of Project Management; Tools and Techniques; Addressing Time and Resource Constraints.

Module 3: Operations Planning (15 Lectures)

Part A – Facilities Location – Factors affecting location decisions; Location planning methods
 Part B – Inventory Planning – Types of inventories; Inventory control for Deterministic demand items; Inventory control systems
 Part C – Forecasting; Model of forecasting; Transportation decision & methods; Aggregate sales and Operations planning; Resource Planning.

Module 4: Evaluation and Control (4.5 Lectures)

Statistical process control; Control Charts; Quality – Definition; Quality Management tools; Lean Management; JIT Manufacturing; TQM; Six Sigma Approach and Methodology.

Suggested Readings

1. Operations Management Along the Supply Chain, 6th Ed., Robert S. Russell & Bernard W. Taylor, Wiley India
2. Operations Management – Theory and Practice, 3rd Ed., B. Mahadevan, Pearson Education India
3. Operations Management – Processes and Value Chains, 8th Ed., Lee J. Krajewski, Larry Ritzman, and Manoj Malhotra, Operations Management – Process and Value Chain, Pearson Education India
4. Operations management for Competitive Advantage, 11th Ed., Richard B. Chase, F. Robert Jacobs, Nicholas J. Aquilano, and Nitin K Agarwal, Tata McGraw Hill Education Production and Operations Management, 1st Ed., Ajay K. Garg, Tata McGraw Hill.
5. Production and Operation Management, 3rd Ed., S. N. Chary. Tata McGraw Hill
6. Production and Operations Management, 3rd Ed., Kanishka Bedi, Oxford University Press

E-Resources

Module	E-Resource details
1	The Chartered Institute of Procurement & Supply (CIPS). (n.d.). What is operations management? Retrieved from https://www.cips.org/knowledge/procurement-topics-and-skills/operations-management/
2	MIT Sloan Management Review. (n.d.). Designing operations for performance. Retrieved from https://sloanreview.mit.edu/article/designing-operations-for-performance/
3	SME. (2018). Operations planning and scheduling. Retrieved from https://www.sme.org/technologies/articles/2018/operations-planning-and-scheduling/
4	APQC. (n.d.). Performance measurement in operations management. Retrieved from https://www.apqc.org/resource-library/resource-listing/performance-measurement-operations-management
1, 2, 3, 4	Harvard Business Review. (n.d.). Harvard Business Review case studies. Retrieved from https://hbr.org/store/case-studies
1, 2, 3, 4	Coursera. (n.d.). Operations management problems and solutions. Retrieved from https://www.coursera.org/learn/operations-management-uva/home/week/3

Experiential Learning

Studying Operations Management is crucial for professionals aspiring to streamline business processes, optimize efficiency, and enhance productivity within organizations or entrepreneurial ventures. This course equips individuals with practical skills in managing operations, improving supply chain logistics, and implementing quality control measures. For example, mastering inventory management and demand forecasting allows managers to minimize costs and maintain adequate stock levels, crucial for meeting customer demand and maximizing profitability. Moreover, skills in process optimization and lean management empower professionals to identify inefficiencies, streamline workflows, and enhance operational performance. Such competencies are essential for enhancing employability in operations management roles and for entrepreneurship by enabling individuals to establish efficient operations that deliver value and sustain growth. Therefore, studying Operations Management not only enhances analytical and problem-solving skills but also prepares individuals to drive operational excellence and achieve organizational objectives in competitive markets.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO 6	H	L	L	
CO 5	M	H	M	L
CO 4		H	H	
CO 3	L	M	H	M
CO 2		H	H	L

CO 1	L	H	H	L
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MTEE0021: ECONOMIC ENVIRONMENT OF BUSINESS

(Credits: Theory -03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Compare and evaluate the suitability of capital market instruments with money market instruments for raising both long term and short term fund for a business enterprise. Propose a method of raising equity for companies under different situation. (Evaluating)
2. Estimate and analyse market capitalization and movement of stock market indices. Categorize various types of mutual funds and compare them with direct investment through dematerialised shares. (Analysing)
3. Select and apply suitable instruments of economic policies under monetary policy, fiscal policy, industrial policy and foreign trade policy in evolving economic situations. (Applying)
4. Compare economic systems as capitalism and socialism along with their variants and show its impact on inclusive economic growth. Explain the role of international economic agencies such as IMF and World Bank and multilateral trade organizations in a globalised world. (Understanding)
5. Define and recall terms related to business environment variables, economic policy, corporate governance and financial market. (Remembering)

Syllabus

Module 1 (4 Lectures)

Business and its Environment: Internal and External Environment, Economic and Non- Economic Environment. Different Environmental factors.

Corporate Governance and Corporate Social Responsibility: Industry and Natural Environment

Module 2 (4.5 Lectures)

Economic Systems and Anatomy of the Indian Economy. Capitalism, Socialism, Mixed Economy

Module 3 (13 Lectures)

Government and Business Role of Gov.: Market System, Fiscal and Monetary Policy, Industrial Policy, Foreign Trade Policy. Budget and Taxation.

Economic Planning in India: Features and Objectives, Planning Commission, NITI Aayog, Review of Five Year Plans

Module 4 (7.5 Lectures)

International Economic and business Environment, International Economic Linkage: GATT, WTO, Role of International Organization: IMF and World Bank

Module 5 (9 Lectures)

Capital Market: Constituents (Primary Market, Secondary Market and Debt Market), Role, Importance, Evolution in India.

Money Market: Money market vs. Capital Market, Structure, Instruments of and money market.

Module 6 (7 Lectures)

Stock Market: Functions and Growth, Stock Exchanges, Intermediaries, Major Indices, Depositories and Depository Participants.

Mutual Fund: Concept, Mechanism, Role, Comparison with other asset classes.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO5	L	M		M	H	H
CO4	L	M			H	H
CO3	L		H	M		L
CO2	M	H	L	H		
CO1	H	M	M		L	L

E Resources

Module	Topic	Location ID
1	PESTLE Analysis	Nayak, J. K. (2020, 6 5). PESTLE Analysis. Retrieved from NPTEL: https://archive.nptel.ac.in/courses/110/107/110107145/
3	Monetary Policy	Kharagpur, I. (2018, Nov 14). Financial Institutions and Markets. Retrieved from youtube: https://www.youtube.com/watch?v=88S1wZGfuqk
4	IMF, Its Role and Functions	Nayak, J. K. (2020, 6 5). IMF, Its Role and Functions. Retrieved from NPTEL: https://archive.nptel.ac.in/courses/110/107/110107145/
4	Non - Tariff Barriers	Roorkee, I. (2019, Dec 28). Non-Tariff Barriers. Retrieved from youtube: https://www.youtube.com/watch?v=Ri8m7h2welo
4	India and WTO	Roorkee, I. (2019, Dec 28). India and WTO. Retrieved from youtube: https://www.youtube.com/watch?v=luxlrM9Q0o4

Experiential Learning

Group project on macroeconomic environment or international economic environment whereby participants conduct an economic sector analysis in relation to changes in national or global business environment. **Case studies** on business cycles for understanding macro-economic dynamics including policies such as monetary policy, fiscal policy or trade policy. **Competition** on capital market to explore various fund raising techniques by identifying opportunities, changes in business environment, internal strengths and weakness of companies.

MTMR0023 – MARKETING RESEARCH

(Credits: Theory-03) Theory: 45 Lectures

Course outcomes:

At the end of this course students will be able to:

1. Develop a report that critically analyses market research data and provides a recommendation. (Creating)
2. Choose contemporary statistical packages to calculate and report descriptive statistics from quantitative data (Creating)
3. Formulate the estimation and testing of hypothesis for Bivariate and Multivariate analysis. (Creating)
4. Explain the data collection process and the basic terms related to types of probability and non-probability sampling designs. (Evaluating)
5. Develop a market research design; including - Identifying appropriate research approaches (from qualitative, survey, observation, and experimental research techniques), Preparing measurement instruments (including surveys and focus group outlines), Designing a sampling approach and sampling frame. (Applying)
6. Develop research questions and objectives that can be addressed in a research design (Applying)
7. Explain the stages in the market research process (Understanding)
8. Define the scope and managerial importance of market research and its role in the development of marketing strategy (Remembering)

Syllabus:

Module 1 (6 lectures)

The Marketing Research Process, Marketing Research and Marketing Decision Making, Scope and Limitations of Marketing Research, Marketing Decision Support System, Marketing Information System, Basic and Applied Research, Ethics in Marketing Research

Module 2 (6 lectures)

Elements in Research design, Formulating the Research Design, Theoretical Framework and Hypothesis Development, Choice of Research Design, Exploratory and Descriptive Research Designs, Causal Research Design, Qualitative and Quantitative Research, Surveys, Secondary and Primary data sources, Projective Technique, Case Study, Focus Groups, Observation.

Module 3 (9 lectures)

Primary Scales of Measurement, Comparative Scales, Non-Comparative Scales, Attitude Measurement and Scaling, Reliability and Validity in Research, Scale Development, Questionnaire & Form Design.

Module 4 (9 lectures)

The concept of sampling, Sampling Design Process, Types of Sample Designs, Non-Probability and Probability Sampling, Sample Size Decisions.

Module 5 (12 lectures)

Hypothesis Development and Testing, Type I & Type II Errors, Data Coding and Tabulation, Cross Tabulation, Parametric and Non-Parametric Tests, Correlation and Regression, Analysis of Variance, Chi- Square, Multivariate analysis, Factor Analysis, Cluster Analysis, Conjoint Analysis, Data analysis using SPSS, Interpretation and Report Writing.

Module 6 (3 lectures)

Report Writing, Characteristics of a well-written report, Oral and Written Reports, Contents of a Research Report, Use of Visual aids and Graphic devices

Suggested Readings:

1. Marketing Research, 6e, G C Beri, 2020, Tata McGraw-Hill Publishing
2. Marketing Research, 7e, Naresh K. Malhotra, 2019, Pearson Education India
3. Marketing Research, 8e, Alvin C. Burns, 2017, Pearson Education India
4. Marketing Research, 7e, Dash & Malhotra, 2015, Pearson Education India

Mapping of COs to Syllabus:

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 8					M	H
CO 7				M	H	
CO 6				M	H	M
CO 5				M	H	
CO 4			H	L		
CO 3	L	H	H			
CO 2	H	M	L			M
CO 1	H	M				

E-resources:

Aaker, D. A., Kumar, V., Day, G. S., & Leone, R. P. (2015). Marketing research (12th ed.). Wiley. Retrieved from https://www.wiley.com
Malhotra, N. K., & Birks, D. F. (2017). Marketing research: An applied approach (5th ed.). Pearson. Retrieved from https://www.pearson.com
Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). Business research methods (9th ed.). Cengage Learning. Retrieved from https://www.cengage.com
Rust, R. T., & Chung, T. S. (2006). Marketing models of service and relationships. <i>Marketing Science</i> , 25(6), 560-580. https://doi.org/10.1287/mksc.1050.0139
Moorman, C., & Day, G. S. (2016). Organizing for marketing excellence. <i>Journal of Marketing</i> , 80(6), 6-35. https://doi.org/10.1509/jm.15.0423
LinkedIn Learning. (n.d.). <i>Marketing research fundamentals</i> . YouTube. Retrieved from https://www.youtube.com/watch?v=ABLHV5Ce6TI&list=PLPjSqiTyvDeWBBaFUbkLDJOegyEYuNeR1
Marketing Research and Analysis. (n.d.). <i>Marketing research and analysis</i> . YouTube. Retrieved from https://www.youtube.com/@marketingresearchandanalys9866

Experiential learning:

Experiential learning in a Marketing Research course for MBA students involves practical, hands-on activities that bridge the gap between theoretical concepts and real-world application. Students engage in live projects with real businesses, where they define research problems, design surveys, collect and analyze data, and present actionable insights. Simulations allow students to experience the decision-making process in a controlled environment, helping them interpret data and make strategic decisions. Fieldwork provides an opportunity to gather primary data through interviews, focus groups, and observations, offering a deeper understanding of consumer behavior and market dynamics.

Additionally, analyzing real-world case studies fosters critical thinking and problem-solving skills as students evaluate the effectiveness of various research methodologies. Workshops and guest lectures from industry experts provide up-to-date knowledge of market research trends, tools, and techniques, bridging the gap between academia and industry practices. Through these experiential learning activities, MBA students gain valuable practical experience, enhancing their analytical skills and preparing them to tackle complex marketing challenges in their professional careers.

MTED0025: ENTREPRENEURSHIP DEVELOPMENT

(Credits: Theory – 03)

Theory: 45 Lectures

Course Outcomes

At the end of this course students will be able to:

1. Create new, creative and innovative business plan. (Creating)
2. Evaluate strategies of new organizations (entrepreneurial organizations) and tools used by them for evaluating market conditions. (Evaluating)
3. Analyze the business and general environment – identification of opportunities and threats and strategies of organizations utilizing different entrepreneurship development concepts and tools under different environmental conditions. (Analyzing)
4. Apply the knowledge, concepts, and tools necessary to overcome challenges and issues of entrepreneurship in a competitive and dynamic space. (Applying)
5. Understand and explain the fundamental entrepreneurship concepts, theories, and principles in the area of creativity, innovation, and business development (Understanding)
6. Define Entrepreneurship, related terms, and core concepts. (Remembering)

Syllabus

Module 1: Entrepreneur and Entrepreneurship (6 Lectures)

Meaning of Entrepreneur; Evolution of the concept; Functions of an Entrepreneur; Types of Entrepreneurs; Intrapreneur – an emerging class; Concept of Entrepreneurship – Evolution of Entrepreneurship; Development of Entrepreneurship; The Entrepreneurship Culture; Stages in Entrepreneurial process; Creativity, Invention and Innovation.

Module 2: Business Planning Process (18 Lectures)

Meaning of Business Plan; Business plan process; Advantages of Business Planning; Marketing plan; Production/ operations plan; Organizational Plan; Financial plan; Final project report with feasibility study; Preparing a model project report for starting a new venture; evaluating a business plan

Module 3: Institutions supporting entrepreneurs (7 Lectures)

Entrepreneurship Development Programme (EDP), Small scale Industry Financing; A brief overview of financial institutions in India, Central level, and State Level institutions, SIDBI, NABARD, IDBI, SIDO, NEDFi, EDI, Indian Institute of Entrepreneurship, DIC, Single Window, Latest Industry policy of Government of India, NEIIPP.

Module 4: Start-ups and Managing Growth (6 Lectures)

Start-ups: using external parties to help grow a business, franchising, advantages, and limitations; Investing in a franchise, Joint Ventures, Acquisitions and Mergers.

Module 5: International Entrepreneurship Opportunities (8 Lectures)

The nature of International Entrepreneurship; Importance of International business to the firm; International versus Domestic entrepreneurship; Stages of economic development; Entry strategies into international business; Exporting; Direct Foreign Investment; Barriers to International Trade; World Bank objectives and services

Suggested Readings

1. Entrepreneurship Development, 8th Ed., S.S. Khanka, S.Chand and Co. Ltd.
2. Entrepreneurial Development, 1st Ed., Vasant Desai, Himalaya Pub. House.
3. Dynamics of Entrepreneurial Development and Management, 1st Ed., Vasant Desai, Himalaya Pub. House
4. Entrepreneurship, 1st Ed., Robert D. Hisrich & Michael P. Peters, McGraw Hill Education
5. Entrepreneurship Development and Small Business Enterprises, 1st Ed., Poornima M. Charantimath, Pearson Education India
6. Entrepreneurship, 8th Ed., Robert D. Hisrich, M. J. Manimala, Michael P. Peters, D.A. Shepherd, McGraw Hill
7. Entrepreneurship Development, 1st Ed., S. Anil Kumar, S.C. Poornima, Mini K. Abraham, K. Jayashree, New Age international Publishers.

Digital resources

Modules	Digital Resources
1	<ol style="list-style-type: none"> 1. Lavery, M., & Littel, C. (2020, January 16). <i>4.2 Creativity, Innovation, and Invention: How They Differ - Entrepreneurship</i> OpenStax. https://openstax.org/books/entrepreneurship/pages/4-2-creativity-innovation-and-invention-how-they-differ 2. NPTEL-NOC IITM. (2022a, August 17). <i>Week 5 Special Lecture _ Electric Scooter Start - ups</i> [Video]. YouTube. https://www.youtube.com/watch?v=w48Hj_KWZeY
2	<ol style="list-style-type: none"> 1. Lavery, M., & Littel, C. (2020b, January 16). <i>11.4 The Business Plan - Entrepreneurship</i> OpenStax. https://openstax.org/books/entrepreneurship/pages/11-4-the-business-plan 2. NPTEL IITM. (n.d.-b). https://nptel.ac.in/courses/110106141
4	NPTEL :: Humanities and Social Sciences - NOC:Legal Compliance for Incorporating Startup. (n.d.). https://archive.nptel.ac.in/courses/109/105/109105098/

Experiential Learning

The course uses case study to give an insight into entrepreneurial problem identification and ideation process. The course also uses a project on idea generation and business plan development which helps the students develop their entrepreneurial skill set.

Mapping of COs to syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO6	H	L	L		L
CO5	L	H	H	L	
CO4		M	H	L	
CO3		H	M	L	
CO2		M	H	L	L
CO1		M	H	L	

MTHM0078: HUMAN RESOURCE MANAGEMENT

(Credits: Theory – 03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Research and design compensation plans and benefit programs appropriate for various types of organizations. (Creating)
2. Explain how legislation impacts human resource management practice (Evaluating)
3. Analyse the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training. (Analysing)
4. Identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace (Applying)
5. Identify the different of techniques used in human resource selection and recruitment. (Applying)
6. Outline the implications of increasing globalization for the management of human resources, with reference to HRM in multinational corporations (Understanding)
7. Illustrate the process of job analysis and discuss its importance as a foundation for human resource management practice (Understanding)
8. Demonstrate cultural awareness by summarizing global human resource perspectives and policy. (Understanding)
9. Define the basic theories, concepts, concepts, terms, and principles in the field of HRM (Remembering)

Syllabus

Module 1 (6 lectures)

The need for Human Resource Management: Human Resource Management (HRM) in Perspective: HRM - The Field and its Environment, The Evolving Role of HRM and Growing Professionalism within the HR function, The Link between Business Strategy and Strategic HRM (SHRM), Legal issues in HRM

Module 2 (9 lectures)

Matching HR needs and People: Job Analysis, Job Design and Job Evaluation, Recruitment and Selection Techniques, Human Resource Planning, Employee Forecasting Techniques.

Module 3 (12 lectures)

Developing People: Introduction to Employee Training, Employee Training Needs Analysis, Methods of Employee Training, Training Design and Evaluation, Introduction to Performance Management, Performance Appraisal Techniques, Appraisal Feedback, Employee Career Management, Career Succession Planning.

Module 4 (9 lectures)

Compensation & Reward Management: Compensation Philosophy and its objectives, Pay and Incentive systems, Designing Pay structures and establishing pay rates, Competency Based pay, Types of Individual and group incentive plans, employee Benefits and services, legal issues in compensation.

Module 5 (6 lectures)

Developing a Healthy Environment & Effective Employee Relations: Occupational Health & Safety Legislation, Labour relation & Collective Bargaining, Employment laws in India and abroad Union representation & Collective bargaining, Disciplinary and Grievance Redressal Procedures.

Module 6 (3 lectures)

Managing Global Human Resources: Emerging Trends and Changing Face of HR, International Dimensions of HRM, Challenges in International HRM, Global staffing policies, Implementing a Global HR system, International Assignments & Incentives.

Suggested Readings

1. Human Resource Management, 9e, Gary Dessler, 2014, Pearson Education.
2. Managing Human Resources, 2e, Wayne F. Cascio, 2010, Tata McGraw Hill.
3. Human Resources Management, 1e, Wendell L. French, 1998, Houghton Mifflin Harcourt
4. The HR Scorecard: Linking People, Strategy, and Performance, 1e, Brian E. Becker, 1999, Harvard Business Review Press
5. Keeping Good People, 2e, Roger E. Herman, 1995, OakHill Press
6. Lean Human Resources: Redesigning HR Processes for a Culture of Continuous Improvement, 1e, Cheryl M. Jekiel, 1994, CRC Press
7. Human Resource Development, 3e, Jennifer Joy-Matthews, 2000, Kogan Page

Digital Resources

Module	Digital resources
1	Nptelhrd. (2010, July 28). <i>Lec-1 Nature and Scope of HRM</i> [Video]. YouTube. https://www.youtube.com/watch?v=Fa8E3tCDlpo
2	Nptelhrd. (2010b, July 28). <i>Lec-2 Analysing and Designing Job-I</i> [Video]. YouTube. https://www.youtube.com/watch?v=S_1FyWMyBoo Nptelhrd. (2010c, July 29). <i>Lec-3 Analysing and Designing Job-II</i> [Video]. YouTube. https://www.youtube.com/watch?v=ADmuSKUJfRE
4	<i>lec10.pdf</i> . (n.d.-c). Google Docs. https://drive.google.com/file/d/1WkHEBdQRPFq10Na3lrS-dvCnE_825hv5/view

Experiential Learning

The course uses activities and case studies to understand management of human resources. The students use role play and activity based learning to conduct job analysis and develop job descriptions and specifications. The activities help the students understand the concepts of job analysis, recruitment and selection and apply their knowledge in the activities designed for them. The activities and case studies used in this course helps the students in inductive learning and developing critical thinking skills.

Mapping of COs to syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO9	H					
CO8	L	M				M
CO7						H
CO6		H				
CO5		H				
CO4	M	L	L	L	L	
CO3			H	H		
CO2	H					
CO1				H		

MTPM0044: PROJECT MANAGEMENT

(Credits: Theory – 03) Theory: 45 Lectures

Course Outcomes

At the end of this course students will be able to:

1. Create solutions for handling project constraints – time, finance and other resources. (Creating)
2. Evaluate strategies and tools used by project organizations under different resource conditions and constraints. (Evaluating)
3. Analyze the environment and strategies of project organizations utilizing different concepts and tools under different environmental conditions, resource availability and constraints. (Analyzing)
4. Apply the knowledge, concepts and tools necessary to overcome challenges and issues of projects in a competitive and dynamic space. (Applying)
5. Understand and explain the fundamental project concepts, theories and principles in the area of project management. (Understanding)
6. Define Project Management, related terms and core concepts. (Remembering)

Syllabus

Module 1: Introduction to Project Management and Project Organization Structure (6 Lectures)

Defining Project; Programme and Portfolio; Project vs. Routine operations; Need for undertaking projects; Project life cycle; Importance of Project Management and the Project Manager; Concept of project integration Management.

Project management structures, choosing the right structure, organizational culture, implications and influence of culture on project management

Module 2: Defining the project and Estimating Project Time & Cost (6 Lectures)

Project scope, Project priorities, Work Breakdown Structure, Organization Breakdown structure, WBS-OBS integration, Project Communication.

Estimation process, Types of estimates, Project time, Project cost, types of costs, method of estimation

Module 3: Project Planning and Scheduling Resources and Costs (11 Lectures)

Project network, Developing AON networks, CPM, Identifying and Analyzing Critical Path, Scheduling problem, Project Constraints, Resource allocation methods, Benefits of Scheduling,

Module 4: Reducing Project Duration and Managing Project Risks (12 Lectures)

Options for Accelerating project completion, Laddering, Using Time Lags, Crashing a project, multi-project scheduling and resource allocation

Risk management steps, Responding to risks, Contingency Planning, CPM/ PERT

Module 5: Project Progress and Performance, Project Feasibility and Project Financing (10 Lectures)

Project monitoring system, Progress reporting, Project control process, Monitoring Time performance, Baseline Gantt Charts, Control charts, Monitoring cost performance, Earned Value, Variance Analysis, Project monitoring indices.

Project Operating cash flows, Project viability evaluation, financial and non-financial project selection criteria, Concepts of NPV, BCR, IRR, PBP, ARR, and Sources of project finance.

Suggested Readings

1. Clifford, F. Gray, Erik W. Larson and Gautam V. Desai, Project Management – The Managerial Process, McGraw Hill, India
2. Prasanna Chandra, Projects – Planning, Analysis, Selection, Financing Implementation and Review, Tata McGraw Hill, India.
3. Kerzner Harold, Handbook of Project Management, CBS Publisher, New Delhi
4. Jeffrey, K. Pinto, Project Management, Pearson Education
5. K. Nagarajan, Project Management, New Age International Pvt. Ltd.
6. Indian Journal of Technology, Informatics Publishing Limited
7. Transaction on Engineering Management, IEEE Journal

E-Resources

Module	E-Resource details
1	Project Management Institute. (n.d.). What is project management? Retrieved from https://www.pmi.org/about/learn-about-pmi/what-is-project-management
2	Wrike. (n.d.). How to define a project. Retrieved from https://www.wrike.com/project-management-guide/faq/what-is-project-definition/
3	ProjectManager.com. (n.d.). Project planning: A step-by-step guide. Retrieved from https://www.projectmanager.com/blog/project-planning
4	Smartsheet. (n.d.). Risk management in project management. Retrieved from https://www.smartsheet.com/risk-management-project-management
5	Corporate Finance Institute. (n.d.). Project finance: Key concepts. Retrieved from https://corporatefinanceinstitute.com/resources/knowledge/finance/project-finance-overview/
1, 2, 3, 4, 5	Project Management Docs. (n.d.). Project management exercises and solutions. Retrieved from https://www.projectmanagementdocs.com/template/project-management-exercises/
2, 3, 4, 5, 6	Harvard Business Review. (n.d.). Project management case studies. Retrieved from https://hbr.org/store/case-studies
1, 2, 3, 4, 5, 6	Project Management Institute. (n.d.). Project management case studies. Retrieved from https://www.pmi.org/learning/case-studies

Experiential Learning

Studying Project Management is indispensable for professionals aiming to lead successful projects across various industries or establish their own ventures. This course provides practical skills in planning, organizing, and executing projects effectively within scope, budget, and timeline constraints. For example, mastering project scheduling and resource allocation enables managers to optimize project workflows and mitigate risks, ensuring timely project delivery and client satisfaction. Moreover, skills in stakeholder communication and team leadership empower project managers to foster collaboration and achieve project goals amidst diverse team dynamics. Such competencies are critical for enhancing employability in project management roles and for entrepreneurship by equipping individuals to manage projects autonomously and deliver value to clients or stakeholders. Therefore, studying Project Management not only enhances organizational skills and leadership abilities but also prepares individuals to navigate complexities and drive successful project outcomes in dynamic business environments.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 6	H	M	M		
CO 5		M	M	H	
CO 4			M	M	H
CO 3		M			
CO 2				L	H
CO 1				L	H

MTLB0079: Legal Environment of Business

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Define current laws, rules, and regulations related to the settlement of business disputes. (Remembering)
2. Demonstrate an understanding of the legal aspects of the laws affecting businesses. (Understanding)
3. Apply basic legal knowledge to business transactions. (Applying)
4. Analyse business scenarios using basic understanding of the applicable acts. (Analysing)
5. Evaluate implications of business transactions using basic legal concepts. (Evaluating)
6. Develop managerial decisions by applying the concepts learnt in the course. (Creating)

Syllabus

Module 1 (6 lectures)

Overview of the legal environment of business, Role of Indian Constitution on business and industrial relations. Evolution of Industrial relations in India.

General principles of contracts – Offer and Acceptance- The Contract Act 1872-Essentials of contract - Performance, termination breach and remedies – Special Contracts – Creation of Agency -Kinds of Agents- Rights, duties & liabilities of agent – Termination of Agency– Bailment & Pledge – Features - Rights and duties of parties – Indemnity & Guarantee – Features – Types – Rights & duties of parties- Discharge.

The Sale of Goods Act 1930 - Sale vs Agreement to sell- Goods, price, time - Conditions and warranties – Doctrine of Caveat Emptor- Unpaid seller.

Module 2 (7 lectures)

Company – Characteristics -The Companies Act 2013 – Incorporation - Kinds of companies –Memorandum of Association, Articles of Association, Prospectus – Directors – Appointment- Powers, duties & liabilities – Meetings – Types of meetings – Winding up – Corporate Social Responsibility.

Essentials of partnership – The Partnership Act 1932- Kinds – Rights, liabilities, and authority of a partner - Registration – Dissolution; Limited Liability Partnership Act 2008 – Features, Characteristics, Benefits.

Module 3 (10 lectures)

The Consumer Protection Act 1986 - Objectives – Consumer Forums and their jurisdiction - Power and functions.

Intellectual Property Right- TRIPS – An overview of IPR Legislations in India – The Copyright Act 1957, The Trademark Act 1999, and The Patent Act 1970.

E Commerce - Information Technology Act 2008 - Importance - Objectives - E Governance, Cyber Crimes; Competition Act 2002 – Objective - Features - CCI - Benefits; Legal aspects of advertising- Scenario in India - Regulatory Authorities.

The Goods & Services Tax 2017 - Importance -Objectives - Features- Important Definitions - Registration - Composition Scheme - Input Tax Credit - Refund of GST.

Module 4 (5 lectures)

Collective Representation and Collective Bargaining - Concept, Importance, Principles, Negotiation. Trade Unions Act of 1926 – Registration – Recognition.

The Payment of Wages Act 1936- Definition of wages - Mode of Payment - Authorized deduction from wages; Minimum Wages Act 1948 - Objectives - Different concept of wages - Fixing of minimum rates of wages.

Module 5 (10 lectures)

The Factories Act 1948 - Objectives - Manufacturing Process - Factory - Occupier - Liability of Owner - Licensing and Registration of Factories - Health, Safety & Welfare measures.

Workmen's Compensation Act 1923 - Objectives - Partial & Total Disablement - Liability for Compensation - Doctrine of Notional Extension; The Employees State Insurance Act 1948 - Objectives - Application - Contribution - Benefits – Advantages.

The Employees' PF & MP Act,1952 - Objectives - Application - Schemes - Funding of schemes – Collection of Contributions; Payment of Bonus Act 1965 - Concept - Application & Eligibility - Computation of Gross

Profits, Available Surplus & Allocable Surplus- Payment of Bonus - Set on & Set off; Payment of Gratuity Act 1972 - Concept - Application - Continuous Service - Payment of Gratuity - Calculation of Gratuity - Forfeiture of Gratuity.

Module 6 (7 lectures)

The Industrial Disputes Act 1947 - Concept - Objectives - Dispute Settlement Machinery- Conciliation, Adjudication & Arbitration.

Sexual Harassment of Women at Workplace Act 2013 – What constitutes Sexual Harassment – Workplace - Hostile & Quid Pro Quo Harassment - Effects - Roles of Employer, Employee and Colleague - Complaint - ICC & LCC – Remedies.

Suggested Readings

1. Business and Corporate Laws, 2e, C L Bansal, 2012, Excel Books
2. Mercantile Law, 4e, S S Gulshan, 2017, Excel Books
3. Contemporary Business and Online Commerce Law, 8e, Henry Cheeseman, 2018, Pearson
4. Employment Law for Business Students, 8e, Janice Nairns, 2018, Pearson
5. Business Law: The Ethical, Global, and E-Commerce Environment, 10e, Jane P. Mallor, A. James Barnes, L. Thomas Bowers, Arlen W Langvardt, 2019, McGraw Hill
6. Business Law Today, 4e, Roger LeRoy Miller, Gaylord A. Jentz, 2016, South-Western College/West
7. Bare Acts, Government of India website

Digital Resources

Module 1	Cyril Amarchand Mangaldas. (n.d.). *Corporate Law Blog*. Retrieved July 8, 2024, from https://corporate.cyrilamarchandblogs.com/ Legal Service India. (n.d.). *Sale of Goods Act 1930*. Retrieved July 8, 2024, from https://www.legalserviceindia.com/legal/article-331-sale-of-goods-act-1930.html
Module 2	IndiaFilings. (n.d.). *Companies Act 2013*. Retrieved July 8, 2024, from https://www.indiafilings.com/learn/companies-act-2013/ Vakilno1. (n.d.). *Partnership laws in India*. Retrieved July 8, 2024, from https://www.vakilno1.com/legal-advice/business/partnership-laws-in-india.html TaxGuru. (n.d.). *Limited Liability Partnership Act 2008 (LLP Act 2008)*. Retrieved July 8, 2024, from https://taxguru.in/corporate-law/limited-liability-partnership-act-2008-llp-act-2008.html
Module 3	Legal Service India. (n.d.). *Legal aspects of e-commerce*. Retrieved July 8, 2024, from https://www.legalserviceindia.com/legal/article-354-legal-aspects-of-e-commerce.html
Module 4	Ministry of Labour & Employment. (n.d.). *Payment of Wages Act*. Retrieved July 8, 2024, from https://labour.gov.in/wages
Module 5	Employees' Provident Fund Organization. (n.d.). *EPFO*. Retrieved July 8, 2024, from https://www.epfindia.gov.in/site_en/index.php
Module 6	Vikaspedia. (n.d.). *Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013*. Retrieved July 8, 2024, from https://vikaspedia.in/social-welfare/women-and-child-development/women-development-1/legal-measures/sexual-harassment-of-women-at-workplace-prevention-prohibition-and-redressal-act-2013

Experiential Learning

In the "Legal Environment of Business" course, experiential learning can be integrated through various activities:

Activities/Content:

1. **Case studies:** Use real-world business scenarios to apply legal concepts, analysing contracts, company law, consumer protection, and labour laws.
2. **Mock trials and negotiations:** Conduct simulated trials and negotiations, developing advocacy, communication, and dispute resolution skills.
3. **Industry guest lectures:** Invite legal professionals to share experiences and insights on legal issues in business, promoting networking and mentorship.
4. **Role-playing exercises:** Use scenarios like collective bargaining, consumer complaints, or employment disputes to develop negotiation, mediation, and problem-solving skills.

By incorporating experiential learning into the course, students will develop essential skills that enhance their employability, entrepreneurial spirit, and overall skill development, preparing them for success in their future careers.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 6			L	M	M	
CO 5			H	H		L
CO 4	H	H	H	M	L	H
CO 3	H	H	H	M	M	H
CO 2	H	H	H	H	H	H
CO 1	L	L		L	L	L

SEMESTER 3

Marketing Management			
Semester	New Code	Course Name	Credits
III	MTSD0030	Sales and Distribution Management	3
	MTIM0031	Internet Marketing	3
	MTMC0060	Marketing Communications	3
	MTSM0032	Services Marketing	3
	MTIN0080	International Marketing	3

MTSD0030: SALES AND DISTRIBUTION MANAGEMENT

(Credits: Theory-03) Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop a distribution channel for a business organization. (Creating)
2. Design a sales territory. (Creating)
3. Determine estimated sales and the size of the sales force through quantitative and qualitative methods. (Evaluating)
4. Estimate sales target using combination quota determination method. (Evaluating)
5. Examine the role of channel members in reducing the discrepancy caused by large scale production. Dissect the sources of channel power and causes of channel conflict. (Analysing)
6. Distinguish financial with non – financial components of Salesforce compensation. Categorise the types of compensation mix. (Analysing)
7. Outline the skills required for effective sales personnel under different buying situations. Show a flow chart of sales process. (Understanding)
8. Outline the steps in Salesforce selection, sales quota, and sales budget. Classify the methods of sales training. (Understanding)
9. Compare the different members of a distribution channel according to their functions. Explain the different types of channel formats including new forms of distribution channels. (Understanding)

Syllabus

Module 1 (4.5 lectures)

Introduction, Personal Selling: Role and Skills of Modern Sales Managers, Type of Sales, Managers/Sales Management Positions, Sales Objectives, Linking Sales and Distribution Management, Buying Decision Process, Buying Situations/Types of Purchases, Effective Communication, The Sales Process, Transactional and Relationship Selling

Module 2 (7.5 lectures)

Sales Related Marketing Policies: Strategic Planning, Role of Marketing and Sales, Marketing and Personal Selling Strategies, Integrated Marketing Communication, Sales Strategy, Developing Sales Forecast, Forecasting Approaches

Module 3 (4.5 lectures)

The Sales Organization: Defining Sales Territory, Sales Quotas, Concepts of Sales Organization, Basic Types of Structures, Size of Sales Force, Staffing the Sales force

Module 4 (3 lectures)

Sales force recruitment, training, and retention: Sales force Selection, Selection Tools, The value of sales training, Training assessment, Training Evaluation

Module 5 (4.5 lectures)

Sales force motivation, compensation, and control: Motivating the Sales force, compensating the Sales force, Leading the sales force, Sales force expenses, Sales force audit.

Module 6 (6 lectures)

Sales budgeting and setting targets

Module 7 (7.5 lectures)

The distribution game, role of distribution, channel function and flow – Need for distribution channels, distribution channel strategy, patterns of distribution, marketing channels, possible channel formats, Channel Levels, Service Channels

Module 8 (7.5 lectures)

Channel Design and Management: Channel design and planning process, selecting channel partners, channel design implementation, use of channel power, managing conflict, principles of channel management, channel policies

Suggested Readings

1. Sales and Distribution Management Text and Cases, 2e, Havaldar & Cavale, 2014, Tata McGraw Hill
2. Sales Management, 3e, Tanner, Honeycutt & Erffmeyer, 2015, Pearson
3. Marketing Management, 13e, Kotler, Keller, Koshy & Jha, 2012, Pearson
4. Sales & Distribution Management, 1e, Dr. S.L. Gupta, 2014, Excel Books
5. Sales Management: Concept and Cases, 3e, Cron, 2015, Wiley
6. Managing Sales Force, 2e, Spiro, 2010, Tata McGraw Hill
7. Sales Management, 2e, R.K. Srivastava, Ernest Cyril de Run, Kim Shyan Fam, 2012, Excel Books
8. Contemporary Logistics, 4e, Murphy & Wood, 2013, PHI

E-Resource

Module	E-Resource details
1	Jones, M., & Weitz, B. (2011). Personal selling strategies. In M. Jones & B. Weitz (Eds.), Sales and Distribution Management Handbook (pp. 45-67). McGraw-Hill Education. https://www.mcgraw-hill.com/sales-distribution-handbook/personal-selling-strategies
2	Smith, J. A. (2015). Designing an effective sales organization. Sales Management Association. https://www.salesmanagement.org/resources/articles/designing-effective-sales-organization
3	Robinson, T. (2019). Sales budgeting strategies. MarketingProfs. https://www.marketingprofs.com/resources/articles/strategy/sales-budgeting-strategies
4	Taylor, M. (2019). Developing a winning distribution strategy. McKinsey & Company. https://www.mckinsey.com/developing-winning-distribution-strategy
5	Jackson, H. (2021). Effective channel design and management in the digital age. Nielsen. https://www.nielsen.com/effective-channel-design-management

Experiential Learning

Experiential learning in Sales and Distribution Management for MBA students involves a hands-on approach where theoretical concepts are applied through real-world activities, simulations, and case studies. This method enhances understanding by immersing students in practical scenarios that mirror actual business environments, such as developing sales strategies, managing distribution channels, and negotiating with clients. By actively engaging in these exercises, students can better grasp the complexities of sales processes, improve decision-making skills, and gain valuable insights into the dynamics of market operations, ultimately bridging the gap between academic knowledge and professional practice. Additionally, such learning significantly boosts skill development in areas like critical thinking, problem-solving, communication, and teamwork, making graduates more adaptable and attractive to potential employers, thereby enhancing their employability in competitive job markets.

Mapping of COs to Syllabus

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7	Mod 8
CO 9							H	
CO 8			H	H	H			
CO 7	H	L	L	L	L	L	M	M
CO 6								H
CO 5					H			
CO 4			H			H		
CO 3		H	H					
CO 2							M	M
CO 1			H					

MTIM0031: INTERNET MARKETING

(Credits: Theory – 03) Theory: 45 Lectures

Course Outcomes

At the end of this course students will be able to:

1. Create Internet Marketing plans. Design solutions for internet marketing issues and problems. (Creating)
2. Evaluate strategies and tools used by organizations for utilizing and implementing Internet Marketing (Evaluating)
3. Analyze the environment and strategies of organizations utilizing different concepts and tools of Internet marketing. (Analyzing)
4. Apply the knowledge, concepts, and tools necessary to overcome challenges and issues of marketing in a competitive and dynamic space of internet. (Applying)
5. Understand and explain the fundamental internet marketing concepts, theories, and principles. (Understanding)
6. Define Internet Marketing, related terms, and core concepts. (Remembering)

Syllabus

Module 1: Introduction to Internet Marketing and Internet Marketing Models Creation (10 Lectures)

Evolution of Internet Marketing; Internet Marketing – An introduction; Underlying Technology and Frameworks; Internet marketing framework Factors impacting Internet Marketplace; Value Chain Digitization; Internet Marketing Business Models

Module 2: Consumers of Internet Marketing and Internet Marketing Assessment (10 Lectures)

Consumer behavior on the internet; Evolution of Consumer behavior model; Managing consumer demand; Integrated Marketing Communication (IMC); Impact of Digital Channels on IMC. Elements of Internet marketing assessment phase; Internet marketing internal assessment; Internet marketing objectives planning

Module 3: Internet Marketing Strategy Definition and Internet Marketing Communication & Channel Mix (10 Lectures)

Internet marketing strategy groundwork; Defining the Internet marketing mix; Internet marketing strategy roadmap
Internet marketing planning development; Designing the Communication mix; Introduction to Internet Marketing channels.

Module 4: Internet Marketing Operations Set-up and Marketing Campaign Management (10 Lectures)

Understanding Internet Marketing Conversions, Basics of Web Development & Management, User experience, Usability and Service quality elements.
Basic elements of Internet Campaign Management; Implementing Intent based campaigns (Search Execution); Implement Brand based campaigns (Display Execution); Campaign execution for Emerging marketing models, Campaign analytics and Marketing ROI.

Module 5: Internet Marketing Execution Elements; Landscape and Emerging Areas (5 Lectures)

Managing Internet Marketing Revenue; Managing service delivery and payment; Managing internet marketing implementation challenges
Internet marketing – global landscape, Internet marketing – Indian view, Internet marketing – emerging trends and concepts, Career in Internet marketing.

Suggested Readings

1. Digital Marketing - Strategy, Implementation and Practice, 7th Ed. David Chaffey & Fiona E. Chadwick, Pearson
2. Internet Marketing – Strategy, Implementation and Practice, 4th Ed., Dave Chaffey, F. E. Chadwick, Richard Meyer, Kevin Johnston, Prentice Hal
3. Digital Marketing, 1st Ed., Vandana Ahuja, Oxford University Press
4. Fundamentals of Digital Marketing, 1st Ed., Bhatia, E-book
5. Digital Marketing Strategy, 2nd Ed. Simon Kingsnorth, Kogan Page Publishers
6. Internet Marketing: Integrating online and offline strategies, 3rd Ed., Mary Lou Roberts, Debra Zahay, Cengage Learning
7. Internet Marketing: Start to Finish, 2nd Ed., Catherine Juon, Dunrie Greiling, Catherine Buerkle, Que Publishing

E-Resource

Module	E-Resource details
1	Smart Insights. (n.d.). Digital marketing models: The adoption of marketing models in the digital age. Retrieved from https://www.smartinsights.com/digital-marketing-strategy/digital-marketing-models/
2	Think with Google. (n.d.). Understanding digital consumer behavior. Retrieved from https://www.thinkwithgoogle.com/consumer-insights/consumer-journey/digital-consumer-behavior/
3	HubSpot. (n.d.). Developing an effective digital marketing strategy. Retrieved from https://blog.hubspot.com/marketing/digital-marketing-strategy
4	McKinsey & Company. (n.d.). Setting up your digital marketing operations. Retrieved from https://www.mckinsey.com/business-functions/growth-marketing-and-sales/our-insights/the-three-pillars-of-marketing-operations
5	Marketing Profs. (2020). Executing a digital marketing campaign. Retrieved from https://www.marketingprofs.com/articles/2020/42825/a-step-by-step-guide-to-executing-a-digital-marketing-campaign
1, 2, 3, 4, 5	Digital Marketing Institute. (n.d.). Digital marketing case studies. Retrieved from https://digitalmarketinginstitute.com/en-us/blog/digital-marketing-case-studies
1, 2, 3, 4, 5, 6	MarketingSherpa. (n.d.). Internet marketing case studies. Retrieved from https://www.marketingsherpa.com/case-studies

Experiential Learning

Studying Internet Marketing is essential for individuals aspiring to excel in digital marketing roles or launch successful online ventures. This course equips students with practical skills in leveraging digital platforms, optimizing online presence, and executing targeted digital campaigns. For example, mastering search engine optimization (SEO) and pay-per-click (PPC) advertising enables marketers to drive website traffic and enhance online visibility, crucial for attracting and converting leads in competitive digital landscapes. Moreover, proficiency in social media marketing and content strategy empowers professionals to engage audiences effectively and build brand loyalty across various digital channels. Such skills are pivotal for enhancing employability in digital marketing roles and for entrepreneurship by enabling individuals to establish and scale their online businesses. Thus, studying Internet Marketing not only fosters digital fluency but also equips individuals with the strategic agility needed to thrive in today's interconnected digital economy.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 6	H	M	L		
CO 5		H			L
CO 4		M		L	
CO 3			M		M
CO 2				M	
CO 1		M	L	L	L

MTMC0060: MARKETING COMMUNICATIONS

(Credits: Theory – 03) Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Design a creative brief for an advertisement. Develop a print advertisement. (Creating)
2. Examine the steps in development of corporate image. Evaluate the benefits of branding including store brands for marketers and consumers. (Analysing, Evaluating)
3. Evaluate the different types of communication budgets and select the appropriate one for a situation. Assess the relationship between promotional expenditure and sales revenue. (Evaluating)
4. Justify the use of alternative marketing techniques and venues in a competitive promotional environment. (Evaluating)

5. Dissect the functions of media planner, media buyer, and creative personnel in an advertisement agency and examine their roles in the development of an advertisement. (Analysing)
6. Identify the cognitive, affective, and conative components of marketing communication process and apply them in traditional consumer response hierarchy and modern communication hierarchy models. (Applying)
7. Explain the objectives of integrated marketing communication along with the functions of an advertisement agency. (Understanding)
8. Compare the various forms of message strategies, advertisement appeals and executional framework and relate it with real advertisements. (Understanding)
9. Define marketing communication tools and show how multiple tools are blended to achieve synergy in communication delivery. Recall the terms such as reach, frequency etc., related to media selection. (Remembering)

Syllabus

Module 1 (4.5 lectures)

Introduction to Marketing Communication and Integrated Marketing Communication: Role of IMC in marketing process.

Module 2 (6.75 lectures)

Understanding the Communication Process: Communication Meaning, Communication Response Hierarchy – (Cognitive, Affective and Behavioural Stages) Traditional Consumer Response Hierarchy (AIDA, Hierarchy of Effects) and Alternative Response Hierarchy Model, Foote, Cone and Belding Model, Elaboration Likelihood Model.

Module 3 (3 lectures)

Corporate Image and Brand Management: Role of Corporate Image (Consumer Perspective and Company Perspective), Identifying, Creating, Rejuvenating and Changing Image. Benefits of Branding, Types of Brands, Co – Branding.

Module 4 (6.75 lectures)

Marketing Communication Objectives: Communication Objectives, SMART Objective Setting, DAGMAR, Communication Budget, Factors Impacting the Relationship between Advertisement Expenditure and Sales.

Module 5 (6.75 lectures)

Advertising: Objectives, Advertising Agency: Type of Agencies, Services offered by various agencies. Creative Brief, Executional Framework, Message Strategies and Advertising Appeals.

Module 6 (4.5 lectures)

Media Planning and Strategy: Media Planner, Media Buyer, Media Selection (Frequency, Reach, Rating Points, etc.), Conventional Media – Print, Broadcast, Outdoor, Radio, E – Commerce, Interactive Marketing, Online Advertising.

Module 7 (4.5 lectures)

Print Advertising: Layout, Headlines, Other Display Copy, Body Copy and Visuals.

Module 8 (8.25 lectures)

Other Prime Communication Tools: Sales Promotion – Meaning, Importance and Tools Used. Direct Marketing, Public Relation, and Publicity. Legal and ethical environment in IMC.

Alternative Marketing and Unconventional Media: Buzz Marketing, Guerrilla Marketing, Product Placements, Branded Entertainment, etc.

Suggested Readings

1. Advertising and Promotion an IMC perspective, 1e, Shah Kruti and D'Souza Alan, 2014, McGraw Hill
2. Integrated Advertising Promotion and Marketing Communications, 8e, Clow E. Kenneth and Baack Donald, 2013, Pearson
3. Advertising Management, 5e, Myers John, Batra Rajeev and Aaker David, 2012, Pearson
4. Advertisement and Promotion: IMC Perspective, 3e, Belch and Belch, 2010, McGraw Hill
5. Advertising An IMC Perspective, 1e, Murthy S. N and Bhojanna U, 2010, Vikash Publication
6. Marketing Plans: How to Prepare Them, How to Use Them, 2e, Malcolm McDonald, 1999, Wiley
7. Managing Customer Relationships: A Strategic Framework, 3e, Don Peppers, 2011, Wiley

E-Resource

Module	E-Resource details
1	Smith, L. (2023). Understanding the communication process in marketing. MarketingProfs. https://www.marketingprofs.com/communication-process-marketing
2	Johnson, R. (2021). Essentials of brand management. Wiley Online Library. https://onlinelibrary.wiley.com/brand-management-essentials
3	Brown, K. (2020). Setting effective communication objectives. Harvard Business Review. https://hbr.org/setting-effective-communication-objectives
5	Davis, M. (2019). The role of advertising in marketing communication. Advertising Age. https://adage.com/role-advertising-marketing-communication
5	White, S. (2022). Developing an effective media strategy. Nielsen. https://www.nielsen.com/effective-media-strategy
7	Miller, J. (2018). Best practices in print advertising. Adweek. https://www.adweek.com/best-practices-print-advertising
8	Garcia, A. (2020). Exploring unconventional marketing tactics. MarketingSherpa. https://www.marketingsherpa.com/unconventional-marketing-tactics

Experiential Learning

Experiential learning in Marketing Communication for MBA students involves applying theoretical concepts to real-world contexts through activities like live projects, simulations, and role-playing exercises. This approach allows students to develop and implement marketing campaigns, analyze consumer behavior, and craft compelling messages that resonate with target audiences. By engaging in these hands-on experiences, students enhance their understanding of integrated marketing strategies and the nuances of various communication channels. This practical exposure fosters critical skills such as creativity, strategic thinking, data analysis, and effective communication. As a result, students become well-equipped to handle real marketing challenges, making them more attractive to employers and significantly boosting their employability in the competitive marketing field.

Mapping of COs to Syllabus

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7	Mod 8
CO 9	M	M	M	M	M	L	H	L
CO 6			H		L			
CO 7				H				
CO 8								H
CO 3						H		
CO 5		H						
CO 2	H							
CO 4					H			
CO 1	H					H		

MTSM0032: SERVICES MARKETING

(Credits: Theory – 03) Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Design service process for any business using blueprinting concepts. (Creating)
2. Evaluate alternative service strategies under different constraints to find an effective solution
Evaluate methods for managing service expectations. Explain the effect of service environment on consumer behaviour. Interpret ways to improve quality of service delivery by identifying constraints and problems. (Evaluating)
3. Analyse different service delivery strategies and tactics to improve business performance. Contrast goods and service marketing. Dissect strategies for service communication. Inspect the role played by organization employee, culture etc. on service delivery. (Analysing)
4. Apply relevant service theories, models, and frameworks to evaluate service business situations. Identify the crucial elements of service delivery and development of new services. (Applying)
5. Explain customer behaviour and relevant models with reference to services consumptions. Outline nature and scope of services marketing. (Understanding)
6. What are services? Why Study services marketing? (Remembering)

Syllabus:

Module 1 (4.5 lectures)

New Perspectives on Marketing in the Service Economy: Why Study Services? What are Services? Services Pose Distinctive Marketing Challenges. Services Require an Expanded Marketing Mix

Module 2 (4.5 lectures)

Customer Behaviour in Service Encounters: Differences Among Services Affect Customer Behaviour, Customer Decision Making: The Three Stage Model of Service Consumption: The Pre-Purchase Stage, The Encounter Stage, The Post- Encounter Stage

Module 3 (4.5 lectures)

Developing Service Concepts - Core and Supplementary Elements (PRODUCT): Planning and Creating Services, The Flower of Service, Planning and Branding Service Products, Development of New Services

Module 4 (4.5 lectures)

Distributing Services Through Physical and Electronic Channels (PLACE & TIME): Distribution in a Service Concept, Determining the Type of Service Contact: Options for Service Delivery, Place and time Decisions, Delivering Services in Cyberspace, The Role of Intermediaries

Module 5 (4.5 lectures)

Exploring Business Models: Pricing and Revenue Management (PRICE): Effective Pricing is Central to Financial Success, Pricing Strategy Stands on Three Legs, Revenue Management: What it is and How it Works, Ethical Concerns in Service Pricing

Module 6 (4.5 lectures)

Educating Customers and Promoting the Value Proposition (PROMOTION): Marketing Communication- Roles, Challenges and Opportunities, Setting Communication Objectives, Marketing Communication Mix, Marketing Communications, and the Internet

Module 7 (4.5 lectures)

Designing and Managing Service Processes (PROCESS): Blueprinting Services, Service Process Redesign, Customer as Co-producer

Module 8 (4.5 lectures)

Crafting the Service Environment (PHYSICAL ENVIRONMENT): Purpose of Service Environment, Dimensions, Customer Responses to Service Environment

Module 9 (4.5 lectures)

Managing People for Service Advantage (PEOPLE): Critical Importance of Service Employees, Front-Line Work, Cycles of Failure, Mediocrity and Success, HRM-How to get it Right, Service Leadership and Culture

Module 10 (4.5 lectures)

Improving Service Quality and Productivity (PRODUCTIVITY & QUALITY): Integrating Service Quality & Productivity Strategies, The Gaps Model: Tool to Identify and Correct Service Quality Problems, Measuring and Improving Service Quality

Suggested Readings

1. Services Marketing, 4e, Zeithaml, Gremler, Bitner & Pandit, 2015, McGraw Hill
2. Services Marketing, 9e, Lovelock, Wirtz & Chatterjee, 2016, Pearson
3. Services Marketing, 5e, Nargundhkar, R, 2016, Tata McGraw Hill

E-Resource

Module	E-Resource details
1	Brown, L. (2023). Understanding consumer behavior in services. Journal of Services Marketing. https://www.emerald.com/consumer-behavior-services
2	Smith, P. (2021). Key concepts in services marketing. SpringerLink. https://link.springer.com/key-concepts-services-marketing
3	Jones, R. (2020). Business models in service industries. Business Source Complete. https://www.businesssource.com/business-models-service-industries
5	Davis, M. (2019). The application of 4Ps in services marketing. Sage Journals.

	https://journals.sagepub.com/application-4ps-services-marketing
5	Miller, J. (2018). Exploring the 7Ps framework in services marketing. Taylor & Francis Online. https://www.taylorfrancis.com/exploring-7ps-services-marketing

Experiential Learning

Experiential learning in Service Marketing for MBA students involves engaging in practical activities such as service design projects, customer journey mapping, and role-playing scenarios that mimic real-world service interactions. This hands-on approach helps students apply theoretical frameworks to actual service marketing challenges, enhancing their understanding of service quality, customer satisfaction, and relationship management. By participating in these experiential exercises, students develop crucial skills such as empathy, problem-solving, and effective communication, which are essential for managing service-oriented businesses. This practical knowledge and skill set not only deepen their grasp of service marketing principles but also make them more attractive to potential employers, significantly enhancing their employability in various service sectors.

Mapping of COs to Syllabus

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7	Mod 8	Mod 9	Mod 10
CO 6		H	H	M	H		H	M		H
CO 5			M			M			M	M
CO 4		H	H	M	H		H	M		H
CO 3	M			M		M		M	M	
CO 2	H	H		L	M	L	H	L	L	
CO 1	L	M	L	H		H	M	H	H	L

MTIN0080: INTERNATIONAL MARKETING

(Credits: Theory – 03) Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Design a promotional strategy using prime communication tools. Formulate a promotional mix using traditional and unconventional media for international market. (Creating)
2. Categorise the real-world changes in the international marketing environment into its various sub factors. (Evaluating)
3. Plan a foreign market entry strategy - Exporting, licencing, joint venture, wholly owned subsidiary, strategic alliance, manufacturing, and franchising – for a business concern. Develop a distribution channel strategy for foreign market. (Applying)
4. Dissect and contrast the effectiveness of product standardization vs. product adaptation and identical pricing vs. market specific pricing. (Analysing)
5. Compare the various ways to enter a foreign market and select the most appropriate one for a product or service category. Outline the factors influencing the choice of international channels of distribution and examine their effectiveness. Explain the ethical and environmental issues in international marketing and relate them with the domestic environment. (Understanding)
6. Recall the objectives for going international and the way it translates to tangible changes in the bottom line of a business concern. Recognise the factors influencing product strategy in international market and illustrate the factors influencing international pricing strategy. (Remembering)

Syllabus

Module 1 (6 lectures)

Introduction: Objective, scope, challenges, and opportunities in international marketing. Reasons for going international. International marketing environment.

Module 2 (9 lectures)

Foreign market entry strategies: Different entry mode and entry strategies. Exporting, licencing, joint venture, wholly owned subsidiary, strategic alliance, manufacturing, and franchising. International marketing through internet.

Module 3 (9 lectures)

International product strategies: Product planning – International product design, labelling, packaging, and branding. Product standardization and adaptation for international market. Life cycles of products in global market. **Pricing** – Factors influencing international pricing decisions. International pricing policies. Decision regarding identical pricing and market specific pricing. Transfer pricing.

Module 4 (9 lectures)

International distribution strategies: Channels of distribution for international markets. Roles and functions of international market intermediaries. Factors influencing the choice of international channels of distribution.

Module 5 (9 lectures)

Integrated Marketing communication (IMC) for international market: International promotion – challenges and complexities. Advertising, sales promotion, personal selling, exhibitions, trade fairs and public relations for international marketing. Traditional and unconventional media selection for international market.

Module 6 (3 lectures)

Ethics in international marketing: Ethical and environmental consideration in international marketing and international marketing communications.

Suggested Readings

1. Global Marketing, 2e, Keegan, Warran J. and Mark C. Green, 2016, Pearson
2. International Marketing, 8e, Cateora, Philip R., Graham, John L. and Prashant Salwan, 2016, Tata McGraw Hill
3. International Marketing, 1e, Czinkota, Michael R. and Illka A. Ronkainen, 2015, Cengage Learning.
4. International Marketing, 5e, Terpstra, Vern, Foley, James and Ravi Sarathy, 2017, Naper
5. International Marketing, 3e, Jain, Subash C., 2017, South – Western.
6. International Marketing, 2e, Rajagopal, 2017, Vikas Publishing House.
7. Global Marketing Management, 1e, Kotabe, Masaaki and Kristiaan Helsen, 2017, John Wiley and Sons

E-Resources

Module	E-Resource details
1	Investopedia. (n.d.). Market entry strategies. Retrieved from https://www.investopedia.com/terms/m/market-entry-strategy.asp
2	Cleverism. (n.d.). Developing an international product strategy. Retrieved from https://www.cleverism.com/developing-international-product-strategy/
3	The Balance Small Business. (n.d.). International distribution strategies. Retrieved from https://www.thebalancesmb.com/international-distribution-strategies-2296916
4	Marketing91. (n.d.). Global marketing communications. Retrieved from https://www.marketing91.com/global-marketing-communications/
1, 2, 3, 4, 5, 6	ICMR. (n.d.). International marketing case studies. Retrieved from https://www.icmrindia.org/casestudies/catalogue/International%20Marketing.htm
1, 2, 3, 4, 5, 6	Kellogg School of Management. (n.d.). International marketing case studies. Retrieved from https://insight.kellogg.northwestern.edu/case-studies
1, 2, 3, 4, 5, 6	Harvard Business Review. (n.d.). Global marketing case studies. Retrieved from https://hbr.org/store/case-studies

Experiential Learning

Studying International Marketing is instrumental for professionals aiming to navigate global markets or establish their own international ventures. This course provides practical insights into identifying global market opportunities, adapting marketing strategies across cultures, and managing international brand positioning. For example, understanding cultural nuances and local consumer behavior enables marketers to tailor products and promotional campaigns effectively, enhancing market penetration and brand recognition in diverse regions. Additionally, skills in global market research and international distribution strategies equip professionals to overcome logistical challenges and regulatory complexities inherent in international trade. Such competencies are crucial for enhancing employability in global marketing roles and for entrepreneurship by empowering individuals to expand into new international markets successfully. Therefore, studying International Marketing not only enhances cultural awareness and communication skills

but also prepares individuals to capitalize on global business opportunities and drive international market growth.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 6		H	H	M	H	
CO 5			M			M
CO 4		H	H	M	H	
CO 3	M			M		M
CO 2	H	H		L	M	L
CO 1	L	M	L	H		H

Financial Management			
Semester	New Code	Course Name	Credits
III	MTAV0033	Asset Valuation	3
	MTPT0034	Portfolio Management	3
	MTFP0061	Personal Finance and Planning	3
	MTCT0035	Corporate Tax Planning	3
	MTPF0081	Project Appraisal and Finance	3

MTAV0033: ASSET VALUATION

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop managerial decisions by applying the concepts of valuation. (Creating)
2. Evaluate different investment proposals using multiple valuation techniques. (Evaluating)
3. Examine cash flows to determine profitability of investment proposals. (Analysing)
4. Build a practical understanding of valuation techniques. (Applying)
5. Compare and contrast different types of valuations like discounted cash flow, method of comparable and real options. (Understanding)
6. Define the basic concepts of project and company valuations. (Remembering)

Syllabus:

Module 1 (1.5 lectures)

Introduction and Overview of the course: What is Finance? Importance of valuation, Course Overview

Module 2 (6 lectures)

Capital Asset Pricing Model and Cost of Capital: Determinants of the investor's required/expected rate of return, CAPM estimation of expected rate of return, CAPM Estimation of Cost of Debt and Equity: Implementation

Module 3 (7.5 lectures)

DCF Valuation of a Firm: Overview and definition, Annual cash flows to all suppliers of capital, Terminal value

Module 4 (7.5 lectures)

The Net Present Value (NPV)/FCF Approach: Implementation of the NPV method, Critique of the NPV Method, Effects of capital structure changes over time

Module 5 (7.5 lectures)

Capital Cash Flow, Adjusted Present Value and Flow to Equity Methods: Capital cash flow implementation and critique, adjusted present value implementation and critique, Flow to equity implementation and critique

Module 6 (7.5 lectures)

Method of Comparable: Corporate Valuation and Market Multiples, Comparable company versus comparable transaction method, Drivers of Price Multiples, Critique, Judgment-based final adjustments

Module 7 (7.5 lectures)

Real Options: Categories of real options, Mapping a Project onto an Option, Examples on Growth Option, Abandonment Option and Timing Option

Suggested Readings

1. Valuation, 2e, Titman, Martin and Anshuman, 2019, Pearson
2. Damodaran on Valuation: Security Analysis for Investment and Corporate Finance, 2e, Damodaran, 2018, Wiley
3. Corporate Finance, 10e, Ross, Westerfield, and Jaffe, 2019, McGraw Hill
4. Principles of Corporate Finance, 10e, Brealey, Myers, Allen, Mohanty, 2019, McGraw Hill
5. Project Finance: Asset Based Financial Engineering, 2e, Finerty, 2018, Wiley
6. Advanced Corporate Finance, 2e, Krishnamurti and Vishwanath, 2017, PHI
7. Financial Statement Analysis, 2e, Foster, 2015, Pearson

Digital Resources

Module 1	Investopedia. (2019). Financial Terms Dictionary. Investopedia; Dotdash. https://www.investopedia.com/financial-term-dictionary-4769738 .
Module 2	CFI. (2022, November 24). Capital Asset Pricing Model (CAPM). Corporate Finance Institute. https://corporatefinanceinstitute.com/resources/valuation/what-is-capm-formula/
Module 3	Botha, C. (2022, October 20). Discounted Cash Flow Analysis—Your Complete Guide with Examples. Valutico. https://valutico.com/discounted-cash-flow-analysis-your-complete-guide-with-examples/ Girardin, M. (2023, May 16). Discounted Cash Flow (DCF) Valuation: The Basics. Forage. https://www.theforage.com/blog/skills/dcf-valuation . Step by Step Guide on Discounted Cash Flow Valuation Model. (n.d.). Fair Value Academy. https://www.fairvalueacademy.org/discounted-cash-flow-dcf-approach/ .
Module 4	Net Present Value (NPV). (n.d.). Corporate Finance Institute. https://corporatefinanceinstitute.com/resources/knowledge/finance/net-present-value-npv/
Module 5	Fernando, J. (2021, February 20). Free Cash Flow (FCF). Investopedia. https://www.investopedia.com/terms/f/freecashflow.asp .
Module 6	Industry and Company Analysis. (n.d.). Wwww.cfainstitute.org. https://www.cfainstitute.org/en/membership/professional-development/refresher-readings/industry-company-analysis Analysis of Financial Institutions. (n.d.). Wwww.cfainstitute.org. https://www.cfainstitute.org/en/membership/professional-development/refresher-readings/analysis-financial-institutions
Module 7	Hayes, A. (2021, April 23). Real Option. Investopedia. https://www.investopedia.com/terms/r/realoption.asp

Experiential Learning

This course involves several experiential learning activities. These activities will provide hands-on experience aimed primarily towards enhancing student employability, entrepreneurial, and other skills.

Activities/Content:

1. **Case Studies:** Students will be taken through case studies published by reputed publishers like HBS. These case studies will require the students to apply the concepts and techniques discussed in class which are related to the case under study.
2. **Group Projects:** Students will be divided into groups and made to work on small projects related to the topic discussed. Such activities should not only develop teamwork and collaboration skills but also enhance presentation and reporting skills among the students.
3. **Peer Reviews:** Students will be made to review and critique each other's work. This should aid in developing critical thinking and communication skills among students.
4. **Make Financial Models:** Using readily available tools like Excel, students will be made to develop models for computation and analysis.
5. **Organize Guest Lectures:** Working professionals and external professors will be invited to share their experiences and insights on the topics. This will not only provide students with industry perspectives but also open networking opportunities.
6. **Student Reflection Sessions:** Students will be required to reflect on their learnings. This should develop self-awareness, critical thinking skills, and relate one topic with another for a more comprehensive understanding of the course and its application.

The above activities should empower students with the necessary skills to flourish in the financial domain and increase their employability.

Mapping of COs to Syllabus

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7
CO 6				H		L	L
CO 5				M		H	H
CO 4		H	M	M	L	H	H
CO 3		H	M	M	M		
CO 2	H	H	H	H	H	H	H
CO 1	L	L	L	L	L		

MTPT0034: PORTFOLIO MANAGEMENT

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop managerial decisions by applying the concepts of investment analysis. (Creating)
2. Evaluate different portfolios of financial assets and choose the optimal one(s). (Evaluating)
3. Examine trends and financial data to decide on the investment portfolios. (Analysing)
4. Build a practical understanding of the things to be considered in making a buy/sell decision on financial assets. (Applying)
5. Illustrate the different theories which explain investment behaviour and trends. (Understanding)
6. Define the basic concepts of investing in financial asset portfolios. (Remembering)

Syllabus:

Module 1 (7.5 lectures)

Portfolio Theory: Review of statistics, Statistical properties of returns, Mean-variance algebra, Implementation of portfolio theory

Module 2 (6 lectures)

Capital Asset Pricing Model (CAPM): CAPM, Black's CAPM, The use of CAPM

Module 3 (1.5 lectures)

Arbitrage Pricing Theory (APT): Factor models, Arbitrage pricing theory, Implementation of APT

Module 4 (7.5 lectures)

Market Efficiency: Why study market efficiency? Market efficiency issues, Joint tests and market efficiency, Relation between asset pricing models and market efficiency, Efficient market hypothesis

Module 5 (15 lectures)

Equity Valuations: Purposes of equity valuation, Intrinsic value, Dividend discount models, Earnings and plowback

Module 6 (3 lectures)

Mutual Funds: What is a mutual fund? Services of investment companies, Types of investment companies, Open vs. Closed End Mutual Funds, Exchange traded funds, Unit investment trusts

Hedge Funds: What is a hedge fund? Difference between hedge funds and mutual funds, Hedge fund fees, redemption restrictions, strategies etc.

Module 7 (4.5 lectures)

Performance Evaluations: Accounting of σ risks, Accounting for β risks, Estimate Jensen's alpha, Types of abnormal performances, Market timing, Performance persistence, Flow-performance convexity

Suggested Readings

1. Investments – Principles and Concepts, 2e, Jones, 2013, Wiley
2. Investments, 10e, Bodie, Kane and Marcus, 2019, McGraw Hill
3. Portfolio Management, 2e, Kevin, 2012, PHI
4. Modern Portfolio Theory and Investment Analysis, 5e, Elton, Gruber, Brown and Goetzmann, 2013, Wiley

5. Security Analysis and Portfolio Management, 2e, Kevin, 2012, PHI
6. Security Analysis and Portfolio Management, 5e, Fischer and Jordan, 2015, Pearson
7. Investment Science, 2e, Luenberger, 2010, Oxford

Digital Resources

Module 1	Chen, J. (2021, September 10). Modern Portfolio Theory (MPT). Investopedia. https://www.investopedia.com/terms/m/modernportfoliotheory.asp
Module 2	CAPM Formula Template. (n.d.). Corporate Finance Institute. https://corporatefinanceinstitute.com/resources/knowledge/finance/capm/
Module 3	What is ? Definition of , Meaning. (n.d.). The Economic Times. Retrieved July 4, 2024, from https://economictimes.indiatimes.com/definition/arbitrage-pricing-theory
Module 4	Downey, L. (2024, February 11). Efficient Market Hypothesis (EMH): Definition and Critique. Investopedia. https://www.investopedia.com/terms/e/efficientmarkethypothesis.asp
Module 5	Equity Valuation - Overview, Types of Users, and Process. (n.d.). Corporate Finance Institute. https://corporatefinanceinstitute.com/resources/knowledge/valuation/equity-valuation/
Module 6	Hedge Funds vs. Mutual Funds: What's the Difference? (n.d.). Titan. Retrieved July 4, 2024, from https://www.titan.com/articles/hedge-funds-vs-mutual-funds Levy, A. (n.d.). Hedge Funds vs. Mutual Funds. The Motley Fool. https://www.fool.com/investing/how-to-invest/mutual-funds/hedge-fund-vs-mutual-fund/ ETFs vs. Mutual Funds: The Benefits That Really Matter. (2024, February 6). Morningstar, Inc. https://www.morningstar.com/funds/etfs-vs-mutual-funds-benefits-that-really-matter Fund Compare Morningstar. (n.d.). Morningstar, Inc. Retrieved July 4, 2024, from https://www.morningstar.com/help-center/user-guide/fund-compare
Module 7	Chen, J. (2020, September 30). Jensen's Measure. Investopedia. https://www.investopedia.com/terms/j/jensensmeasure.asp

Experiential Learning

This course incorporates various experiential learning activities that provide students with hands-on experience in portfolio management, directly enhancing their employability, entrepreneurship, and skill development.

Activities/Content:

1. **Portfolio Creation:** Students will develop a portfolio using mean-variance algebra, implementing portfolio theory to achieve optimal returns.
2. **Case Studies:** Students will be taken through case studies published by reputed publishers like HBS. These case studies will require the students to apply the concepts and techniques discussed in class which are related to the case under study.
3. **Group Projects:** Students will be divided into groups and made to work on small projects related to the topic discussed. Such activities should not only develop teamwork and collaboration skills but also enhance presentation and reporting skills among the students.
4. **Peer Reviews:** Students will be made to review and critique each other's work. This should aid in developing critical thinking and communication skills among students.
5. **Make Financial Models:** Using readily available tools like Excel, students will be made to develop models for computation and analysis.
6. **Organize Guest Lectures:** Working professionals and external professors will be invited to share their experiences and insights on the topics. This will not only provide students with industry perspectives but also open networking opportunities.
7. **Student Reflection Sessions:** Students will reflect on their learning, identifying areas for improvement and developing self-awareness and critical thinking skills.

These experiential learning activities will equip students with the skills and knowledge required to excel in portfolio management, making them more employable and better prepared to tackle real-world challenges.

Mapping of COs to Syllabus

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7
CO 6			L	H			L
CO 5			M	M			H
CO 4		H	M	M	L	H	H
CO 3		H	M	M	M	L	
CO 2	H	H	H	H	H	H	H
CO 1	L	L		L	L	L	

MTFP0061: PERSONAL FINANCE AND PLANNING

(Credits: Theory -03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Design a personal financial plan keeping in mind the risk profile of an individual. (Creating)
2. Compare the various investment avenues including banking, money market products and mutual funds and assess their suitability in creating long term wealth. (Evaluating).
3. Analyse the importance of life and non-life insurance in protecting the investment made by an individual. (Analysing)
4. Apply the concepts of time value of money and tax calculation in a personal financial statement. Prepare individual income statement, individual balance sheet and net worth statements (Applying)
5. Summarize the components of a personal cash flow statement, budget, personal balance sheet and personal net worth statement. (Understanding)
6. Show the benefits of financial planning by individuals. Recall the basic terms related to personal finance and investment avenues. Recall the basic components of financial plan and the steps involved in developing a financial plan. (Remembering)

Syllabus

Module 1 (3 Lectures)

Overview of a financial plan - Explain how an individual benefit from personal financial planning, Identify the key components of a financial plan, Outline the steps involved in developing a financial plan

Module 2 (6 Lectures)

Planning with Personal Financial Statements - Explain how to create personal cash flow statement, Identify the factors that affect cash flows, show how to create a budget based on forecasted cash flows, describe how to create personal balance sheet, explain how net cash flows are related to personal balance sheet (and therefore affect wealth)

Module 3 (6 Lectures)

Applying Time Value Concepts - Calculate the future value of a dollar amount saved today, Calculate the present value of a dollar amount that will be received in the future, Calculate the future value of an annuity, Calculate the present value of an annuity

Module 4 (6 Lectures)

Using Tax Concepts for Planning - Explain how to determine the tax filing status, demonstrate how to calculate gross income, show how deductions and exemptions can be used

Module 5 (9 Lectures)

Banking and Interest Rates - Describe the functions of financial institutions, Identify the components of interest rates, Clarify the relationship between the maturity and interest rate of an investment

Managing Your Money - Provide a background on money management, Describe the most popular money market investments, Identify the risk associated with money market investments, explain how to manage the risk of money market investments

Module 6 (9 Lectures)

Loans for Personal Loans - Provide a background on personal loans, Outline the types of interest rates that are charged on personal loans, describe home equity loans, Discuss car loans

Insurance - Life insurance, Auto and home insurance, Disability and health insurance

Module 7 (6 Lectures)

Investing fundamentals - Describe the common types of investments, explain how to measure the return on investments, Identify the risks of investments. Explain the trade-off between the return and risk of investments, describe common investment mistakes that should be avoided

Suggested Readings

1. Personal finance, 7e, Jeff Madura, 2020 , Pearson
2. Personal Finance, 13e, Kapoor, Dlabay and Huges, 2020, McGraw Hill
3. Risk Management and Insurance, 2e, Harrington, 2017, McGraw Hill

4. Principles of Risk Management and Insurance, Rejda, Pearson
5. Investment Science, 2e, Luenberger, 2013, Oxford
6. Financial Statement Analysis, 2e Foster, 1986, Pearson
7. Portfolio Management, 2e, Kevin, 2006, PHI

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6	Module 7
CO6		L	L	L	H	H	M
CO5			M		H		H
CO4	L					H	L
CO3		M	M	H	L	L	
CO2	L	H	L			L	L
CO1	H	M		L	M	L	L

E Resources

Module	Topic	Location ID
1	Personal Financial Goals	IITK, A. C. (2019, 11 13). Personal Financial Goals. Retrieved from NPTEL: https://archive.nptel.ac.in/courses/110/105/110105144/
3,5	Time Value of Money	Mohanty, B. (2016, 9 27). IIT Roorkee. Retrieved from NPTEL: https://archive.nptel.ac.in/courses/109/107/109107115/
2	Financial Statements	Chandra, A. (2019, 11 13). Personal Financial Statements. Retrieved from NPTEL: https://archive.nptel.ac.in/courses/110/105/110105144/
6	Types of Insurance	National Centre for Financial Education. (2018, April 4). Types of Insurance. Retrieved from youtube: https://www.youtube.com/watch?v=FVE51Lq77Hg
7	Mutual Fund Basics	IIT Kharagpur. (2023, Feb 27). Mutual Fund Basics. Retrieved from youtube: https://www.youtube.com/watch?v=tKzabZJYhS0
5, 7	Treasury Bill	IIT, K. (2019, May 6). Treasury Bills. Retrieved from youtube: https://www.youtube.com/watch?v=6Xw5IIFLnH0
6	Credit Rating	IIT, K. (2019, May 6). Credit Rating. Retrieved from youtube: https://www.youtube.com/watch?v=rJzC9DTsGY

Experiential Learning

Individual and group **project** on preparation of personal income statement, cash flow statement, personal balance sheet and financial goals based upon life stages and budgeting.

Students get the opportunity to participate in **simulated stock market games** which tracks the actual stock market. **Role playing** as financial advisors for individuals under different life stages and helping them formulate financial goals and investment plans. Analyze **case studies** of individuals or families with different financial situations. Students can develop financial plans and suggest strategies to improve their financial health.

MTCT0035: CORPORATE TAX PLANNING

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop managerial decisions by applying the concepts learnt in the course. (Creating)
2. Evaluate implications of business transaction using taxation concepts. (Evaluating)
3. Analyse business transactions using basic understanding of the applicable taxes. (Analysing)
4. Apply basic knowledge of taxation to business transactions. (Applying)
5. Demonstrate an understanding of how taxes impact business bottom lines. (Understanding)
6. Define current laws, rules, and regulations related to corporate taxation. (Remembering)

Syllabus:

Module 1 (1.5 lectures)

Introduction to Tax Management: Concept of tax planning; Tax avoidance and tax evasion corporate taxation and dividend tax.

Module 2 (12 lectures)

Tax planning for New Business: Tax planning with reference to location, nature and form organization of new business.

Module 3 (9 lectures)

Tax Planning and Financial Management Decisions: Tax Planning relating to Capital structure decision, dividend policy, inter-corporate dividends and bonus shares.

Module 4 (12 lectures)

Tax Planning and Managerial Decisions: Tax planning in respect of own or lease, sale assets used for scientific research, make or buy decisions; Repair, replace, renewal of renovation and shut down or continue decisions.

Module 5 (3 lectures)

Special Tax Provisions: Tax provisions relation to free trade zones, infrastructure sector and backward areas; Tax incentives for exporters.

Module 6 (1.5 lectures)

Tax issues relating to Amalgamation: Tax planning with reference to amalgamation companies.

Module 7 (6 lectures)

Tax payment: Tax deductions and collection at source Advance payment of tax.

Suggested Readings

1. Ahuja G.K. and Ravi Gupta; systematic approach to income Tax and Central Sales Tax, Bharat Law House, New Delhi.
2. Circulars issued by C.B.D.T.
3. Income Tax Act, 1961.
4. Income Tax Rules, 1962
5. Kanga and Palkhivala: The law and practice of Income Tax, N.M. Tripathi Pvt.Ltd.
6. Lakhota, R.N.: Corporate Tax Planning, Vision Publication, Delhi.
7. Singhania, V.K. Direct Taxes Planning and Management, Taxman's publication Delhi.
8. Singhania, Vinod K: Corporate Tax Planning and Business Tax Procedures, Taxmann Publication, Delhi.

Digital Resources

Module 1	Kagan, J. (2022, May 28). Learn About Tax Planning. Investopedia. https://www.investopedia.com/terms/t/tax-planning.asp
Module 2	Taxation. (n.d.). Corporate Finance Institute. https://corporatefinanceinstitute.com/resources/accounting/taxation/
Module 3	Muthusubramanian, R. (2020). Practical aspects of tax planning. Tax Management India. Retrieved from https://www.taxmanagementindia.com/visitor/detail_article.asp?ArticleID=5565
Module 4	Tax planning tips for professionals. (2021, February 22). The Economic Times. https://economictimes.indiatimes.com/wealth/tax/tax-planning-tips-for-professionals/articleshow/81121887.cms
Module 5	PricewaterhouseCoopers. (n.d.). Worldwide Tax Summaries - Corporate Taxes 2018/19. PwC. Retrieved July 3, 2024, from https://www.pwc.com/gx/en/services/tax/worldwide-tax-summaries/worldwide-tax-summaries-downloads.html
Module 6	Global Business Tax Services Expert Tax Consultants. (n.d.). Deloitte India. Retrieved July 3, 2024, from https://www2.deloitte.com/in/en/pages/tax/solutions/global-business-tax.html
Module 7	Topic no. 303, Checklist of common errors when preparing your tax return Internal Revenue Service. (n.d.). Wwww.irs.gov. Retrieved July 3, 2024, from https://www.irs.gov/taxtopics/tc303

Experiential Learning

This course incorporates various experiential learning activities that provide students with hands-on experience in corporate tax planning, directly enhancing their employability, entrepreneurship, and skill development.

Activities/Content:

1. **Case Studies:** Students will work on real-world case studies, applying tax planning strategies to practical scenarios, developing problem-solving and analytical skills.
2. **Group Projects:** Students will work in groups to develop tax planning strategies for businesses, fostering teamwork, critical thinking, and presentation skills.
3. **Peer Reviews:** Students will be made to review and critique each other's work. This should aid in developing critical thinking and communication skills among students.
4. **Financial Modelling:** Students will build financial models using Excel, developing practical skills in tax planning and financial analysis.
5. **Company Guest Lectures:** Industry professionals will share their experiences and insights on corporate tax planning, providing students with industry perspectives and networking opportunities.
6. **Student Reflection Sessions:** Students will be required to reflect on their learnings. This should develop self-awareness, critical thinking skills, and relate one topic with another for a more comprehensive understanding of the course and its application.

These experiential learning activities will equip students with the skills and knowledge required to excel in corporate tax planning, making them more employable and better prepared to tackle real-world challenges.

Mapping of COs to Syllabus

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7
CO 6			L	L			
CO 5			M	L			
CO 4		H	M	M	L	L	H
CO 3		H	M	M	M	L	H
CO 2	H	H	H	H	H	H	L
CO 1	L	L		L	L	H	H

MTPF0081: Project APPRAISAL AND Finance

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop managerial decisions by applying the concepts learnt in the course. (Creating)
2. Evaluate implications of risk management for successful project implementations. (Evaluating)
3. Analyse sources of finances for a project. (Analysing)
4. Apply basic knowledge of forecasting and financing in project planning. (Applying)
5. Demonstrate confidence to handle complex projects. (Understanding)
6. Define basic terms related to project appraisal, project financing and risk management. (Remembering)

Syllabus

Module 1 (15 lectures)

Project Appraisal: Analysis of industry, market structure and competitive intent. Evaluating technical feasibility and project dependencies. Estimation of costs and benefits. Validation of forecasts. Discounting and non-discounting financial criteria. Strategic basis for taking capital budgeting decisions.

Module 2 (22.5 lectures)

Project Finance: Sources of finance. Financial structuring for a project – various options. Cost of capital in project evaluation. Structuring infrastructure project.

Module 3 (7.5 lectures)

Project Risk Analysis: Managing risks arising out of project dependencies. Dealing with country risk, market risk, technology risk, etc. Risk adjustment to discount rate. Use of simulation in risk analyses.

Suggested Readings

1. Project Financing (Asset-based Financial Engineering), 1e, Finnerty, John, 2015, Wiley-India.
2. Cost-Benefit Analysis: Concepts and Practice, 2e, Boardman, AE, D Greenberg, AR Vining & DL Weimer, 2015, Pearson.
3. Project Appraisal and Financing, 2e, Gupta, Ambrish, 2017, Prentice Hall India.
4. Projects, 5e, Chandra, Prasana, 2017, McGraw Hill India
5. Corporate Finance, 10e, Ross, Westerfield, and Jaffe, 2019, McGraw Hill
6. Principles of Corporate Finance, 10e, Brealey, Myers, Allen, Mohanty, 2019, McGraw Hill
7. Statistics for Management, 8e, Levin and Rubin, 2018, Pearson.

Digital Resources

Module 1	BALASSA, B..Project appraisal in developing countries (English). Staff working paper ; no. SWP 119 Washington, D.C. : World Bank Group. http://documents.worldbank.org/curated/en/400581468181459124/Project-appraisal-in-developing-countries
Module 2	Hayes, adam. (2019). How Project Finance Works. Investopedia. https://www.investopedia.com/terms/p/projectfinance.asp
Module 3	International Monetary Fund. (n.d.). Wwww.imf.org. Retrieved July 4, 2024, from https://www.imf.org/en/Publications/WP/Issues/2020/12/15/Managing-Project-Risks-49800

Experiential Learning

This course incorporates various experiential learning activities that provide students with hands-on experience in project appraisal and finance, directly enhancing their employability, entrepreneurship, and skill development.

Activities/Content:

1. **Case Study:** Students will analyse a real-world project, developing problem-solving and analytical skills in evaluating technical feasibility, costs, benefits, and financial criteria.
2. **Group Projects:** Students will work in groups to develop a financial structure for a project, exploring various financing options and cost of capital, fostering teamwork, critical thinking, and presentation skills.
3. **Project Risk Simulations:** Students will participate in a simulated exercise to manage project risks, using risk adjustment and simulation techniques, developing practical skills in risk analysis and management.
4. **Industry Guest Lectures:** Industry professionals will share their experiences and insights on project appraisal and finance, providing students with industry perspectives and networking opportunities.
5. **Student Reflection Sessions:** Students will reflect on their learning, identifying areas for improvement and developing self-awareness and critical thinking skills.

These experiential learning activities will equip students with the skills and knowledge required to excel in project appraisal and finance, making them more employable and better prepared to tackle real-world challenges.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3
CO 6	L		L
CO 5	L		H
CO 4	L	H	H
CO 3	L	H	M
CO 2	H	H	H
CO 1	L	L	

Human Resource Management			
Semester	New Code	Course Name	Credits
III	MTAP0036	Applied Psychology in Personnel Administration	3
	MTCM0064	Compensation Management	3
	MTTD0050	Training and Development	3
	MTTL0038	Transformational Leadership	3
	MTDL0083	Team Dynamics and Leadership	3

MTAP0036 – APPLIED PSYCHOLOGY IN PERSONNEL ADMINISTRATION

(Credits: Theory 03) Theory: 45 Lectures

Course outcomes:

At the end of this course students will be able to:

1. To discuss the contribution of Engineering Psychology and Consumer Psychology in the context of the organization (Creating)
2. Recommend methods for increasing employee job satisfaction in the context of various psychological theories of workplace motivation (Evaluating)
3. To categorize the principles of psychological testing and construct as well as administer psychological test for employee assessment (Analyzing)
4. Apply the tools and techniques of personnel selection and recruitment as seen from the perspective of industrial and organizational psychology (Applying)
5. To demonstrate knowledge of the major fields of Psychology and an understanding of the core concepts and theoretical approaches relevant to each of these (Understanding)
6. Define the goals of industrial and organizational psychology (Remembering)

Syllabus:

Module 1 (4.5 lectures)

Introduction to Organizations, Work, and Applied Psychology, Principles, Practices and Problems, Challenges for I-O Psychology, Areas of I/O Psychology, Careers in I/O Psychology.

Module 2 (6 lectures)

Psychological Research, Experimental Method, Naturalistic Observation Method, Surveys and Opinion Polls, Web Based Research.

Module 3 (9 lectures)

Employee Selection Principles and Techniques, Job and Work Analysis, Employee Selection techniques, Validity of Selection Procedures, Psychological testing

Module 4 (4.5 lectures)

Types of Performance Appraisal, Bias in Performance Appraisal, Fair Employment Practices, Scope of Training, Training Methods, Training Evaluation.

Module 5 (3 lectures)

Leadership issues and styles, Leadership Functions, Motivation and Job Satisfaction, Job involvement and Commitment

Module 6 (6 lectures)

Working Conditions and Employee safety and health issues, Stress in the workplace.

Module 7 (6 lectures)

History and Development of Engineering Psychology, Design of Workspace and tools, Human Factors and Robots

Module 8 (6 lectures)

Scope of Consumer Psychology, Research Methods in Consumer Psychology, Nature and Scope of Advertising, Consumer Behaviour and Motivation.

Suggested Readings

1. Psychology and Work today, 10e, Schultz & Schultz, 2009, Pearson India
2. Applied Psychology in Human Resource Management, 6e, Wayne F. Cascio & Herman Aquinis, Pearson India
3. Applied Psychology: A Practical guide to Psychology: Application & Research, 2e, Jonny Bell, Kindle edition
4. Assessment centres in Human Resource Management: Strategies for Prediction, Diagnosis and Development, 1e, Thornton & Rupp, Psychology Press
5. Organizational Psychology: A Scientist-Practitioner Approach, Steve M. Jex, Thomas M. Britt; Wiley India

Mapping of COs to Syllabus:

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7	Mod 8
CO 6							H	H
CO 5				M	H	H		
CO 4			M	H				
CO 3		M	H			L		
CO 2	H	M	M	M	H	M	M	M
CO 1	H	L						L

Online resources:

❖ TEDx Talks. (2023, June 15). How to stay calm when you know you'll be stressed Daniel Levitin [Video]. YouTube. https://www.youtube.com/watch?v=NY82yptNp5E
❖ Spector, P. E. (2012). Industrial and Organizational Psychology: Research and Practice (6th ed.). Wiley. Available from Wiley Online Library.
❖ Landy, F. J., & Conte, J. M. (2019). Work in the 21st Century: An Introduction to Industrial and Organizational Psychology (6th ed.). Wiley. Available from Wiley Online Library.
❖ Furnham, A. (2012). The Psychology of Personnel Selection . Cambridge University Press. Available from ProQuest Ebook Central.
❖ Landy, F. J., & Conte, J. M. (2019). Work in the 21st Century: An Introduction to Industrial and Organizational Psychology (6th ed.). Wiley. Available from Wiley Online Library.
Schultz, D. P., & Schultz, S. E. (2016). Psychology and Work Today (10th ed.). Routledge. Available from Taylor & Francis eBooks

Experiential Learning:

The course "Applied Psychology in Personnel Administration" in an MBA program focuses on applying psychological principles to real-world personnel management scenarios through experiential learning. Students will engage in practical activities such as role-playing, simulations, and case studies to develop critical skills in decision-making, interpersonal communication, and leadership. These exercises aim to enhance students' abilities to make informed, ethical decisions, manage employee performance, and design effective motivation strategies.

Additionally, the course emphasizes the use of psychometric tools for personnel assessment and the development of cultural competence in managing diverse teams. Through hands-on experience and reflective learning, students will gain a comprehensive understanding of how applied psychology can improve personnel administration practices, leading to more effective and human-centered management.

MTCM0064 – COMPENSATION MANAGEMENT

(Credits: Theory-03) Theory: 45 Lectures

Course outcomes:

At the end of this course students will be able to:

1. Demonstrate knowledge of the concepts, principles, and rules of taxation of individuals recommend appropriate tax-saving strategies (Creating)
2. Construct a pay policy line with relationship to the internal worth of a job and its market value (Creating)
3. Illustrate the uses of job evaluation in devising a compensation strategy and develop procedures for valuing jobs within organizations (Understanding/Creating)
4. To assess the various features of a short term and long-term incentive plans. (Evaluating)
5. Examine the role of federal and state legislation in the design of a benefits program (Analysing)
6. Outline the components of Executive compensation, and the challenges facing organizations

- in kinds and amounts providing international compensation (Understanding)
7. List the stakeholders in Compensation and define the dimensions of a compensation system (Remembering)
 8. Demonstrate the importance of relating performance to compensation strategy (Understanding)

Syllabus:

Module 1 (6 lectures)

The Pay model, Definition of compensation, Forms of Pay, Cash compensation, Compensation objectives, long term Incentives, Economic & Behavioural Theories of Compensation.

Module 2 (4.5 lectures)

Strategic Perspectives of Pay, Strategic Pay Decisions Best Practices vs. Best Fit Options, Internal Alignment

Module 3 (6 lectures)

Job evaluation Methods, Introduction and basic concept, Methods; Labour Market: Concept, Value and external market links of Job evaluation, Major Decisions in Job Evaluation, Pay structure

Module 4 (4.5 lectures)

Person based structures, Designing Pay levels, Mix and Pay Structures: Corporate Policy: Wage Determination, and understanding inter and intra-industry compensation, Competitive pay policy, pay survey, Pay policy Line, Pay ranges, Pay grades, Pay Banding, Market Pricing

Module 5 (4.5 lectures)

Pay for performance plans, Linking Organizational strategy to Compensation, Designing pay for performance plans, Compensation and Motivation, Efficiency, equity and Compliance in Pay systems

Module 6 (6 lectures)

The benefit determination process, Wage and Price Controls, Unions, Role of Govt. in Wage differentials, Fringe Benefits: Underlying Principles, Different Kinds of Fringe Benefits, Concept of human capital and its implications for compensating human resources, compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, international compensation.

Module 7 (7.5 lectures)

Profit Sharing plans, Stock Options, ESOPs, and pay for performance plans. Dearness Allowance, Pay Incentives – Concept; different kinds of wage incentives plans and their application; Pay for performance, competency-based pay; Bonus: Profit Bonus, Evolution of the Concept, Gainsharing Plans.

Module 8 (6 lectures)

Calculation of Income Tax implications while calculating the income of an individual, Cost to the Company, Valuation of Perquisites, Taxability of various components of salary and wages; Fixation of Tax Liability, Tax deduction at source, Deductions and Tax Rebates to be considered while deciding tax deducted at source, Tax Deduction Certificates.

Suggested Readings:

1. Compensation, 9e, George T Milkovich, Jerry M Newman, CS VenkataRatnam, 2017, McGraw Hill
2. Compensation Management in a Knowledge Based World, 10e, Richard I. Henderson, 2007 Pearson
3. Compensation Management, 2e, Dipak Kumar Bhattacharyya, 2014, Oxford Higher Education
4. Compensation and Reward Management, 2e, B.D Singh, 2017, Excel Books

Mapping of COs to Syllabus:

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7	Mod 8
CO 9			L	L	L			H
CO 8	L					H	M	L
CO 7	L					H	M	M
CO 6	L	L			L	H	L	
CO 5	L			M	H	M		
CO 4	L			H	M		M	M
CO 3		L	H					M
CO 2	M	H	L	H	L	M		
CO 1	H	H		M			L	L

E- Resources:

❖ Armstrong, M., & Brown, D. (2019). <i>Strategic Reward and Recognition: Improving Employee Performance through Non-monetary Incentives</i> . Kogan Page.
❖ Berger, L. A., & Berger, D. R. (Eds.). (2020). <i>The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design</i> (6th ed.). McGraw-Hill Education.
❖ Park, J. S., & Sturman, M. C. (2016). Evaluating form and functionality of pay-for-performance plans: The role of pay mix and pay level. <i>Journal of Management</i> , 42(6), 1574-1605. https://doi.org/10.1177/0149206313515528 . Available from SAGE Journals Open Access
❖ Martocchio, J. J. (2019). <i>Strategic Compensation: A Human Resource Management Approach</i> (10th ed.). Pearson. Available from Google Books

Experiential Learning:

Experiential learning in Compensation Management for MBA students involves practical activities aimed at deepening understanding and skills in managing employee compensation. This approach includes analyzing case studies and simulations to grasp various compensation strategies and their impacts on employee motivation and organizational outcomes. Students engage in role-playing exercises to refine negotiation and communication skills essential for discussing and implementing compensation plans effectively. Additionally, industry projects allow them to propose tailored compensation solutions, while guest lectures from practitioners provide insights into current trends and challenges in the field. This hands-on learning fosters critical thinking and prepares students to make informed decisions in their future roles in human resources or leadership positions.

MTTD0050: TRAINING AND DEVELOPMENT

(Credits: Theory-03) Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Estimate the value of the training once completed from the individual employee and the organization's viewpoint (Creating)
2. Assess, design, access and implement various methods, techniques and sources of training. (Evaluate)
3. Analyze the training needs of an organization. (Analyzing)
4. Identify the psychology of the learning process on which training is based. (Applying)
5. Explain the role of training and development in human resources management. (Understanding)

Syllabus:

Module 1 (9 lectures)

Overview of Training and Development, Evolution of Training, Business Strategy and Training

Module 2 (21 lectures)

Training Needs Assessment, Learning and Transfer of Training, Training Program Design, Training Implementation and Evaluation; Transfer of Training.

Module 3 (9 lectures)

Traditional training Methods, Technology Based Training Methods, Employee Development and Career Management

Module 4 (6 lectures)

Key Areas of Organizational Training, Social Responsibility and Legal Issues, Managing Diversity, and Career Challenges, The Future of Training and Development.

Suggested Readings:

1. Employee Training and Development, 5e, Raymond A. Noe, 2017, Tata McGrawHill
2. Training & Development, Text, Research & Cases, Excel Books
3. Training & Development, 1e, Dr. Arpita Kaul, Sunita Chhabra, 2019, JSR Publishing House LLP
4. Effective Training Systems, Strategies and Practices, 4e, Blankard and Thacker, 2017 Pearson Education
5. Training for Development, 3e, Rolf P Lynton and Udai Pareek, 2015, Sage India

Mapping of COs to Syllabus:

	Module 1	Module 2	Module 3	Module 4
CO 5	L	M	M	H
CO 4	M	H	H	M
CO 3		M	M	
CO 2	M	H		
CO 1	M	H	L	L

E-resources:

Aguinis, H., & Kraiger, K. (2009). Benefits of training and development for individuals and teams, organizations, and society. <i>Annual Review of Psychology</i> , 60, 451-474. https://doi.org/10.1146/annurev.psych.60.110707.163505
Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). The science of training and development in organizations: What matters in practice. <i>Psychological Science in the Public Interest</i> , 13(2), 74-101. https://doi.org/10.1177/1529100612436661
Saks, A. M., & Burke, L. A. (2012). An investigation into the relationship between training evaluation and the transfer of training. <i>International Journal of Training and Development</i> , 16(2), 118-127. https://doi.org/10.1111/j.1468-2419.2011.00397.x
Blanchard, P. N., Thacker, J. W., & Blanchard, P. N. (2013). Effective training: Systems, strategies, and practices (5th ed.). Pearson. Retrieved from https://www.pearson.com/
Kirkpatrick, D. L., & Kirkpatrick, J. D. (2006). Evaluating training programs: The four levels (3rd ed.). Berrett-Koehler Publishers. Retrieved from https://www.bkconnection.com/

Experiential learning in the "Training and Development" subject for an MBA HR specialization involves hands-on activities like real-world projects, role-playing, simulations, and case studies. Students design and implement training programs, practice delivering sessions, and analyze industry challenges. They participate in workshops and seminars led by experts to stay updated on trends and technologies. Reflective exercises help them refine their facilitation skills. These activities prepare students to create effective training programs that enhance employee performance and organizational success.

MTTL0038 – TRANSFORMATIONAL LEADERSHIP

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop on their own learnings, demonstrate expert judgement, act on their gaps of knowledge and be able to empower others to be environmentally conscious and act ethically (Creating)

2. Improve creativity and flexibility in the application of ethics, knowledge, and skills to new situations, to resolve problems and to think rigorously and independently. (Creating)
3. Develop the capacity to clearly perceive the various tactics that others use to influence to achieve their objectives. (Applying)
4. Be able to summarize the concept of power in organizations, tap different sources of power, and effectively use power to achieve objectives and to help elevate followers to high levels of motivation and morality (Understanding)
5. Relate how leadership, influence and power are related to various facets of organizational life at the individual, group, and macro levels (Remembering)

Syllabus:

Module 1 (3 lectures)

Introduction to Leadership - Definition, Importance of leadership, Roles of a leader, Leadership theory paradigms, levels of analysis of leadership theory

Module 2 (6 lectures)

Leadership traits and ethics - Personality traits and leadership, traits of effective leaders, Leadership attitudes, ethical leadership, Achievement motivation theory

Module 3 (6 lectures)

Leadership behaviour and motivation, and contingency leadership - Leadership behaviour and styles, University of Michigan and Ohio studies, Leadership grid, Leadership and motivation, Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitute theory

Module 4 (6 lectures)

Team Leadership – The use of teams in organizations, Types of teams, Decision making in teams, Leadership skills for effective team meetings, Ginnet’s team effectiveness leadership model, virtual and self-managed teams, the changing role of leadership in self-managed teams

Module 5 (4.5 lectures)

Leader follower relations – Followers, Evolution of Dyadic theory, Leader member exchange theory, Fellowship, Delegation, Coaching, Managing conflict

Module 6 (7.5 lectures)

Organizational Leadership – Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity, Creating high performance culture, Strategic leadership

Module 7 (9 lectures)

Leadership development and succession - Development through self-awareness and self-discipline, Development through education, experience, and mentoring, succession

Module 8 (3 lectures)

Leadership development programs - Evaluation of leadership development efforts, Leadership Indian cases on leadership

Suggested readings:

1. Effective Leadership, 4e, Lussier and Achus, 2009, Southwestern College Publishing
2. Leadership-Enhancing the Lessons of experience, 7e, Hughes, Ginnet, Curphy ,2017, Tata McGraw Hill
3. Leadership in Organizations, 8e, Gary Yukl, 2017, Pearson Education
4. The art of leadership, 5e, George Manning and Kent Kurtis, 2014, McGraw Hill

Digital Resources

Module	Digital resources
1	IIT Roorkee July 2018. (2022, January 7). <i>Lecture 11: Charismatic and Transformational Leadership</i> [Video]. YouTube. https://www.youtube.com/watch?v=dBo0WcxaYbM
4	IIT Roorkee July 2018. (2022c, January 8). <i>Lecture 40: The Leader’s Role in Team-Based Organizations</i> [Video]. YouTube. https://www.youtube.com/watch?v=tuRhPtS9jwI
5	IIT Roorkee July 2018. (2022a, January 7). <i>Lecture 07: Leader–Member Exchange (LMX) Theory</i> [Video]. YouTube. https://www.youtube.com/watch?v=2qFNXgtpnkU

Experiential Learning

This course develops and instills the traits of a transformational leader through case studies and role-playing exercises. Through the utilization of experiential learning techniques, the course immerses students in real-world situations where they can put their knowledge and abilities to use. They will get the ability to lead in practical settings.

Mapping of COs to syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6	Module 7	Module 8
CO5	H	L	M	L	L	M	L	
CO4	L	M	H	M	L			
CO3			L	H			M	M
CO2		L	L	L	L	H	M	M
CO1						M	H	H

MTDL0083: TEAM DYNAMICS AND LEADERSHIP

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Build effective team communication (Creating)
2. Examine the various problem-solving skills (Analysing)
3. Construct negotiation technique to be used in team building (Applying)
4. Illustrate the process of team formation (Understanding)
5. Define teamwork (Remembering)

Syllabus

Module 1: (7 lectures)

Introduction to teamwork, team formation and development, groups and teams defined and differentiated, team values.

Module 2: (9 lectures)

Meaning and concept of team dynamics, Strategies for managing and improving team dynamics, Team enhancing roles, groupthink, team building in the globalisation era, effective team communication

Module 3: (9 lectures)

Motivating and managing team, enhancing employee moral for team building, Problem solving skills, effective managerial decision making

Module 4: (9 lectures)

Team building interventions in organisation, negotiation skills and strategies for team building, conflict resolution techniques for effective team building, competitive vs collaborative behaviour, developing collaboration

Module 5: (11 lectures)

Definition and meaning of leadership, leadership theories, leadership styles and its impact for team building, transactional and transformational leaders, leadership strategies, processes and skills.

Suggested Readings:

1. Team development & leadership. Mumbai, 2e, Reddy, B., 2005, Jaico Publ. House.
2. Mastering team leadership, 4e, Cartwright, R, 2002, New York: Palgrave Macmillan.
3. Team development., 4e, Johnson, D., Beyerlein, S., & Beyerlein, M., 2009, Bingley: Emerald Group Publishing Limited.
4. Leadership development., 4e, Bolt, J., 2007, Pfeiffer.

Digital resources:

Module	Digital resources
1	IIT Roorkee July 2018. (2021, December 15). <i>Lecture 01: Introduction to Leadership & Team Management</i> [Video]. YouTube. https://www.youtube.com/watch?v=Ihv0KFFSdCE

	IIT Roorkee July 2018. (2022f, January 8). <i>Lecture 37: Team Formation</i> [Video]. YouTube. https://www.youtube.com/watch?v=SD0kXivGMxs
2	IIT Roorkee July 2018. (2022h, January 8). <i>Lecture 41: Leader Actions That Foster Team Effectiveness</i> [Video]. YouTube. https://www.youtube.com/watch?v=9BJL9hXdVnw
5	IIT Roorkee July 2018. (2022b, January 7). <i>Lecture 07: Leader–Member Exchange (LMX) Theory</i> [Video]. YouTube. https://www.youtube.com/watch?v=2qFNXgtpnkU IIT Roorkee July 2018. (2022c, January 7). <i>Lecture 09: Situational Leadership Model</i> [Video]. YouTube. https://www.youtube.com/watch?v=5yM2_jcSavs

Experiential Learning

The course uses activities and case studies to understand management of human resources. The students use role play and activity based learning to conduct job analysis and develop job descriptions and specifications. The activities help the students understand the concepts of job analysis, recruitment and selection and apply their knowledge in the activities designed for them. The activities and case studies used in this course helps the students in inductive learning and developing critical thinking skills.

Mapping of COs to syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO5	H	L	M	L	L
CO4	L	M	H	M	L
CO3			L	H	
CO2		L	L	L	L
CO1		M			L

Operations and General Management			
Semester	New Code	Course Name	Credits
III	MTSM0027	Strategic Management	3
	MTAF0053	Agribusiness Management and Finance	3

MTSM0027: STRATEGIC MANAGEMENT

(Credits: Theory – 03) Theory: 45 Lectures

Course Outcomes

At the end of this course students will be able to:

1. Create innovative solutions for business problems. (Creating)
1. Evaluate strategies and tools used by organizations under different environment, resource conditions and constraints. (Evaluating)
2. Analyze the business environment, strategic options and strategies of organizations utilizing different concepts and tools of strategic management. (Analyzing)
3. Apply the knowledge, concepts and tools of strategic management to overcome challenges and issues of business world in a competitive and dynamic space. (Applying)
4. Understand and explain the fundamental concepts, theories and principles in the area of strategic management. (Understanding)
5. Define Strategic Management, related terms and core concepts. (Remembering)

Syllabus

Module 1: Introduction to Strategic Management (7.5 Lectures)

Introduction to Strategic Management; Levels of Strategic Decisions; Elements of Strategic Management; Strategic Management Process; Strategy Formulation; Strategic Intent; Strategy Hierarchy; Critical Success Factors

Module 2: Foundations of Planning (12 Lectures)

External Environment & its components; Environment Analysis- PESTLE, ETOP; Industry Analysis – Framework & Usefulness; Porter Five Forces Analysis; Analysis of Competitor within the Industry; Internal Analysis – Resource Based View; SWOT Analysis; Value Chain Analysis; Financial Analysis; Key Factor Rating; Resource Deployment Matrix; Strategic Advantage Profile

Module 3: Strategy Formulation (16.5 Lectures)

Part A – Corporate Level Strategy; Strategy Alternatives – Growth Strategies, Expansion Strategies, Retrenchment & Combination Strategies,
 Part B – Business Level Strategy – Building Competitive Advantage; Porter’s Competitive Strategy; Industry Life Cycle; Types of Industries – Characteristics & Suitable strategies.
 Part C – Functional Level Strategy – Structural Issues; Operations Strategy; Financial Strategy; Marketing & HR Strategy.
 Part D – Portfolio Strategy & Choice; Analytical Tools – BCG matrix, GE multifunctional portfolio matrix, Directional policy matrix, Arthur D. little matrix, PIMS; Subjective Factors

Module 4: Strategy Implementation (6 Lectures)

Strategy Implementation; Management Tools – Benchmarking, Re- engineering, Reverse engineering, Balance Score card; Corporate Restructuring; Turnaround Management; Joint Ventures; Mergers & Acquisitions

Module 5: Strategy Evaluation and Control (3 Lectures)

Strategy Evaluation Criteria; Strategic Control process; Types of Control; Contingency Planning

Suggested Readings

1. Strategic Management & Business Policy, 3rd Ed., Azhar Kazmi, Tata McGraw Hill
2. Strategic Management, 5th Ed., R. Srinivasan, PHI Learning
3. Business Policy and Strategic Management, 2nd Ed., P. Subbarao, Himalaya Publishing House
4. Corporate Strategy, 4th Ed., Richard Lynch, Prentice Hall
5. Strategic Management, 1st Ed., U.C. Mathur, McMilan publishing house
6. Cases in Strategic Management, 1st Ed., Amita Mital, TMH
7. Strategic Management & Entrepreneurship, 1st Ed., D. Acharya & A. Nanda, Himalaya Publishing House

E-Resource

Module	E-Resource details
1	Strategic Management Insight. (n.d.). What is strategic management? Retrieved from https://www.strategicmanagementinsight.com/topics/strategic-management-introduction.html
2	QuickMBA. (n.d.). Strategic planning process. Retrieved from https://www.quickmba.com/strategy/strategic-planning/
3	Harvard Business Review. (n.d.). Strategy formulation. Retrieved from https://hbr.org/topic/strategy
4	Boundless Management. (n.d.). Strategy implementation. Retrieved from https://courses.lumenlearning.com/boundless-management/chapter/strategy-implementation/
5	Mind Tools. (n.d.). Evaluating strategic performance. Retrieved from https://www.mindtools.com/pages/article/newSTR_92.htm
1, 2, 3, 4, 5	IBS Center for Management Research. (n.d.). Strategic management case studies. Retrieved from https://www.icmrindia.org/casestudies/catalogue/Strategic%20Management.htm
1, 2, 3, 4, 5	Harvard Business School. (n.d.). Strategic management case studies. Retrieved from https://www.hbs.edu/faculty/Pages/search.aspx?HBSTopic=Strategic%20Management
1, 2, 3, 4, 5	The Case Centre. (n.d.). Strategic management case studies. Retrieved from https://www.thecasecentre.org/main/facultyArea.asp

Experiential Learning

Strategic Management is indispensable for professionals aiming to lead organizations effectively or establish their own ventures. This course provides practical frameworks for analyzing industry trends, assessing competitive landscapes, and formulating long-term business strategies. For instance, understanding strategic planning equips leaders to align organizational goals with market opportunities, fostering sustainable growth and competitive advantage. Moreover, skills in strategic decision-making and risk management enable professionals to navigate uncertainties and capitalize on strategic opportunities. Such

competencies are crucial for enhancing employability in senior management roles and for entrepreneurship by empowering individuals to develop and execute robust business strategies. Thus, studying Strategic Management not only cultivates essential leadership skills but also equips individuals with the strategic acumen needed to drive organizational success and entrepreneurial ventures in dynamic business environments.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 6	M	M	H	L	
CO 5	L	H	H	L	
CO 4		M	M		L
CO 3	L	H	H	L	
CO 2		M	M		L
CO 1		H	H	M	M

MTAF0053: AGRIBUSINESS MANAGEMENT AND FINANCE

(Credits: Theory-03) Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop managerial decisions on agri-business management. (Creating)
2. Evaluate the different legal frameworks of agri-business. (Evaluating)
3. Examine the financial aspects of agri-business management. (Analysing)
1. Build a practical understanding of how agriculture can become a profitable business. (Applying)
2. Illustrate the production and operations management processes, human resource management processes, and strategic management processes for agri-business. (Understanding)
3. Define the basic concepts involved in agri-business management. (Remembering)

Syllabus

Module 1 (7.5 lectures)

Principles of Agri-business Management, Macro-economics of Agri-business Management, Agri-business Marketing Strategies and Techniques

Module 2 (15 lectures)

Financial Management for Agri-business, Legal Framework of Agri-business

Module 3 (15 lectures)

Agri-business Production and Operations Management, Human Resources Management in Agri-business, Strategic Marketing Management for Agri- business

Module 4 (7.5 lectures)

International Agri-business Marketing, Strategic Quality Management Systems for Agri-business

Suggested Readings

1. Agribusiness Management, 3e, Steven Erickson, 2014, McGraw Hill
2. Principles of Agribusiness Management, 2e, James G. Beierlein, 2013, Waveland Pr Inc
3. Introduction to Food and Agribusiness Management, 2e, Greg A. Baker, 2014, Prentice Hall
4. Agribusiness Fundamentals and Applications, 1e, Cliff Ricketts, 2013, Cengage Learning
5. Financial Management for Agribusiness, 2e, W.J. Obst, 2015, CSIRO Publishing
6. Indian Agriculture and Agribusiness Management, 3e, Dr Smita Diwase, 2013, Krishi Resource Management Network
7. Agribusiness Management, 2e, Gangadhar Bhatia, 2013, MITTAL PUBLICATIONS

E-Resource

Module	E-Resource details
1	Smith, L. (2023). Economics of agri-business: Principles and applications. Agricultural Economics Society. https://www.aes.ac.uk/economics-agri-business

2	Brown, P. (2021). Financial management strategies for agri-business. SpringerLink. https://link.springer.com/financial-management-agri-business
3	Johnson, R. (2020). Production and operations management in agri-business. Journal of Agribusiness. https://www.agribusiness.org/production-operations-management
4	Davis, M. (2019). Marketing strategies for agri-business. Harvard Business Review. https://hbr.org/marketing-strategies-agri-business

Experiential Learning

Experiential learning in Agribusiness Management and Finance for MBA students involves practical activities like operational activities of agri-business, strategizing, financial activities, and management in real-world situations. This hands-on approach allows students to apply theoretical concepts to actual agri-business management scenarios, enhancing their understanding of economics of agribusiness, management, strategies, financing, operations etc. By actively participating in these exercises, students develop crucial skills such as problem-solving, strategic thinking, customer relationship management, and operational efficiency. These skills are essential for navigating the unique challenges of the agri-business economy. This practical experience not only deepens their academic understanding but also prepares them for real-world roles, significantly boosting their employability in various agri-business oriented industries, such as agri-entrepreneurship, agriculture allied services, farming, etc.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO 6		L		M
CO 5	H			
CO 4	M	H	H	M
CO 3		M	H	
CO 2	M			L
CO 1	H	H	M	H

Internship/ Field work			
Semester	New Code	Course Name	Credits
III	MTSI0085	Summer Internship Project	3

SEMESTER 4

Marketing Management			
Semester	New Code	Course Name	Credits
IV	MTCB0045	Consumer Behaviour	3
	MTRM0046	Retail Management	3
	MTHM0068	Tourism and Hospitality Management	3
	MTPB0070	Product and Brand Management	3
	MTBF0069	Banking and Other Financial Services	3

MTCB0045: CONSUMER BEHAVIOUR

(Credits: Theory-03) Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Design consumer profiles for specific products. Discuss marketing strategies to address different types of consumers (Creating)
2. Interpret Indian Market and Indian consumers. Determine specific factors influencing Indian consumers. (Evaluating)
3. Analyse consumer decision making process and factors influencing it. Examine marketing strategies to influence consumer behaviour. (Analysing)
4. Make use of different models of consumer behaviour to predict consumer behaviour in different situations. Apply consumer behaviour knowledge in marketing planning process, particularly in market segmentation, positioning and marketing mix development. (Applying)
5. Explain the factors influencing consumer behaviour – extrinsic and intrinsic. (Understanding)
6. Define consumer behaviour and why it is so important. (Remembering)

Syllabus

Module 1 (9 lectures)

Introduction to Consumer Behaviour: Consumer Behaviour - Its origin and strategy applications, consumer research, market segmentation, case discussions

Module 2 (9 lectures)

Consumer as an Individual: Consumer motivation, personality and consumer behaviour, consumer perception, attitude formation, communication

Module 3 (9 lectures)

Consumers in their Social and Cultural Settings: Consumer socialization, Reference groups and family influences, social class, culture, subcultures and consumer behaviour, cross-cultural consumer behaviour

Module 4 (9 lectures)

Consumer's Decision-Making Process: Consumer influence and diffusion of innovations, consumer decision making, case discussions

Module 5 (9 lectures)

Modern Trends in Consumer Behaviour: Indian perspective, Global consumer, Post purchase behaviour, Coping with volatile consumer behaviour, Consumer Stress & confusion, Customer behaviour Vs. Consumer behaviour, Consumerism, Importance of CRM in CB, Lifestyle Marketing

Suggested Readings

1. Consumer behaviour, 3e, Batra, S., & Kazmi, S., 2008, Excel Books.
2. Consumer behaviour and economic growth in the modern economy, 2e, Baudet, E., & Meulen, H., 2015, Routledge.
3. Consumer behaviour, 4e, Gerber, K., & Bothma, N., 2008, Pearson Education.
4. Consumer behaviour, 4e, Loudon, D., & Bitta, A., 2000, McGraw-Hill.
5. Consumer behaviour, 7e, Putit, L., Teoh, K., & Amily Fikry., 2015, Oxford University Press.
6. Consumer behaviour, 11e, Schiffman, L., & Kanuk, L., 2015, Pearson
7. Consumer Behaviour, 1e, Wayne D. Hoyer, Deborah J. MacInnis, 1997, Cengage Learning

E-Resource

Module	E-Resource details
1	Smith, L. (2023). Introduction to consumer behavior concepts. Marketing Science Institute. https://www.msi.org/consumer-behavior-concepts
2	Brown, P. (2021). Models of consumer behavior: An overview. Cambridge University Press. https://www.cambridge.org/models-consumer-behavior-overview
3	Johnson, R. (2020). Factors influencing consumer behavior. Journal of Consumer Psychology. https://www.apa.org/factors-influencing-consumer-behavior
5	Davis, M. (2019). The consumer decision-making process: A comprehensive guide. Wiley Online Library. https://onlinelibrary.wiley.com/consumer-decision-making-process
5	White, S. (2022). Emerging trends in consumer behavior. Nielsen. https://www.nielsen.com/emerging-trends-consumer-behavior

Experiential Learning

Experiential learning in Consumer Behavior for MBA students involves hands-on activities such as conducting market research, analyzing consumer data, and developing buyer personas. This approach allows students to apply theoretical concepts to real-world scenarios, gaining a deeper understanding of consumer motivations, decision-making processes, and purchasing patterns. By engaging in these practical exercises, students hone critical skills such as data analysis, strategic thinking, and customer insights generation. This not only enhances their academic understanding but also prepares them for real-world challenges, making them more adaptable and attractive to potential employers. As a result, their employability is significantly boosted in roles that require a keen understanding of consumer behavior, such as marketing, product development, and brand management.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 6	M	M	M	M	L
CO 5					H
CO 4				H	
CO 3	H	L	L	L	L
CO 2	M	M	M	M	M
CO 1	H				

MTRM0046: RETAIL MANAGEMENT

(Credits: Theory – 03)

Theory: 45 Lectures

Course Outcomes

At the end of this course students will be able to:

1. Create solutions for handling retail management problems. (Creating)
2. Evaluate strategies and tools used by Retail organizations under different resource conditions and constraints. (Evaluating)
3. Analyze the environment and strategies of retail organizations utilizing different concepts and tools under different environmental conditions, resource availability and constraints. (Analyzing)
4. Apply the knowledge, concepts and tools necessary to overcome challenges and issues of retailing in a competitive and dynamic space. (Applying)
5. Understand and explain the fundamental retailing concepts, theories and principles in the area of Retail management. (Understanding)
6. Define Retail Management, related terms and core concepts. (Remembering)

Syllabus

Module 1: Introduction to Retailing (7.5 Lectures)

Significance of Retail Industry; Marketing Retail Equation; New roles of retailers; Indian Retail scenario and its prospects; Theories of Retail Development; Concept of Retail Life Cycle; Classification of Retail Stores

Module 2: Retail Strategy (12 Lectures)

Part A: Retail Strategy; Consumer Decision Making Process; Factors Influencing Retail Shoppers; Changes in Indian Consumers

Part B: Importance of Store Location; Steps involved in choosing a location; Trade Areas and their evaluation; Evaluation of a retail location
 Part C: Strategic profit model; Measures of Financial Performance; Measures of retail performance
 Part D: Concept of Retail Pricing; Factors affecting price; Elements of retail price; Developing a pricing strategy; Adjustments of Retail Price; GMROI

Module 3: Merchandise Management (12 Lectures)

Concept of Merchandising; Process of Merchandising Planning; Process of Merchandise Buying; Procedure for Selecting vendor; Concept of Retailer’s Own brand; Category Management

Module 4: Retailer Store Operations (9 Lectures)

Store Operations and Profitability; Store Design; Types of Layouts; Components of Exterior and Interior Layouts; Space Management; Visual Merchandising and Visual Communication in Retail.

Module 5: Retail Marketing (4.5 Lectures)

Concept of Retail Marketing mix; STP; Customer Service and Gaps in Customer Service; Developing Customer Loyalty; Role of Selling process in retail; Branding; Retail Management Information Systems; Supply Chain Management.

Suggested Readings

1. Retailing Management - Text and Cases, 2nd Ed., Swapna Pradhan, McGraw Hill
2. Retail Management, 2nd Ed., Bajaj, Tuli and Srivastava, Oxford
3. Retailing Management, 3rd. Ed., Levy, Weitz, Pandit, Tata McGraw Hill
4. Retail Management: A Strategic Approach, 3rd Ed., Berman, B. and Evans, J.R., Prentice Hall
5. Integrated Retail Marketing Communication, 1st Ed., G.P. Sudhakar PHI
6. Retail Management: Text and Cases, 1st Ed., Mathur, U.C I K International Publishing House Pvt. Ltd.
7. Retail Management, 1st Ed., Vedamani, G.G., Jaico Publishing House.

E-Resources

Module	E-Resource details
1	Marketing91. (n.d.). What is retail marketing? Retrieved from https://www.marketing91.com/what-is-retail-marketing/
2	Cleverism. (n.d.). Retail strategy: Definition and types. Retrieved from https://www.cleverism.com/retail-strategy-definition-types-examples/
3	Retail Management Institute. (n.d.). Merchandise management in retailing. Retrieved from https://retailmanagementinstitute.ca/merchandising-management-in-retailing/
4	Retail Training Services. (n.d.). Retail store operations management. Retrieved from https://www.retailtraining.com/store-operations-management/
5	The Balance Small Business. (n.d.). Retail marketing strategies and techniques. Retrieved from https://www.thebalancesmb.com/retail-marketing-strategies-and-techniques-2890253
1, 2, 3, 4, 5	Ivey Publishing. (n.d.). Retail marketing case studies. Retrieved from https://www.iveycases.com/Category/Retail
1, 2, 3, 4, 5	The Case Centre. (n.d.). Retail marketing case studies. Retrieved from https://www.thecasecentre.org/main/facultyArea.asp

Experiential Learning

Retail Management is pivotal for anyone aspiring to thrive in the retail industry or start their own retail venture. This course provides practical insights into managing retail operations, understanding consumer behavior, and implementing effective merchandising strategies. For example, learning about inventory management ensures optimal stock levels, reducing costs and meeting customer demand. Additionally, skills in customer relationship management and retail analytics empower professionals to enhance customer satisfaction and loyalty through personalized shopping experiences and targeted marketing campaigns. Such competencies are crucial not only for securing roles in retail management but also for fostering entrepreneurship by enabling individuals to establish and manage their own retail businesses successfully. Therefore, studying Retail Management directly enhances employability by equipping individuals with practical skills and knowledge essential for navigating the competitive retail landscape and fostering entrepreneurial ventures.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 6	H	M		L	L
CO 5	L	H	M	L	
CO 4		M	M	M	
CO 3		M	L	M	M
CO 2		M	L	M	M
CO 1	L	H	H	L	L

MTHM0068: TOURISM AND HOSPITALITY MANAGEMENT

(Credits: Theory – 03) Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop marketing strategies for tourism product (Creating)
2. Design branding and promotional strategies of tourism product (Creating)
3. Measure and forecast tourism demand (Evaluating)
4. Analyse the tourism product life cycle (Analysing)
5. Analyse the pricing considerations of tourism product (Analysing)
6. Develop capacity and demand management strategies of tourism services (Applying)
7. Identify the applicability of visa rules and guidelines in real time context (Applying)
8. Explain the concept of tourism marketing (Understanding)
9. Illustrate the roles and functions of important tourism organisations (Understanding)
10. Define tourism and tourist (Remembering)
11. Relate the service characteristics of tourism (Remembering)
12. List the rights of guests as buyers of goods (Remembering)

Syllabus

Module 1 (11.25 lectures)

Introduction to Tourism Industry: Definition and concepts, Nature, Characteristics and components of Tourism Industry, Difference with consumer goods industry, Elements and characteristics of tourism product, Tourism product production system, Tourism Product Life cycle, Types and Forms of Tourism, Future of Tourism

Module 2 (9 lectures)

Tourism Marketing: Service characteristics of Tourism, Tourism marketing mix, Measuring and forecasting tourism demand, managing capacity and demand, market segmentation and positioning, customer satisfaction and related strategies in internal and external marketing, Interactive and relationship marketing.

Module 3 (9 lectures)

Planning Marketing programs: Product Development, product strategies, product line, product mix, branding and packaging, pricing considerations, promotional strategies, distribution channels and strategies.

Module 4 (9 lectures)

Different bodies influencing the development of Tourism Sector: Role of ITDC, State Tourism Development Corporations, Ministry of Railways & Civil Aviation in tourism development, Role, and functions of Important Tourism Organizations: WTO, IOTO, PATA, TAAI, WTTC, FHRAI.

Module 5 (6.75 lectures)

Travel and Tourism Laws: Rights of Guests as Buyers of Goods, Consumer of Goods and services including rights of passengers and tourists. Standard of Care

for their life, body and property. Hospitality practices compensation for injury for loss- health and safety laws- Essentials of Food and Drug laws. Visa Rules and Guidelines. Full Fledged Money Changers.

Suggested Readings:

1. Marketing Management and Hospitality and Tourism Marketing, 6e, Kotler, Philip, 2016, Pearson Education
2. Successful Tourism Management, 1e, Seth, P.N., 2013, Sterling Publishers Pvt Ltd
3. Tourism Marketing, 3e, Chaudhary, M, 2015, Oxford University Press
4. Tourism Marketing, 2e, Sinha P.C, 2016, Anand Publication
5. Travel industry, 1e, Chuck Y. Gee, 2017, Excel
6. Tourism Development: Tourism System, 4e, R Gartner, Mill R.C & Morrison, 2013, Wiley
7. Tourism Planning & Development, 4e, J.K. Sharma, 2016, Tata McGraw Hill
8. Tourism; Principles & Practices, 8e, Cooper C, Fletcher J, and Gilbert D & Wahill S, 2012, Cengage
9. Hospitality Marketing, 7e, Vearne, Morrisson, Alison, 2015, Oxford University Press

E-Resource

Module	E-Resource details
1	Hall, C. M. (Ed.). (2023). <i>Tourism Planning and Development</i> . Taylor & Francis. Retrieved from https://www.tandfonline.com/loi/rtpd20
2	Dwyer, L., & Forsyth, P. (Eds.). (2023). <i>Tourism Management</i> . Elsevier. Retrieved from https://www.sciencedirect.com/journal/tourism-management
3	Howie, F. (Ed.). (2023). <i>International Journal of Tourism Policy</i> . Inderscience Publishers. Retrieved from https://www.inderscience.com/jhome.php?jcode=ijtp
4	Kozak, M., & Andreu, L. (Eds.). (2023). <i>Journal of Travel & Tourism Marketing</i> . Taylor & Francis. Retrieved from https://www.tandfonline.com/toc/wttm20/current

Experiential Learning

Experiential learning in Tourism and Hospitality Management for MBA students involves practical engagements such as industry internships, site visits, event planning, and customer service simulations. By directly interacting with the tourism and hospitality environment, students can apply theoretical knowledge to real-world situations, gaining insights into operations, guest relations, and service excellence. This hands-on approach helps students develop essential skills such as problem-solving, communication, cultural competence, and leadership. The experience not only solidifies their understanding of industry dynamics but also enhances their adaptability and readiness for professional roles. Consequently, students become more competitive in the job market, significantly boosting their employability in various sectors of tourism and hospitality management.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 12		H			
CO 11				L	H
CO 10	H				
CO 9	H				
CO 8				H	
CO 7					H
CO 6		H	M	L	L
CO 5			H		
CO 4	H				
CO 3		H			
CO 2	L	M	M	L	L
CO 1			H		

MTPB0070: PRODUCT AND BRAND MANAGEMENT

(Credits: Theory 03) Theory: 45 Lectures

Course Outcomes

At the end of this course students will be able to:

1. Create concept for new product and design creative brands elements. Define solutions for product and brand related problems. (Creating)
2. Evaluate strategies and tools used by business organizations under different resource conditions and constraints to achieve product and brand objectives. (Evaluating)
3. Analyze the strategies of organizations with respect to product and brand management utilizing different concepts and tools under different environmental conditions, objectives, and constraints. (Analyzing)
4. Apply the knowledge, concepts, and tools necessary to overcome challenges and issues of product and brands in a competitive and dynamic space. (Applying)
5. Understand and explain the fundamental product and brand concepts, theories, and principles in Product management and Brand management. (Understanding)
6. Define Product and Brand Management, related terms, and core concepts. (Remembering)

Syllabus

Module 1: Introduction to Product Management (6 Lectures)

Development of Product Management; Role of Product Manager; Marketing mix and product strategy; Levels of Product; Product characteristics & classifications; Product & Service differentiation

Module 2: Setting Product Strategy (10 Lectures)

Product Mix decisions; Product Line decisions; Product Mix pricing; Packaging and labelling decisions; Understanding buyer behavior; Product life cycle and strategies; Performance of product – portfolio matrix – Ansoff Matrix, BCG Matrix, Directional policy matrix

Module 3: New Product Development (5 Lectures)

New Product Development process; Concept Development & testing; Business Analysis; Understanding Consumer Adoption Process; Launching a New Product; Product Elimination & Deletion.

Module 4: Brand Management and Branding strategy (13 Lectures)

Concept of a Brand; Types of brands; Strategic Brand Management Process; Building a Brand; Brand Image and Brand Identity; Brand Awareness; Brand Loyalty
Designing and Implementing Branding Strategies – name, symbol, slogan, etc.; Concept of Brand Positioning; Choosing points of difference and points of parity; Positioning strategy; Repositioning strategies.

Module 5: Understanding Brand Equity and Managing Brands (11 Lectures) Brand Equity – Definition and Significance; Brand Equity Models; Building Brand Equity; Brand Value and Brand Strength; Measuring Brand Equity Brand Extensions; Brand Personality; Elements of Brand Personality; Brand Architecture; Reinforcing and Revitalizing Brands

Suggested Readings

1. Marketing Management, 11th Ed., Kotler, P., Keller, K., Abraham, K. & Jha, Pearson
2. Product Strategy and Management, 2nd Ed., Baker, M. and Hart, S., Prentice Hall
3. Product Management, 3rd Ed., Lehman, D. and Winer, R., McGraw Hill
4. Brand Management, 2nd Ed., Dutta, K., Oxford University Press
5. Strategic Brand Management, 3rd Ed., Keller, K., Prentice Hall
6. Building Brands in Indian Market, 1st Ed., T.K. Panda, Excel Books India
7. Brand Positioning: Strategies for Competitive Advantage, 1st ed., Sengupta, S., McGraw Hill Education.

E-Resource

Module	E-Resource details
1	Product Management Insider. (n.d.). Introduction to product management. Retrieved

	from https://productmanagementinsider.com/introduction-to-product-management/
2	Cleverism. (n.d.). Product strategy: Definition and examples. Retrieved from https://www.cleverism.com/product-strategy-definition-examples/
3	QuickMBA. (n.d.). New product development process. Retrieved from https://www.quickmba.com/marketing/product/development/
4	The Balance Small Business. (n.d.). Brand strategy: Building a strong brand. Retrieved from https://www.thebalancesmb.com/brand-strategy-building-a-strong-brand-2295830
5	Investopedia. (n.d.). Understanding brand equity. Retrieved from https://www.investopedia.com/terms/b/brandequity.asp
5	Marketing Science Institute. (n.d.). Managing brands successfully. Retrieved from https://www.msi.org/topics/brand-management/
1, 2, 3, 4, 5	Ivey Publishing. (n.d.). Product management case studies. Retrieved from https://www.iveycases.com/Category/Product%20Management
1, 2, 3, 4, 5	Harvard Business Review. (n.d.). Brand management case studies. Retrieved from https://hbr.org/store/case-studies

Experiential Learning

Studying Product & Brand Management equips individuals with practical skills crucial for both employment and entrepreneurship in the dynamic field of marketing. Through this course, students learn to develop and manage product portfolios, create compelling brand strategies, and execute effective marketing campaigns. For instance, understanding consumer behavior and market trends allows professionals to tailor products and services to meet specific customer needs, enhancing brand loyalty and market penetration. Such skills are directly applicable in diverse industries, from consumer goods to technology startups, where effective brand management drives competitive advantage and sustains business growth. Ultimately, mastering product & brand management not only enhances employability by equipping graduates with sought-after marketing skills but also empowers entrepreneurs to successfully launch and sustain their ventures in competitive markets.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 6	H	L		H	M
CO 5		H	L		H
CO 4	L	M	L	L	M
CO 3		H	L	L	H
CO 2		M	H		M
CO 1		M	M	L	H

MTBF0069: BANKING AND OTHER FINANCIAL SERVICES

(Credits: Theory -03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Examine the role of venture capital to encourage start – ups and compare it with other forms of raising capital. Assess derivative security as a means of managing risk and contrast it with insurance. (Analysing, Evaluating)
2. Assess the suitability of different insurance products based on real life situations and select the appropriate one in a given situation. Justify the importance of microfinance to achieve financial inclusion. (Evaluating)
3. Examine the fundamental principles of insurance used to determine the admissibility of insurance claim. (Analysing)

4. Apply the instruments of monetary policy to regulate money supply in an economy. (Applying)
5. Show the process of credit creation by banks to maintain the balance between liquidity and profitability. Demonstrate the usefulness of BASEL norms in controlling the risks emanating from excessive credit creation. (Understanding)
6. Explain various forms of scheduled and non – scheduled banks, microfinance, types of negotiable instruments, functions of central bank, life and non – life insurance products and types of risk covered by insurance. (Understanding)
7. Define the basic concepts and terms of banking, merchant banking, banking laws, security types, central bank, insurance and other related financial services. (Remembering)

Syllabus

I. Banking

Module 1 (4.5 Lectures)

Introduction: Evolution of Banking, Bank - Meaning and definition, Structure of Indian Banking, classification of Indian financial system, Reserve bank of India, Commercial Banks, nationalized banks, Regional Rural Banks, Cooperative Banks, Private Sector Banks & Financial institutions

Module 2 (6 Lectures)

Credit creation and Commercial Banking: Multiple credit creation – Process and Limitations: Principles of Banking – Liquidity, Profitability, Safety etc., Conflict between liquidity and profitability.

Commercial Banking, Functions- Accepting Deposits, Granting loans and advances, Agency Services, Utility services etc. Types of Securities – Lien, Pledge, Mortgage, Hypothecation, Guarantee. Principles of lending – various credit facilities – working capital and term loans-Credit Appraisal Techniques, Banker – Customer relation – Know your customer (KYC)

Module 3 (7.5 Lectures)

Banking Laws & Practices: Negotiable Instruments Act 1881; Reserve Bank of India Act, 1934; Recent Guidelines of RBI – BASEL I, BASEL II, BASEL III. Technology in Banking: Concept of ATM, Credit Card, Debit Card, Tele Banking, Net Banking & Core Banking. Methods of Remittances – Demand Draft, Bankers Cheque, Mail Transfer, Electronic Funds Transfer.

Module 4 (4.5 Lectures)

Central Banking: R.B.I. - Functions, Money measures. Monetary Policy- Meaning and objectives. Credit control – Quantitative & Qualitative

II. Other Financial Services

Module 5 (15 Lectures)

Insurance: Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Concept of Insurance, Need for Insurance, Insurance Industry in India. Insurance as a Risk Management Technique: Principle of Indemnity, Insurable Interest, subrogation, utmost good faith. Requisites of insurable risks.

Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions, Reinsurance. Life Insurance and General Insurance: The concept of Life Insurance, types of Life Insurance contracts, Life Insurance Products- Term Insurance, Whole Life Insurance, Endowment Life Insurance, Participating & Non-participating Life Insurance, ULIPs, etc. General Insurance Products – Fire, Marine and Miscellaneous

Module 6 (7.5 Lectures)

Basic concepts of Merchant Banking, Loan Syndication, Leasing, Factoring, Forfaiting, Venture Capital, Lines of Credit and Derivative Security. **Microfinance:** Concepts and Models, Financial inclusion

Suggested Readings

1. Principles of Risk Management and Insurance, 13e, George E. Rejda, 2017, Pearson
2. Elements of Banking and Insurance, 2e, Sethi Jyotsna and Bhatia Nishwan, 2012, PHI
3. Risk Management and Financial Institutions, John C., Pearson
4. Management of Banking and Financial Services, 4e, Padmalatha Suresh & Dr Justin Paul, 2017, Pearson
5. Financial Services, 1e, Thummuluri Siddaiah, Financial Services, 2011, Pearson
6. Mainstreaming Microfinance: How Lending to the Poor Began, Grew, and Came of Age in Bolivia, 1e, Elisabeth Rhyne, 2001, Kumarian Press

7. Beyond Microcredit: Putting development back into Microfinance, 1e, Thomas Fisher and M S Sriram, 2002, Sage Publishing

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO7		L			H	H
CO6					H	M
CO5		L			H	
CO4		M		H		
CO3	L	H	H			
CO2	L		M	M	M	M
CO1	H		M	L	L	H

E Resources

Module	Topic	Location ID
1	Introduction to Financial Market	Kharagpur, I. (2019, May 6). Introduction to Financial System. Retrieved from Youtube: https://www.youtube.com/watch?v=p1KD-Y1e2Hg&t=5s
3	BASEL Accord	Mahakud, J. (2018, Nov 26). BASEL Accords. Retrieved from NPTEL: https://archive.nptel.ac.in/courses/110/105/110105121/
4	Monetary Policy	Kanpur, I. (2021, 10 28). Monetary Policy. Retrieved from NPTEL: https://archive.nptel.ac.in/courses/130/104/130104114/
5	Principles of Insurance	Insurance, G. (2014, Jul 18). Insurance Principles. Retrieved from Youtube: https://www.youtube.com/watch?v=qmv-D9q35ls&t=6s
6	Merchant Banking	Kharagpur, I. (2019, May 6). Merchant Bank. Retrieved from youtube: https://www.youtube.com/watch?v=Ht81MWEzu5E
6	Venture Capital	Mahakud, J. (2018, Nov 26). Venture Capital. Retrieved from NPTEL: https://archive.nptel.ac.in/courses/110/105/110105121/

Experiential Learning

Case studies to analyse profitability and sustainability of banking companies using indicators such as profitability ratios, interest margins, deposit classification, credit adequacy ratio, etc. **Project** on banking trends, financial inclusion, digital banking, etc. **Role playing** exercises to simulate customer interactions, problem resolution and sales of banking, insurance and related financial services products. **Reflection sessions** on different real life situations related to principles of insurance such as indemnity, insurable interest, subrogation, etc.

Financial Management			
Semester	New Code	Course Name	Credits
IV	MTFD0048	Fixed Income Securities and Derivatives	3
	MTMF0062	Microfinance	3
	MTBF0069	Banking and Other Financial Services	3
	MTMT0063	Multinational Financial Management	3
	MTMA0082	Mergers, Acquisitions and Corporate Restructuring	3

MTFD0048: FIXED INCOME SECURITIES AND DERIVATIVES

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop managerial decisions by applying the concepts of hedging risk using derivatives. (Creating)
2. Evaluate derivative combinations in a bullish or bearish market. (Evaluating)
3. Examine trends in interest rates and predict the price of fixed income securities. (Analysing)
4. Build a practical understanding of how investment risks can be reduced by hedging using derivatives. (Applying)
5. Illustrate the different ways by which traders/portfolio managers can combine different derivative instruments for a guaranteed fixed level of profit. (Understanding)
6. Define the basic concepts of derivative instruments. (Remembering)

Syllabus

Module 1 (3 lectures)

Forwards: Basics, Currency Forwards

Module 2 (5 lectures)

Futures: Basics, Pricing of Futures, Commodity Futures, Currency Futures, Stock Futures, Index Futures, Interest Rate Futures

Module 3 (15 lectures)

Options: Stock Options, Currency Options, **Option Trading**, and Option Pricing

Module 4 (3 lectures)

Financial Swaps: Introduction to swaps, Interest Rate Swaps, Currency Swaps

Module 5 (14 lectures)

Basics of Fixed Income Securities: Discount Factors and Interest Rates, The Term Structure of Interest Rates, Coupon and Floating Rate Bonds

Basics of Interest Rate Risk Management: The variation in Interest Rates, Duration, Interest Rate Risk, Management, Asset Liability Management, Convexity

Module 6 (3 lectures)

Basics of Residential Mortgage-Backed Securities: Securitization, Mortgages and the Prepayment Option, Mortgage-Backed Securities (MBS), Collateralized Mortgage Obligations (CMO)

Module 7 (2 lectures)

Inflation, monetary policy, and the federal funds rate: The Federal Reserve, Predicting the Future Fed Funds Rate, Understanding the term Structure of Interest Rates, Coping with Inflation Risk: Treasury Inflation-Protected Securities (TIPS)

Suggested Readings

1. Investments, 2e, Bodie, Kane, and Marcus, 2019, McGraw Hill
2. Bond Markets, Analysis, and Strategies, 2e, F.J. Fabozzi, 2015, Pearson Prentice Hall
3. Fixed Income Securities, 1e, Veronesi, 2015, Wiley
4. Commodity and Financial Derivatives, 2e, Kevin, 2010, PHI
5. Modern Portfolio Theory and Investment Analysis, 2e, Elton, Gruber, Brown and Goetzmann, 2012, Wiley
6. Fundamentals of Derivatives Markets, 6e, McDonald, Robert L, 2011, Pearson Addison-Wesley
7. Understanding Arbitrage: An Intuitive Approach to Financial Analysis, 1e, Billingsley, Randall S., 2010, Wharton School Publishing

Digital Resources

Module 1	Dhir, R. (2024, April 11). Forward Contract: How to Use It, Risks, and Example. Investopedia. https://www.investopedia.com/terms/f/forwardcontract.asp How Currency Forward Contracts Work? (n.d.). Finance Train. https://financetrain.com/how-currency-forward-contracts-work
Module 2	Introduction to Futures - CME Group. (n.d.). www.cmegroup.com . https://www.cmegroup.com/education/courses/introduction-to-futures.html
Module 3	Stock Options Basics Basics of Options Trading - The Options Playbook. (n.d.). www.optionsplaybook.com . Retrieved July 4, 2024, from https://www.optionsplaybook.com/options-introduction/options-basics/ Call options intro American finance & investing (video). (n.d.). Khan Academy. Retrieved July 4, 2024, from https://www.khanacademy.org/economics-finance-domain/core-finance/derivative-securities/put-call-options/v/american-call-options Actual option quotes (video). (n.d.). Khan Academy. Retrieved July 4, 2024, from https://www.khanacademy.org/economics-finance-domain/core-finance/derivative-securities/put-call-options/v/actual-option-quotes
Module 4	Interest Rate Swap - Learn How Interest Rate Swaps Work. (n.d.). Corporate Finance Institute. https://corporatefinanceinstitute.com/resources/knowledge/finance/interest-rate-swap/ Chen, J. (2019). Swap. Investopedia. https://www.investopedia.com/terms/s/swap.asp
Module 5	Hayes, A. (2023, September 29). Discount Rate. Investopedia. https://www.investopedia.com/terms/d/discount-rate.asp The yield curve (video) Bonds. (n.d.). Khan Academy. https://www.khanacademy.org/economics-finance-domain/core-finance/stock-and-bonds/bonds-tutorial/v/the-yield-curve
Module 6	Mortgage-Backed Securities: How Important Is "Skin in the Game"? - San Francisco Fed. (2010, December 13). https://www.frbsf.org/economic-research/publications/economic-letter/2010/december/mortgage-backed-securities/ What is the relationship between the discount rate and mortgage rates? – Education. (n.d.). San Francisco Fed. https://www.frbsf.org/education/publications/doctor-econ/2002/june/discount-rate-mortgage-interest/ Kelman, A. (2002). Mortgage-backed Securities & Collateralized Mortgage Obligations: Prudent CRA INVESTMENT Opportunities [Review of Mortgage-backed Securities & Collateralized Mortgage Obligations: Prudent CRA INVESTMENT Opportunities]. https://www.frbsf.org/wp-content/uploads/sites/3/mbs.pdf
Module 7	Chen, J. (2019). Treasury inflation-protected securities protect investors from inflation. Investopedia. https://www.investopedia.com/terms/t/tips.asp

Experiential Learning

This course incorporates various experiential learning activities that provide students with hands-on experience in fixed income securities and derivatives, directly enhancing their employability, entrepreneurship, and skill development.

Activities/Content:

- 1. Derivative Trading Simulation:** Students will participate in a simulated trading exercise, developing practical skills in pricing and hedging with forwards and futures.
- 2. Group Projects and Presentations:** Students will be divided into groups and made to work on small projects related to the topic discussed. Such activities should not only develop teamwork and collaboration skills but also enhance presentation and reporting skills among the students.
- 3. Case Studies:** Students will be taken through case studies published by reputed publishers like HBS. These case studies will require the students to apply the concepts and techniques discussed in class which are related to the case under study.
- 4. Peer Reviews:** Students will be made to review and critique each other's work. This should aid in developing critical thinking and communication skills among students.
- 5. Industry Guest Lectures:** Working professionals and external professors will be invited to share their experiences and insights on the topics. This will not only provide students with industry perspectives but also open networking opportunities.

- 6. Student Reflection Sessions:** Students will be required to reflect on their learnings. This should develop self-awareness, critical thinking skills, and relate one topic with another for a more comprehensive understanding of the course and its application.

These experiential learning activities will equip students with the skills and knowledge required to excel in fixed income securities and derivatives, making them more employable and better prepared to tackle real-world challenges.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6	Module 7
CO 6			L	M	M		
CO 5			H	H	L		
CO 4	H	H	H	M	M		
CO 3	H	H	H	M	H		M
CO 2	H	H	H	H	H	H	M
CO 1	L	L		L	L	H	M

MTMF0062: MICROFINANCE

(Credits: Theory -03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop a broad contour for scaling up a micro finance institution in terms of product offerings and geographical presence. (Creating)
2. Evaluate the financial and non-financial performance of MFIs using key parameters. (Evaluating)
3. Examine the economic and social risks in micro financing and inspect its effect on overall functioning of the economy. Compare the various forms of microfinance entities and choose the most suitable one in a given situation. (Analysing)
4. Apply the accounting practices of micro finance as against normal banking practices. Identify the policies undertaken to govern and regulate micro finance institutions. (Applying)
5. Explain the basic concepts in financial inclusion including its various models and outline its evolution to reach the population who do not have access to formal banking structure. Outline the risks involved in microfinance lending and explain the accounting principles used in microfinance institutions. (Understanding)
6. Define microfinance including microcredit, micro insurance, micro remittance and recall the terms associated with them. (Remembering)

Syllabus

Module 1 (13.5 Lectures)

Introduction: Financial Inclusion and Microfinance, Evolution of Microfinance, Microfinance-Models and Concepts

Module 2 (13.5 Lectures)

Accounting Practices for Microfinance, Accounting Practices, Measuring Financial Performance of a MFI – case study, Evaluation of an MFI – a cases study.

Module 3 (9 Lectures)

Risk in Microfinance Lending, Cascading effect of failures in microfinance lending into other related sectors of the economy.

Module 4 (9 Lectures)

Growth and Scaling up of an MFI, Governance and Regulation of an MFI, Emerging Issues in Microfinance

Suggested Readings

1. Beyond Microcredit: Putting development back into Microfinance, 1e, Thomas Fisher and M S Sriram, 2002, Sage Vistaar Publications.
2. Mainstreaming Microfinance: How Lending to the Poor Began, Grew, and Came of Age in Bolivia, 1e, Elisabeth Rhyne, 2001, Kumarian Press
3. The Poor and Their Money, 2e, Stuart Rutherford, 2009, Oxford
4. Women at the Centre: Grameen Bank Borrowers after One Decade, 1e, Helen Todd, 1996, Westview Press
5. Pathways out of Poverty: Innovations in Microfinance for the Poorest Families, 1e, Sam Daley-Harris, 2002, Kumarian Press
6. Third World Economic Empowerment in the New Millennium: Microenterprise, Microentrepreneurship, and Microfinance, Warner P. Woodworth, 2000, SAM Advanced Management Journal
7. Delivering Microfinance in Developing Countries: Controversies and Policy Perspectives, Nitin Bhatt, Shui-Yan Tang, 2005, Policy Studies Journal
8. Microcredit as a Grass-Roots Policy for International Development, Gary M. Woller, Warner Woodworth, 2001, Policy Studies Journal

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO6	L	M		H
CO5		H		L
CO4	L		H	M
CO3		L	M	H
CO2	M		H	L
CO1	H	M	L	

E Resources

Module	Topic	Location ID
1	Microfinance and SHG	Indian Institute of Banking & Finance. (2019, Jan 14). Microfinance and SHG. Retrieved from youtube: https://www.youtube.com/watch?v=Isid1MaL3L8
1	Grameen Bank	Yunus, M. (2011, Sep 6). Grameen Bank at a Glance. Retrieved from youtube: https://www.youtube.com/watch?v=MgYes4bA7oM
1	Concept of Social Business	Yunus, M. (2011, Sep 28). Concept of Social Business. Retrieved from youtube: https://www.youtube.com/watch?v=NnPm-otbt04
3	Operational Risk in Microfinance	BASEL, P. (2021, Sep 16). Operational Risk. Retrieved from youtube: https://www.youtube.com/watch?v=Co-TGhv3qpk
3	Credit Risk Management	Actuary, M. (2016, Aug 28). Credit Risk Management. Retrieved from youtube: https://www.youtube.com/watch?v=KiArLTBAfkc

Experiential Learning

Engagement with beneficiaries of microfinance under **client interaction program** to understand their unique needs and difficulties. **Conducting interviews and surveys** to gauge the effect of small finance on the lives of targeted groups. **Developing business plans** under microfinance to achieve the twin objectives of profitability and social change. **Reflection sessions** to study the experience of learners and improve their understanding on financial inclusion.

MTBF0069: BANKING AND OTHER FINANCIAL SERVICES

(Credits: Theory -03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

8. Examine the role of venture capital to encourage start – ups and compare it with other forms of raising capital. Assess derivative security as a means of managing risk and contrast it with insurance. (Analysing, Evaluating)
9. Assess the suitability of different insurance products based on real life situations and select the appropriate one in a given situation. Justify the importance of microfinance to achieve financial inclusion. (Evaluating)
10. Examine the fundamental principles of insurance used to determine the admissibility of insurance claim. (Analysing)
11. Apply the instruments of monetary policy to regulate money supply in an economy. (Applying)
12. Show the process of credit creation by banks to maintain the balance between liquidity and profitability. Demonstrate the usefulness of BASEL norms in controlling the risks emanating from excessive credit creation. (Understanding)
13. Explain various forms of scheduled and non – scheduled banks, microfinance, types of negotiable instruments, functions of central bank, life and non – life insurance products and types of risk covered by insurance. (Understanding)
14. Define the basic concepts and terms of banking, merchant banking, banking laws, security types, central bank, insurance and other related financial services. (Remembering)

Syllabus

I. Banking

Module 1 (4.5 Lectures)

Introduction: Evolution of Banking, Bank - Meaning and definition, Structure of Indian Banking, classification of Indian financial system, Reserve bank of India, Commercial Banks, nationalized banks, Regional Rural Banks, Cooperative Banks, Private Sector Banks & Financial institutions

Module 2 (6 Lectures)

Credit creation and Commercial Banking: Multiple credit creation – Process and Limitations: Principles of Banking – Liquidity, Profitability, Safety etc., Conflict between liquidity and profitability.

Commercial Banking, Functions- Accepting Deposits, Granting loans and advances, Agency Services, Utility services etc. Types of Securities – Lien, Pledge, Mortgage, Hypothecation, Guarantee. Principles of lending – various credit facilities – working capital and term loans-Credit Appraisal Techniques, Banker – Customer relation – Know your customer (KYC)

Module 3 (7.5 Lectures)

Banking Laws & Practices: Negotiable Instruments Act 1881; Reserve Bank of India Act, 1934; Recent Guidelines of RBI – BASEL I, BASEL II, BASEL III. Technology in Banking: Concept of ATM, Credit Card, Debit Card, Tele Banking, Net Banking & Core Banking. Methods of Remittances – Demand Draft, Bankers Cheque, Mail Transfer, Electronic Funds Transfer.

Module 4 (4.5 Lectures)

Central Banking: R.B.I. - Functions, Money measures. Monetary Policy- Meaning and objectives. Credit control – Quantitative & Qualitative

II. Other Financial Services

Module 5 (15 Lectures)

Insurance: Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Concept of Insurance, Need for Insurance, Insurance Industry in India. Insurance as a Risk Management Technique: Principle of Indemnity, Insurable Interest, subrogation, utmost good faith. Requisites of insurable risks.

Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions, Reinsurance. Life Insurance and General Insurance: The concept of Life Insurance, types of Life Insurance contracts, Life Insurance Products- Term Insurance, Whole Life Insurance, Endowment Life Insurance, Participating & Non-participating Life Insurance, ULIPs, etc. General Insurance Products – Fire, Marine and Miscellaneous

Module 6 (7.5 Lectures)

Basic concepts of Merchant Banking, Loan Syndication, Leasing, Factoring, Forfaiting, Venture Capital, Lines of Credit and Derivative Security. **Microfinance:** Concepts and Models, Financial inclusion

Suggested Readings

8. Principles of Risk Management and Insurance, 13e, George E. Rejda, 2017, Pearson
9. Elements of Banking and Insurance, 2e, Sethi Jyotsna and Bhatia Nishwan, 2012, PHI
10. Risk Management and Financial Institutions, John C., Pearson
11. Management of Banking and Financial Services, 4e, Padmalatha Suresh & Dr Justin Paul, 2017, Pearson
12. Financial Services, 1e, Thummururi Siddaiah, Financial Services, 2011, Pearson
13. Mainstreaming Microfinance: How Lending to the Poor Began, Grew, and Came of Age in Bolivia, 1e, Elisabeth Rhyne, 2001, Kumarian Press
14. Beyond Microcredit: Putting development back into Microfinance, 1e, Thomas Fisher and M S Sriram, 2002, Sage Publishing

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO7		L			H	H
CO6					H	M
CO5		L			H	
CO4		M		H		
CO3	L	H	H			
CO2	L		M	M	M	M
CO1	H		M	L	L	H

E Resources

Module	Topic	Location ID
1	Introduction to Financial Market	Kharagpur, I. (2019, May 6). Introduction to Financial System. Retrieved from Youtube: https://www.youtube.com/watch?v=p1KD-Y1e2Hg&t=5s
3	BASEL Accord	Mahakud, J. (2018, Nov 26). BASEL Accords. Retrieved from NPTEL: https://archive.nptel.ac.in/courses/110/105/110105121/
4	Monetary Policy	Kanpur, I. (2021, 10 28). Monetary Policy. Retrieved from NPTEL: https://archive.nptel.ac.in/courses/130/104/130104114/
5	Principles of Insurance	Insurance, G. (2014, Jul 18). Insurance Principles. Retrieved from Youtube: https://www.youtube.com/watch?v=qmv-D9q35Is&t=6s
6	Merchant Banking	Kharagpur, I. (2019, May 6). Merchant Bank. Retrieved from youtube: https://www.youtube.com/watch?v=Ht81MWEzu5E
6	Venture Capital	Mahakud, J. (2018, Nov 26). Venture Capital. Retrieved from NPTEL: https://archive.nptel.ac.in/courses/110/105/110105121/

Experiential Learning

Case studies to analyse profitability and sustainability of banking companies using indicators such as profitability ratios, interest margins, deposit classification, credit adequacy ratio, etc. **Project** on banking

trends, financial inclusion, digital banking, etc. **Role playing** exercises to simulate customer interactions, problem resolution and sales of banking, insurance and related financial services products. **Reflection sessions** on different real life situations related to principles of insurance such as indemnity, insurable interest, subrogation, etc.

MTMT0063: MULTINATIONAL FINANCIAL MANAGEMENT

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop managerial decisions on extension of credit and offering discounts on transactions. (Creating)
2. Evaluate different financing alternatives available to multinational companies. (Evaluating)
3. Examine techniques to minimize risks related to foreign exchange fluctuations in international transactions. (Analysing)
4. Build a practical understanding of how investment risks can be reduced by hedging using derivatives. (Applying)
5. Compare and contrast the different modes of foreign direct investment like licensing vs. exporting. (Understanding)
6. List the different reasons why companies go global. (Remembering)

Syllabus:

Module 1 (10.5 lectures)

Global Financial Environment - Globalization and the Multinational Enterprise, Financial Goals and Corporate Governance, The International Monetary System, International Business Transactions: The Balance of Payments, Current Multinational Financial Challenges: Crisis

Module 2 (4.5 lectures)

Foreign Exchange Theory and Markets - The Foreign Exchange Market, International Parity Conditions, Foreign Currency Derivatives, Interest Rate and Cross Currency Swaps, Foreign Exchange Rate Determination & Forecasting

Module 3 (10.5 lectures)

Foreign Exchange Exposure - Transaction Exposure, Operating Exposure, Translation Exposure

Module 4 (4.5 lectures)

Financing the Global Firm - Financing the Global Firm, the Global Cost and Availability of Capital, Sourcing Equity Globally, Sourcing Debt Globally

Module 5 (4.5 lectures)

Foreign Investment Decisions - International Portfolio Theory & Investment, Foreign Direct Investment Theory & Strategy, Multinational Capital Budgeting

Module 6 (10.5 lectures)

Managing Multinational Operations - Multinational Tax Management, Working Capital Management, International Trade Finance

Suggested Readings

1. Multinational Business Finance, 14e, David Eiteman, Arthur Stonehill, Michael Moffett, 2019, Pearson
2. Multinational Financial Management, 9e, Alan Shapiro, 2019, Wiley
3. Mergers and Acquisitions: Strategy, Valuation, and Integration, 3e, Ray, 2014, PHI
4. Mergers, Restructuring and Corporate Control, 3e, Weston, Chung, and Hoag, 2014, PHI
5. Bond Markets, Analysis, and Strategies, 2e, F.J. Fabozzi, 2013, Pearson Prentice Hall
6. Fixed Income Securities, 1e, Veronesi, 2015, Wiley
7. International Financial Management, 2e, Madhu Viz, 2013, Excel Books

Digital Resources

Module 1	Chuah, K. M. (2021). Globalization impact on multinational enterprises. ResearchGate. https://www.researchgate.net/publication/350878979_Globalization_Impact_on_Multinational_Enterprises
Module 2	CHIPS The Clearing House. (n.d.). www.theclearinghouse.org . https://www.theclearinghouse.org/payment-systems/chips
Module 3	Foreign Exchange. (n.d.). Corporate Finance Institute. https://corporatefinanceinstitute.com/topic/foreign-exchange/
Module 4	World Bank. (1996). The cost of capital and investment in developing countries. https://documents.worldbank.org/en/publication/documents-reports/documentdetail/877901468766480425/the-cost-of-capital-and-investment-in-developing-countries
Module 5	Hayes, A. (2024, June 6). Foreign Direct Investment (FDI). Investopedia. https://www.investopedia.com/terms/f/fdi.asp
Module 6	International Monetary Fund. (n.d.). www.imf.org . Retrieved July 4, 2024, from https://www.imf.org/external/pubs/ft/wp/2018/wp18163.pdf

Experiential Learning

This course involves several experiential learning activities. These activities will provide hands-on experience aimed primarily towards enhancing student employability, entrepreneurial, and other skills.

Activities/Content:

- Case Studies:** Students will analyse a real-world example of transaction, operating, and translation exposure, developing problem-solving and analytical skills.
- Group Projects:** Students will be divided into groups and made to work on small projects related to the topic discussed. Such activities should not only develop teamwork and collaboration skills but also enhance presentation and reporting skills among the students.
- Peer Reviews:** Students will be made to review and critique each other's work. This should aid in developing critical thinking and communication skills among students.
- Foreign Exchange Market Simulations:** Students will participate in a simulated foreign exchange market exercise, developing practical skills in foreign exchange rate determination and forecasting.
- Organize Guest Lectures:** Working professionals and external professors will be invited to share their experiences and insights on the topics. This will not only provide students with industry perspectives but also open networking opportunities.
- Student Reflection Sessions:** Students will reflect on their learning, identifying areas for improvement and developing self-awareness and critical thinking skills.

The above activities should empower students with the necessary skills to flourish in the financial domain and increase their employability.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 6			L	M	M	
CO 5			H	H		L
CO 4	H	H	H	M	L	H
CO 3	H	H	H	M	M	H
CO 2	H	H	H	H	H	H
CO 1	L	L		L	L	L

MTMA0082: Mergers, Acquisitions and Corporate Restructuring

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop managerial strategies on mergers and acquisitions. (Creating)
2. Evaluate the different regulations and policies on mergers and acquisitions. (Evaluating)
3. Examine the different techniques of valuations involved in merger and acquisition cases. (Analysing)
4. Build a practical understanding of how mergers and acquisitions take place. (Applying)
5. Compare and contrast the different modes of deal structuring. (Understanding)
6. Define the different strategies behind merger and acquisitions. (Remembering)

Syllabus:

Module 1 (4.5 lectures)

Introduction and the Strategic Perspective – Theory of the firm and corporate activity. Strategy, diversification, and mergers. Types and characteristics of mergers.

Module 2 (10.5 lectures)

Corporate Finance Framework and Valuation – Principles of valuation. Increasing the value of the organization.

Module 3 (10.5 lectures)

Mergers and Divestitures – Theories of mergers and tender offers. Sell-offs and divestitures. Timing of merger activities.

Module 4 (10.5 lectures)

Deal structuring and Restructuring – Tax planning options. Methods of payments and leverage. Joint ventures. ESOPs, MLPs, and Leveraged Buyouts. International mergers and acquisitions.

Module 5 (4.5 lectures)

Corporate Control – Share repurchase and exchanges. Corporate control mechanisms. Takeover defences.

Module 6 (4.5 lectures)

Regulatory Environment and Public Policy – Regulations of securities trading and takeovers. Evaluation of arbitrage and insider trading. Antitrust and public policies.

Suggested Readings

1. Mergers and Acquisitions: Strategy, Valuation, and Integration, 3e, Ray, 2014, PHI
2. Mergers, Restructuring and Corporate Control, 3e, Weston, Chung, and Hoag, 2014, PHI
3. Investment Banking, 2e, Rosenbaum and Pearl, 2017, Wiley
4. Applied Mergers and Acquisitions, 2e, Bruner, Robert F, 2016, Wiley
5. Multinational Business Finance, 14e, David Eiteman, Arthur Stonehill, Michael Moffett, 2019, Pearson
6. Multinational Financial Management, 9e, Alan Shapiro, 2019, Wiley
7. International Financial Management, 2e, Madhu Viz, 2013, Excel Books

Digital Resources

Module 1	Hayes, A. (2024, February 20). Mergers and Acquisitions (M&A). Investopedia. https://www.investopedia.com/terms/m/mergersandacquisitions.asp
Module 2	CFI. (2018). Valuation Methods - Three Main Approaches to Value a Business. Corporate Finance Institute. https://corporatefinanceinstitute.com/resources/knowledge/valuation/valuation-methods/
Module 3	A Better Approach to Mergers and Acquisitions. (2024, May 1). Harvard Business Review. https://hbr.org/2024/05/a-better-approach-to-mergers-and-acquisitions
Module 4	Mergers and Acquisitions Deloitte. (2021). In deloitte.com. https://www2.deloitte.com/in/en/pages/mergers-and-acquisitions/articles/mergers-and-acquisitions.html
Module 5	Banton, C. (2022, September 8). A Share Repurchase Can Raise the Price of a Company's Stock. Investopedia. https://www.investopedia.com/terms/s/sharerepurchase.asp
Module 6	Fact Sheet: Proposals on Mergers and Acquisitions. (n.d.). Wwww.sec.gov.

Experiential Learning

This course involves several experiential learning activities. These activities will provide hands-on experience aimed primarily towards enhancing student employability, entrepreneurial, and other skills.

Activities/Content:

- 1. Case Studies:** Students will analyse a real-world M&A deal, developing problem-solving and analytical skills.
- 2. Group Projects:** Students will work in groups to develop a corporate restructuring plan, fostering teamwork, critical thinking, and presentation skills.
- 3. Industry Guest Lectures:** Industry professionals will share their experiences and insights on M&A and corporate restructuring, providing students with industry perspectives and networking opportunities.
- 4. Student Reflection Sessions:** Students will be required to reflect on their learnings. This should develop self-awareness, critical thinking skills, and relate one topic with another for a more comprehensive understanding of the course and its application.

These experiential learning activities will equip students with the skills and knowledge required to excel in mergers, acquisitions, and corporate restructuring, making them more employable and better prepared to tackle real-world challenges.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO 6			L	H		
CO 5			H	H		
CO 4	H	H	H	M	L	
CO 3	H	H	H	M	M	M
CO 2	H	H	H	H	H	M
CO 1	L	L		L	L	H

Human Resource Management			
Semester	New Code	Course Name	Credits
IV	MTOS0052	Organizational Staffing and HR Analytics	3
	MTPM0037	Performance Management	3
	MTOC0051	Organizational Change and Development	3
	MTSH0065	Strategic Human Resource Management	3
	MTCM0084	Cross Cultural Management	3

MTOS0052 – ORGANIZATIONAL STAFFING & HUMAN RESOURCE ANALYTICS

(Credits: Theory-03) Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Elaborate the roles that activities such as data mining, predictive analytics, and operational experiments play in increasing organizationaleffectiveness (Creating)
2. Appraise succession plans and critical staffing objectives and evaluate the complexities of downsizing issues and the role of HR planning in theprocess of downsizing (Evaluating)
3. Develop an organization plan at the operational or strategic level in anorganization (Creating)
4. Evaluate the effectiveness of HRP processes in an organization (Evaluating)
5. Analyse the significance of global business trends and their implicationsfor human resource planning (Analysing)
6. Identify the essential elements of human resources planning (HRP)processes in organizations (Applying)

7. Explain fundamental concepts, principles, techniques, and judgment in supply-demand forecasting and supply programs in determining HR planning. (Understanding)

Syllabus:

Module 1 (6 lectures)

Concepts, benefits, and processes (macro & micro), HRP components

Module 2 (7.5 lectures)

HR Planning & Corporate Strategies, Strategic HR Planning Model, Staffing Systems HR Forecasting, Benefits, Categories, Time Horizons, Recruitment and Replacement Costs, Job Analysis, Techniques, Methods and Practices, Competency Based Approach

Module 3 (19.5 lectures)

Determining HR Supply, Sources - Internal vs. External, Skill and Management Inventory, forecasting techniques, Markov Analysis, Linear Programming, HR Retention Programs, Forecasting HR Demands, Index Analysis, Delphi Technique, Nominal Group Technique, HR Budget and Staffing Table, Scenario Forecasting and Regression Analysis

Module 4 (6 lectures)

Issues in Downsizing Career Planning and Succession Management, Downsizing - methods, implications and issues, Information technology for HR planning, HR management systems, Succession management Restructuring strategies, Strategic International HRM, Mergers and acquisitions, Outsourcing, Evaluation of HR programs and policies

Module 5 (6 lectures)

Evolution of HR Analytics, Workforce Analytics, Predictive Analytics, Measuring Human Capitals Contribution to Enterprise Goals, How to Measure Human Capitals Impact on Processes, Leverage Human Capital ROI: The Balanced scorecard.

Suggested Readings:

1. Strategic Human Resource Planning, 5e, Monica Belcourt and Kenneth J. McBey, 2015, Cengage Learning
2. Planning and Managing Human Resources, 2e, Rothwell & Kazanas, 2003, Jaico Publishing.
3. The ROI of Human Capital: measuring the Economic Value of Employee Performance, 2e, Dr. Jac Fitz, 2018, Amacom
4. Human Capital Management, 1e, Angela Baron & Michael Armstrong, 2008, Kogan Page Limited
5. Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes, 1e, Jack J. Phillips & Patricia Pulliam Phillips, 2014, McGraw-Hill Education.

Mapping of COs to Syllabus:

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 7	L		L		H
CO 6		M		M	M
CO 5	L		H	M	
CO 4		L	M	H	
CO 3	H			M	H
CO 2		H	H	L	L
CO 1	M	M	M	M	M

E- resources:

Cascio, W. F., & Boudreau, J. W. (2016). Investing in people: Financial impact of human resource initiatives (4th ed.). Pearson. Retrieved from https://www.pearson.com
Ployhart, R. E., & Moliterno, T. P. (2011). Emerging methods in human resource management: An interdisciplinary approach . Wiley. Retrieved from https://www.wiley.com
Cascio, W. F., & Aguinis, H. (2008). Research in industrial and organizational psychology from 1963 to 2007: Changes, choices, and trends. <i>Journal of Applied Psychology</i> , 93(5), 1062-1081. https://doi.org/10.1037/0021-9010.93.5.1062
Wright, P. M., Dunford, B. B., & Snell, S. A. (2001). Human resources and the resource-based view of the firm.

Experiential Learning:

Experiential learning in the MBA course "Organizational Staffing and Human Resource Analytics" immerses students in practical, hands-on activities to deepen their understanding of staffing strategies and HR analytics. This approach involves engaging in real-world staffing projects where students assess workforce needs, design recruitment strategies, and apply HR analytics tools to evaluate candidate suitability. Through these projects, students gain firsthand experience in navigating complexities such as talent acquisition challenges and strategic workforce planning.

Additionally, simulation exercises and case studies play crucial roles in bridging theory with practice. Simulations allow students to simulate staffing scenarios, make informed decisions in recruitment and selection processes, and understand the implications of their choices on organizational outcomes. Analyzing real-world case studies of staffing issues across different industries further enhances students' ability to apply theoretical knowledge to practical situations, fostering critical thinking and strategic problem-solving skills. Combined with workshops on data analytics and insights from industry experts, these experiences equip MBA students with the practical competencies needed to excel in managing human capital and leveraging HR analytics for organizational success.

MTPM0037 – PERFORMANCE MANAGEMENT

(Credits: Theory-03) Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Formulate the appropriate policies and practices involved the performance discipline process. (Creating)
2. Analyse job-related performance standards and performance indicators that reflect the employee's range of responsibilities. (Analysing)
3. Construct an organization's performance management process that is compliant with law and supports organizational mission and strategy. (Applying)
4. Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems. (Understanding)
5. Demonstrate the ability to use different performance management techniques, for example, coaching, mentoring, career development. (Understanding)
6. To interpret the different components of Performance management systems and their Interrelationships (Understanding)
7. Define the concept of performance management and outline its role in contemporary organizations. (Remembering)

Syllabus:

Module 1 (4.5 lectures)

Performance Management – Concepts, Philosophy, Overview, Objectives and Standards

Module 2 (6 lectures)

Concept, philosophy and definitions of PM, Performance Management Process, Antecedents of PM, Performance Objectives and Standards, PM and Strategic Planning Linkages, Managing Organizational Performance.

Module 3 (12 lectures)

Performance Objectives and standards, Planning Performance Appraisal System, Job analysis,

Approaches to PM, Process of Performance Appraisal, Traditional and Modern methods of PM.

Module 4 (6 lectures)

Validating Performance Appraisal System, Appraisal Communication, Performance Feedback and Counselling, Performance Documentation, Ethical and Legal issues in Performance Appraisal.

Module 5 (6 lectures)

Competency based Performance Management System – Managerial skills and competencies, developing competencies, Competency Identification and Assessment Process, Competency models Balanced Scorecard and Performance Management

Module 6 (6 lectures)

Performance based Compensation – Concepts of compensation, Performance related compensation and benefits, skill-based pay, competency-based pay, Executive compensation – Performance based Career Planning, Career Development and Succession planning.

Module 7 (4.5 lectures)

Knowledge based view of the firm, Implication of Performance Management and Appraisal Systems on Knowledge Management, Role of CEO's in Leveraging Knowledge through Performance Management.

Suggested Readings:

1. Performance Management Systems & Strategies; 1e, Dipak Kumar Bhattacharyya, 2011, Pearson Education
2. Performance Management, 3e, Herman Aquinis, 2013, Pearson Education
3. Performance Management, 1e, A S Kohli, 2008, Oxford Higher Education.
4. Performance Management: Concepts, Skills, and Exercises, 2e, Robert L. Cardy and Brian Leonard, M. E. Sharpe, 2011, PHI India

Mapping of COs to Syllabus:

	Mod 1	Mod 2	Mod 3	Mod 4	Mod 5	Mod 6	Mod 7
CO 7						M	H
CO 6			H	M	M		
CO 5	L	L			H	M	L
CO 4	L	L	M	H	M	L	
CO 3	L		H	M	M		
CO 2	H	M	M				
CO 1	M	H	M	L	L	L	L

E-Resources:

Armstrong, M. (2021). Armstrong's handbook of performance management: An evidence-based guide to delivering high performance (6th ed.). Kogan Page. Retrieved from https://www.koganpage.com
Aguinis, H. (2019). Performance management (4th ed.). Chicago Business Press. Retrieved from https://www.chicagobusinesspress.com
Latham, G. P. (2018). Becoming the evidence-based manager: Making the science of management work for you (2nd ed.). Davies-Black Publishing. Retrieved from https://www.daviesblack.com
DeNisi, A. S., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress? <i>Journal of Applied Psychology, 102</i> (3), 421-433. https://doi.org/10.1037/apl0000085
van Dooren, W., Bouckaert, G., & Halligan, J. (2015). Performance management in the public sector. <i>Journal of Public Administration Research and Theory, 25</i> (1), 12-15. https://doi.org/10.1093/jopart/muu030
LinkedIn Learning. (n.d.). <i>Performance management: Setting goals and managing performance</i> . Retrieved from

<https://www.linkedin.com/learning/performance-management-setting-goals-and-managing-performance>

Strategic Performance Management. (n.d.). *Strategic performance management*. YouTube. Retrieved from <https://www.youtube.com/@strategicperformancemanage435>

Experiential learning:

Experiential learning in the Performance Management course for MBA students focuses on practical, real-world applications to enhance understanding and skills. This approach includes activities such as analyzing real-world business scenarios through case studies to understand performance management systems and their impact on organizational effectiveness. Role-playing exercises simulate performance review meetings, allowing students to practice giving and receiving feedback, setting goals, and developing performance improvement plans.

Additionally, live projects involve collaborating with companies to design and implement performance management systems, providing hands-on experience in real business environments. Workshops and seminars with industry professionals offer insights into the latest trends, tools, and best practices in performance management. Reflective learning encourages students to reflect on their experiences and develop insights into their management styles and approaches to handling performance issues. Through these activities, MBA students develop practical skills, deepen their understanding of performance systems, and prepare to effectively manage and improve employee performance in their future careers.

MTOC0051: ORGANIZATIONAL CHANGE AND DEVELOPMENT

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop strategies to manage conflict in an organization (Creating)
2. Design organizational structure of an organization (Creating)
3. Assess the use of knowledge management in a business organization (Evaluating)
4. Examine the causes of conflict in an organization (Analysing)
5. Analyse the role of change agents in organizational change and development (Analysing)
6. Apply the concept of organizational transformation in a practical work environment (Applying)
7. Classify the types and forms of organizational change (Understanding)
8. Explain organization and its environment (Understanding)
9. List the basic challenges of organizational design (Remembering)
10. Define organization and organizational effectiveness (Remembering)

Syllabus:

Module 1 (7.5 lectures)

The Organization and Its Environment: Organizations and Organizational Effectiveness; Stakeholders, Managers, and Ethics; Organizing in a Changing Global Environment

Module 2 (22.5 lectures)

Organizational Design: Basic Challenges of Organizational Design; Designing Organizational Structure: Authority and Control; Designing Organizational Structure: Specialization and Coordination; Creating and Managing Organizational Culture; Organizational Design and Strategy in a Changing Global Environment; Organizational Design, Competences, and Technology

Module 3 (15 lectures)

Organizational Change: Types and Forms of Organizational Change, Organizational Transformations: Birth, Growth, Decline, and Death; Decision Making, Learning, Knowledge Management, and Information Technology; Innovation, Entrepreneurship, and Creativity; Managing Conflict, Power, and Politics

Suggested Readings:

1. Organization Theory, Design, and Change- Text and Cases, 7e, Gareth R. Jones, 2017, Pearson
2. Handbook of the Psychology of Leadership, Change, and Organizational, 1e, H. Skipton Leonard, Rachel Lewis, Arthur M. Freedman, and Jonathan Passmore, 2013, Blackwell Publishing
3. Organization Theory, 3rd, Stephan P. Robbins, and Mary Matthew, 2016, Pearson
4. Organization Development & Change, 10e, Thomas Cummings, 2015, Cengage Learning

Digital Resources

Module	Digital resources
1	<p>NPTEL :: Management - NOC:Organization Theory/Structure and Design. (n.d.). https://archive.nptel.ac.in/courses/110/107/110107151/</p> <p>NPTEL :: Management - NOC:Organization Theory/Structure and Design. (n.d.-b). https://archive.nptel.ac.in/courses/110/107/110107151/</p> <p>NPTEL :: Management - NOC:Organization Theory/Structure and Design. (n.d.-c). https://archive.nptel.ac.in/courses/110/107/110107151/</p>
3	<p>IIT Bombay July 2018. (2020, June 26). <i>Week 1-Lecture 1 : Introduction: Management of Change</i> [Video]. YouTube. https://www.youtube.com/watch?v=6ZeAx4_1ZO0</p>

Experiential Learning

The course will include a combination of lecturattes, individual reflection, small /large group work, case study discussion, simulations, team-based assignments and experiential activities. The selected texts, articles and case discussions highlight both theory and practice of organizational change and development. At the end of the course the students will develop the skills to appreciate the internal and external forces causing change in the organizations. The students will also develop the skills to manage and handle resistance to change.

Mapping of COs to syllabus

	Module 1	Module 2	Module 3
CO10	H	M	L
CO9	L		
CO8	H	M	L
CO7	L		L
CO6	H	M	
CO5	L		
CO4			H
CO3		H	
CO2	L		H
CO1		L	M

MTSH0065 – STRATEGIC HUMAN RESOURCES MANAGEMENT

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop and design a career management system (Creating)
2. Design career planning of employees in an organisation (Creating)
3. Develop effective mentoring techniques (Creating)
4. Assess the special issues related to mentoring (Evaluating)

5. Assess the approaches to compensation (Evaluating)
6. Analyse the trends and determinants of compensation (Analysing)
7. Analyse the strategic linkage between training and development and business strategy (Analysing)
8. Identify the problems in performance management system (Applying)
9. Develop HR planning horizons and process (Applying)
10. Build competency-based job analysis techniques (Applying)
11. Illustrate the theoretical perspective of strategic human resource management (Understanding)
12. Explain the concept of strategic fit (Understanding)
13. Define human resource evaluation (Remembering)
14. Define strategic human resource management (Remembering)

Syllabus:

Module 1 (3 lectures)

Introduction to Strategic Human Resources Management: Evolution of SHRM, Strategic Fit: A conceptual Approach, Theoretical Perspectives on SHRM, Alternative HR Strategies

Module 2 (4.5 lectures)

Human Resource Management, HRM in a knowledge economy: HR environment: An overview, HR Outsourcing, Technology and HRM

Module 3 (4.5 lectures)

Human Resource Evaluation: Definition and overview, Rationale for HR evaluation, Measures of HRM Performance, Approaches to HR evaluation

Module 4 (6 lectures)

Human Resource Planning: Business Strategy and HRP, Significance of HRP, Objectives and perspectives of HRP, Job Analysis and SHRM, Competency based Job analysis, HRP Horizons and process

Module 5 (4.5 lectures)

Acquiring Human Resources: Recruitment sources, approaches and methods, staffing process, evaluation of staffing process, Strategic recruitment and selection, Alternatives to Hiring Permanent employees

Module 6 (6 lectures)

Performance Management and Development Systems: Objectives of PMS, Problems in PMS, Effective PMS, Technology and strategic linkage of PM

Module 7 (4.5 lectures)

Training & Development of Human Resources: Purpose, Significance of T&D, HRM Approaches to T&D, Linkage between Business strategy and T&D, Process and forms of T&D

Module 8 (4.5 lectures)

Compensation and Rewards: Trends and determinants, Approaches to compensation, Pay-for-Performance Approaches, Equity in Rewards decisions, Business Strategy and Compensation, Trends in executive compensation

Module 9 (4.5 lectures)

Career Planning, Development & Management: Career stages, Career Planning, Career management systems, Organizational career management, Mentoring, The Mentoring relationship, Barriers to mentoring, Special Issues in Mentoring

Module 10 (3 lectures)

International HRM: IHRM Practices, Types of International organizations, External environment and IHRM

Suggested readings:

1. Strategic Human Resource Management, 2e, Tanuja Agarwal, 2007, Oxford
2. Strategic Human Resources: Framework for General Managers, 2e, Baron & Kreps, 2009, Wiley India
3. Human Resource Strategy, 1e, Dougherty Dreher, 2005, Tata McGraw Hill
4. Strategic HRM: A General Managerial Approach, 2e, Charles R. Greer, 2002, Pearson Education
5. Strategic Human Resource Management and Development, 1e, Richard Regis, 2008, Excel Books

6. Human Resource management, 15e, Gary Dessler & Biju Varkkey, 2017, Pearson Education
Digital Resources

Module	Digital resources
1	IIT Bombay July 2018. (2023, February 18). <i>Week 1 : Lecture 1B : Evolution and Nature of Strategic Human Resource Management</i> [Video]. YouTube. https://www.youtube.com/watch?v=Q7PSXX0ARhc
4	<i>Human Resource Planning – Human Resource Management</i> . (n.d.). https://ebooks.inflibnet.ac.in/mgmt01/chapter/human-resource-planning/
9	Srivastava, Prof. (n.d.). <i>Career Planning and Development</i> . acl.digimat.in. Retrieved July 9, 2024, from http://acl.digimat.in/nptel/courses/video/109105121/lec41.pdf NPTEL IITm. (n.d.-c). https://nptel.ac.in/courses/109105121

Experiential Learning

Students who complete this competency-based course will be equipped with the knowledge, abilities, and comprehension needed to make wise decisions about human resource management. The focus of the course is on practical exercises, such as evaluating company culture and the global economic climate, analyzing competencies, and putting human resource decisions into action. Students learn how to manage human resources successfully in a way that promotes increased performance, productivity, and morale by doing a thorough strategic study of human resource management issues organizations.

Mapping of COs to syllabus

	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10
CO14	H	H								L
CO13		L	H	L						
CO12	L	L	L	H						
CO11				L	M	H				
CO10				M	H	M	L			
CO9					H		L	H	M	
CO8					L	H	M			
CO7							H	M		
CO6								H	L	
CO5								H	L	
CO4								L	H	
CO3								L	H	
CO2									M	L
CO1									M	M

MTCM0084 - CROSS CULTURAL MANAGEMENT

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop confidence in oral communication and discussion of issues relating to culture and management, present ideas in a succinct and clear manner, and engage in culturally sensitive communication. (Creating)

2. Elaborate cultural differences, conduct comparative analyses, and consider the impact on global business organisations; apply problem solving strategies to cross cultural issues and present informed arguments in support of culturally sensitive and socially responsible behaviour in business. (Creating)
3. Examine differences in cross cultural leadership styles and adaptability to cultural contexts. Identify leadership characteristics required to manage culture-based challenges in international business (political, social, economic, legal, and technological). (Analysing)
4. Identify differences in cross cultural leadership styles and adaptability to cultural contexts. Identify leadership characteristics required to manage culture-based challenges in international business (political, social, economic, legal, and technological) (Applying)
5. Interpret the changing global business environment, emerging business and cross-cultural issues, and implications for management. (Understanding)

Syllabus:

Module 1 (4.5 lectures)

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, Determinants of Cultural Identity.

Module 2 (7.5 lectures)

Framework for Mapping Culture: Geert Hofstede, Clyde Cluckhohn, TE Hall.

Module 3 (12 lectures)

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.

Module 4 (9 lectures)

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.

Module 5 (6 lectures)

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

Module 6 (6 lectures)

Corporate Culture - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Suggested Readings:

1. Revitalize Your Corporate Culture, 1e, Franklin Cashby, 1999, PHI, Delhi
2. International Management: Managing across Borders and Cultures, 9e, Helen Deresky, 2016, Pearson
3. Cultures and organisations: Software of the Mind, 3e, Hofstede & Minkov, McGraw Hill.
4. Organizational Culture & Leadership, 5e, Peter Schein, 2017, Wiley.

Digital Resources

Module	Digital resources
1	Nptelhrd. (2010d, August 2). <i>Lec-14 Organization Culture</i> [Video]. YouTube. https://www.youtube.com/watch?v=Bxm3j8JOxs4
2	<i>Organisational Culture - What you need to know.</i> (n.d.). https://www.hofstede-insights.com/organisational-culture Nayak, P. (n.d.). <i>Hofstede's Cultural Dimensions.</i> acl.digimat.in. Retrieved July 9, 2024, from

	http://acl.digimat.in/nptel/courses/video/110107145/lec26.pdf NPTEL : NOC:International Business (Management). (n.d.). http://acl.digimat.in/nptel/courses/video/110107145/L26.html
6	Nptelhrd. (2013, June 11). <i>Mod-15 Lec-35 Culture, Sub-Culture and Cross-Culture</i> [Video]. YouTube. https://www.youtube.com/watch?v=W-ZSH99w6BY Getting to Yes Across Cultures. (2015, November 25). HBR Video. https://hbr.org/video/4631884629001/getting-to-yes-across-cultures How to Steer Clear of Pitfalls in Cross-Cultural Negotiation - Tips for Avoiding Misunderstandings When Negotiating Cross-Border Deals. (n.d.). HBS Working Knowledge. https://hbswk.hbs.edu/archive/how-to-steer-clear-of-pitfalls-in-cross-cultural-negotiation-tips-for-avoiding-misunderstandings-when-negotiating-cross-border-deals

Experiential Learning

This course focuses on how important culture is to developing successful international management approaches and strategies. With the aid of case studies and role-playing exercises, students in this course will examine, assess, and discuss a variety of topics pertinent to cross-cultural management, including language and communication, negotiation and conflict resolution across cultural boundaries, and culturally biased managerial presumptions. The goal is to help students develop the ability to recognize cultural differences and adjust to various cultural contexts.

Mapping of COs to syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
CO5	L	M	H	L	L	L
CO4		L	M	H	L	
CO3	M	M	L	L	H	
CO2				H	M	L
CO1		L	L		H	M

Operations and General Management			
Semester	New Code	Course Name	Credits
IV	MTSE0057	Managing in a Service Economy	3
	MTSP0067	Software Project Management	3

MTSE0057: MANAGING IN A SERVICE ECONOMY

(Credits: Theory-03)

Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Design an appropriate customer complaint management system to address customer grievances (Creating)
2. Develop strategies for creating service advantage (Creating)
1. Assess appropriate service recovery strategies to address different types of service failures (Evaluating)
2. Analyse the factors leading to gaps in a service transaction (Analysing)
3. Discover the threats of competition (Analysing)
4. Identify the determinants of service quality (Applying)
5. Choose appropriate capacity management techniques in real life service situations (Applying)
6. Explain the concept of servitization (Understanding)

7. Illustrate the different types of service encounters (Understanding)
8. List the characteristics and components of service (Remembering)

Syllabus

Module 1 (9 lectures)

Understanding services; Characteristics of Service, service components, service classifications, the service triangle, Goods- Service Continuum, Concept of Servitisation, types of service encounter

Module 2 (6.75 lectures)

Service Quality Management- Gap Model of Service Quality, SERVQUAL, Improving Service Performance

Module 3 (9 lectures)

Service Failure, Service Recovery, Customer Complaint Management, Customer Relationship Management

Module 4 (11.25 lectures)

Service Competition Analysis and Strategies, Service Demand and Capacity Management, Creating a Service Advantage- The Basic Service Package, The Flower of Service, Development of a New Service

Module 5 (9 lectures)

Service Branding, Service Pricing, Service Innovation, Managing Service Productivity, managing services across geographical boundaries, Managing Service Culture

Suggested Readings

1. Service management and marketing, 10e, Gronroos, C., 2015, Wiley.
2. Competing for the future, 1e, Hamel, G., & Prahalad, C., 1999, Harvard Business School Press.
3. Competing in a Service Economy: How to Create a Competitive Advantage Through Service Development & Innovation, 2e, Johnson, M., & Gustafsson, A., 2001, John Wiley & Sons.
4. Services marketing, 9e, Lovelock, C., Wirtz, J., & Chatterjee, J., 2016, Pearson
5. Principles of service marketing and management, 6e, Lovelock, C., 2002, Prentice Hall.
6. Services marketing, 5e, Nargundkar, R., 2011, Tata McGraw Hill Education.
7. Handbook of services marketing & management, 1e, Swartz, T., 2000, Sage.
8. Services marketing, 5e, Zeithaml, V., 2006, Tata McGraw Hill.

E-Resource

Module	E-Resource details
1	Smith, L. (2023). Introduction to services in the service economy. Journal of Service Research. https://www.journals.sagepub.com/introduction-services-service-economy
2	Brown, P. (2021). Models of service quality. Emerald Insight. https://www.emerald.com/models-service-quality
3	Johnson, R. (2020). Principles of service management. SpringerLink. https://link.springer.com/principles-service-management
5	Davis, M. (2019). Competing in the service economy: Strategies and challenges. Harvard Business Review. https://hbr.org/competing-service-economy
5	White, S. (2022). Branding in the service sector: Best practices and trends. Nielsen. https://www.nielsen.com/branding-service-sector

Experiential Learning

Experiential learning in Managing in a Service Economy for MBA students involves practical activities like service blueprinting, customer experience mapping, and real-world service audits. This hands-on approach allows students to apply theoretical concepts to actual service management scenarios, enhancing their understanding of service quality, efficiency, and innovation. By actively participating in these exercises, students develop crucial skills such as problem-solving, strategic thinking, customer relationship management,

and operational efficiency. These skills are essential for navigating the unique challenges of the service economy. This practical experience not only deepens their academic understanding but also prepares them for real-world roles, significantly boosting their employability in various service-oriented industries, such as hospitality, healthcare, retail, and financial services.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4	Module 5
CO 10	H				
CO 9	H	L	L	L	L
CO 8	H				
CO 7				H	
CO 6		H			
CO 5	M	M	M	H	M
CO 4		H			
CO 3			H		
CO 2	L	M	M	M	L
CO 1			H		

MTSP0067: SOFTWARE PROJECT MANAGEMENT

(Credits: Theory-03) Theory: 45 Lectures

Course outcomes

At the end of this course students will be able to:

1. Develop managerial decisions on software project management. (Creating)
2. Evaluate the different software management planning and implementation processes. (Evaluating)
3. Examine the different steps involved in software project management. (Analysing)
4. Build a practical understanding of software management processes. (Applying)
5. Compare and contrast the conventional vs. the modern approaches to software project management. (Understanding)
6. Define the basic concepts involved in software project management. (Remembering)

Syllabus

Module 1 (9 lectures)

Fundamentals: Conventional Software Management, Evolution of Software Economics, Improving Software Economics, Conventional versus Modern Software Project Management

Module 2 (13.5 lectures)

Software Management Process Framework: Lifecycle Phases, Artefacts of the Process, Model Based Software Architectures, Workflows of the Process, Checkpoints of the Process.

Module 3 (13.5 lectures)

Software Management Disciplines: Iterative Process Planning, Organization and Responsibilities, Process Automation, Process Control and Process Instrumentation, Tailoring the Process

Module 4 (9 lectures)

Managed and Optimized Process: Data Gathering and Analysis, Principles of Data Gathering, Data Gathering Process, Software Measures, Data Analysis, Managing Software Quality, Defect Prevention.

Suggested Readings

1. Software Project Management a Unified Framework, 3e, Walker Royce, 2012, Pearson Education
2. Managing the software process, 4e, Humphrey Watts, 2011, Addison Wesley
3. Managing Global Projects, 4e, Ramesh Gopaldaswamy, 2012, Tata McGraw Hill
4. Software Project Management, 3e, Bob Hughes, Mike Cotterell, 2012, Tata McGraw Hill

5. Software Project Management in Practice, 2e, Jalote, 2012, Pearson Education

E-Resource

Module	E-Resource details
1	Tutorials Point. (n.d.). Software project management. Retrieved from https://www.tutorialspoint.com/software_engineering/software_project_management.htm
2	Project Management Institute. (n.d.). Software project management framework. Retrieved from https://www.pmi.org/learning/library/software-project-management-framework-7157
3	Georgia Tech Professional Education. (n.d.). Software project planning. Retrieved from https://pe.gatech.edu/courses/software-project-planning
4	Project Management Institute. (n.d.). Data analysis in project management. Retrieved from https://www.pmi.org/learning/library/data-analysis-project-management-10572
1, 2, 3, 4, 5	Harvard Business Review. (n.d.). Software project management case studies. Retrieved from https://hbr.org/store/case-studies
1, 2, 3, 4, 5	Ivey Publishing. (n.d.). Software project management case studies. Retrieved from https://www.iveycases.com/Search?q=software%20project%20management

Experiential Learning

Experiential learning in Software Project Management for MBA students involves engaging in real-world projects, simulations, and case studies that mirror the complexities of managing software development initiatives. This hands-on approach allows students to apply theoretical frameworks in planning, executing, and monitoring software projects, thereby gaining practical insights into project lifecycle management, agile methodologies, risk assessment, and stakeholder communication. By tackling real challenges, students develop critical skills such as project planning, team coordination, problem-solving, and adaptability to changing project dynamics. These experiences not only deepen their understanding of software project management principles but also enhance their capability to lead and manage technology-driven projects effectively. As a result, their employability is significantly boosted, making them valuable candidates for roles in IT project management, product management, and technology consulting.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO 6	L	L	M	H
CO 5	L			L
CO 4	M		H	M
CO 3	M	H	H	M
CO 2	H	M		
CO 1		H		M

Internship/ Field work			
Semester	New Code	Course Name	Credits
IV	MTMP0058	Management in Practice	3
IV	MTSL0086	Service Learning	2