



VARDHAMAN COLLEGE OF ENGINEERING

(AUTONOMOUS)

Affiliated to **JNTUH**, Approved by **AICTE**, Accredited by **NAAC** with **A++** Grade, **ISO 9001:2015** Certified
Kacharam, Shamshabad, Hyderabad - 501218, Telangana, India

www.vardhaman.org

CURRICULUM

For

Master of Business Administration

Under

Choice Based Credit System (CBCS)

M.B.A - Regular Two Year PG Degree Program

(For batches admitted from the Academic Year 2022-2023)

October 2022



College Vision:

- To be a pioneer institute and leader in engineering education to address societal needs through education and practice.

College Mission:

- To adopt innovative student centric learning methods.
- To enhance professional and entrepreneurial skills through industry institute interaction.
- To train the students to meet dynamic needs of the society.
- To promote research and continuing education.



Department Vision:

- To become a leader in value based management education and contribute to global standards in business practices and research.

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- Adopt Innovative learning and development methods.
- Enhance employability skills of learners.
- Encourage collaborative and contemporary research.
- Promote entrepreneurship with innovative ideas.



Program Educational Objectives(PEOs):

- **PEO1:** Graduates will be able to apply emerging technologies to address the critical needs of the strategic business operations.
- **PEO2:** Graduates will be able to demonstrate appropriate interpersonal skills and higher levels of proficiency in their respective domains.
- **PEO3:** Graduates will be able to apply management theories and principles for continuous growth and development of the organization.
- **PEO4:** Graduates will be able to evaluate and develop solutions to contemporary problems using management tools in creating newer opportunities.



Program Outcomes(POs):

- **PO1: Apply knowledge of management theories and practices to solve business problems.**
- **PO2: Foster Analytical and critical thinking abilities for data-based decision making.**
- **PO3: Ability to develop Value-based Leadership ability.**
- **PO4: Ability to understand, analyze and communicate global, economic, legal and ethical aspects of a business.**
- **PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.**



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**Programme Curriculum Structure
Master of Business Administration (MBA)**

Regulations: VCE-R22

I Year I Semester								
#	Course Code	Title of the Course	Periods per Week and Credit			Scheme of Examination		
			L	P	C	CIE	SEE	Total
1	C5001	Management and Organizational Behavior	4	0	4	40	60	100
2	C5002	Business Economics	4	0	4	40	60	100
3	C5003	Financial Reporting and Analysis	4	0	4	40	60	100
4	C5004	Research Methodology and Statistical Analysis	4	0	4	40	60	100
5	C5005	Legal and Business Environment	4	0	4	40	60	100
6		Open Elective - I	3	0	3	40	60	100
7	C5010	Business Communication Laboratory	0	4	2	40	60	100
8	C5011	Statistical Data Analysis Laboratory	0	4	2	40	60	100
Total			23	8	27	320	480	800

I Year II Semester								
#	Course Code	Title of the Course	Periods per Week and Credit			Scheme of Examination		
			L	P	C	CIE	SEE	Total
1	C5012	Human Resource Management	4	0	4	40	60	100
2	C5013	Marketing Management	4	0	4	40	60	100
3	C5014	Financial Management	4	0	4	40	60	100
4	C5015	Quantitative Analysis for Business Decisions	4	0	4	40	60	100
5	C5016	Entrepreneurship	4	0	4	40	60	100
6	C5017	Logistics and Supply Chain Management	4	0	4	40	60	100
7		Open Elective - II	3	0	3	40	60	100
Total			27	0	27	280	420	700

**Programme Curriculum Structure
Master of Business Administration (MBA)****Regulations: VCE-R22**

II Year I Semester								
#	Course Code	Title of the Course	Periods per Week and Credit			Scheme of Examination		
			L	P	C	CIE	SEE	Total
1	C5022	Production and Operations Management	4	0	4	40	60	100
2	C5023	Management Information Systems	4	0	4	40	60	100
3	C5024	Business Analytics	4	0	4	40	60	100
4		Professional Electives - I	4	0	4	40	60	100
5		Professional Electives - II	4	0	4	40	60	100
6		Professional Electives - III	4	0	4	40	60	100
7	C5037	Summer Internship	0	4	2	100	-	100
8	C5038	Project Work Phase I	0	4	2	100	-	100
Total			24	8	28	440	360	800

II Year II Semester								
#	Course Code	Title of the Course	Periods per Week and Credit			Scheme of Examination		
			L	P	C	CIE	SEE	Total
1	C5039	Strategic Management	4	0	4	40	60	100
2		Professional Electives - IV	4	0	4	40	60	100
3		Professional Electives - V	4	0	4	40	60	100
4		Professional Electives - VI	4	0	4	40	60	100
5	C5052	Project Work Phase II and Viva Voce	0	8	4	40	60	100
Total			16	8	20	200	300	500



Programme Curriculum Structure
Master of Business Administration (MBA)

Regulations: VCE-R22

List of Open Electives- I

#	Course Code	Title of the Course
1	C5006	Business Ethics and Corporate Governance
2	C5007	Project Management
3	C5008	Sustainability Management
4	C5009	Cross Cultural Management

List of Open Electives- II

#	Course Code	Title of the Course
1	C5018	Total Quality Management
2	C5019	Marketing Research
3	C5020	International Business
4	C5021	Rural Marketing

**Programme Curriculum Structure**
Master of Business Administration (MBA)

Regulations: VCE-R22

List of Professional Electives

Finance		
#	Course Code	Title of the Course
1	C5025	Security Analysis and Portfolio Management
2	C5026	Risk Management and Financial Derivatives
3	C5027	Strategic Cost and Management Accounting
4	C5040	International Financial Management
5	C5041	Strategic Financial Management
6	C5042	Financial Analytics

Human Resource Management		
#	Course Code	Title of the Course
1	C5028	Talent and Performance Management Systems
2	C5029	Learning and Development
3	C5030	Industrial Relations
4	C5043	International Human Resource Management
5	C5044	Leadership and Change Management
6	C5045	HR Analytics

Marketing		
#	Course Code	Title of the Course
1	C5031	Digital Marketing
2	C5032	Sales and Promotion Management
3	C5033	Consumer Behaviour
4	C5046	International Marketing
5	C5047	Services Marketing
6	C5048	Marketing Analytics

Entrepreneurship		
#	Course Code	Title of the Course
1	C5034	Startup and MSME Management
2	C5035	Technology Business Incubation
3	C5036	Entrepreneurship and Design Thinking
4	C5049	Entrepreneurial Finance
5	C5050	Entrepreneurial Marketing
6	C5051	Family Business Management

I YEAR I SEMESTER

**Course Structure****C5001 – Management and Organizational Behavior**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

The course focuses upon translation of management and organizational behaviour theory to practices that result in organizational effectiveness, efficiency, and human resource development. The primary goal of this course is to prepare students for advanced leadership roles in modern organization.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5001.1. Analyse the functions of management for the achievement of organisational goals.
- C5001.2. Analyse the relevance of planning and decision making process for the development of the organisation.
- C5001.3. Identify various organisation design and control technique for better performance of the company.
- C5001.4. Examine the relevance of Individual and group behaviour in an organization and the role of Culture and dynamics
- C5001.5. Apply the theories of leadership and motivation to lead people to attain the organisation goals.

3. Course Syllabus

INTRODUCTION TO MANAGEMENT: The Management Process, Management Functions, Kinds of Managers, Managerial Roles and Skills. Evolution of Management, Theories of Management: Classical, Scientific, Administrative and Behavioral. Management Sciences Theories: Systems and Contingency Theory.

PLANNING AND DECISION MAKING: Planning and Goal Setting, Organizational Planning, Vision, Mission and Goals, Types of Plans, Steps in Planning Process, Approaches to Planning, Planning in Dynamic Environment. Decision-making Process, Types of Decisions, Decision Making Styles, Vroom's Participative Decision-making Model.



ORGANIZING AND CONTROLLING: Organizational Structure, Principles of Organizing, Authority, Power and Influence, Designing Organizational Structure. Mechanistic and Organic Structures, Contemporary Organizational Design and its Challenges. Controlling: The Control Process, Controlling for Organizational Performance, Types of Control, Financial Controls, Balanced Scorecard, Bench Marking, Contemporary issues in Controlling.

ORGANIZATIONAL BEHAVIOR: Individual and Group Behavior: Importance of Organizational Behavior, Culture and Dynamics of Diversity, Personality Theories, Perception, Formation of Group Behavior, Classification of Groups, Group Properties, Group Cohesiveness, Building Teams.

LEADERSHIP AND MOTIVATION: Leadership Traits, Leadership Styles, Leadership Theories, Power and Politics. Motivation: Approaches to Motivation, Maslow's Needs Hierarchy Theory, Two-factor Theory of Motivation, McGregor's Theory, ERG theory, McClelland's Needs Theory, Valance Theory.

4. Books and Materials

Text Books:

1. K. Aswathappa, Organisational Behaviour, Himalaya Publications, 8e, 2021
2. Harold Koontz, Heinz Weihrich, Mark V Cannice, Essentials of Management, Tata McGraw Hill Education, 11e, 2020.
3. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, Pearson Education, 18e, 2018.

Reference Books:

1. Ricky W Griffin, Management Principles and Practices, Cengage Learning, 11e, 2017.
2. Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
3. Chandrani Singh, Aditi Ktri, Principles and Practices of Management and Organizational Behaviour, Sage Publications, 1e, 2016.
4. Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behaviour, Sage Publications, 1e, 2015.

**Course Structure****C5002 – Business Economics**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

Course provides an understanding of the basic concepts associated with Business Economics. Imparts the knowledge of various aspects of Demand and Supply and highlights the importance of Production and Cost concepts in a Firm. It also elaborates on the nature of various Market Structures and enables the understanding of various Pricing Strategies.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5002.1. Inspect the Concepts and Principles of Business Economics.
- C5002.2. Utilize various concepts and practical applications of Demand and Supply.
- C5002.3. Examine concepts and applications related to Production and Cost of a firm.
- C5002.4. Distinguish various Market Structures.
- C5002.5. Make use of the concepts of Pricing Practices, Theory of Firm and Behavioural Theories of a Firm.

3. Course Syllabus

INTRODUCTION TO BUSINESS ECONOMICS: Definition, Nature and Scope, Relationship with Other Disciplines, Business Decision-making Process, Basic Economic Principles: The Concept of Opportunity Cost, Marginalism, Equi-marginalism, Incremental Concept, Time Perspective, Discounting Principle, Risk and Uncertainty.

THEORY OF DEMAND AND SUPPLY: (a) Demand Analysis: Demand, Demand Function, Law of Demand, Determinants of Demand, Types of Demand. Elasticity of Demand, Types, Measurement and Significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. (b) Supply, Supply Function, Determinants of Supply, Law of Supply, Elasticity of Supply. (c) Market Equilibrium.



PRODUCTION AND COST ANALYSIS: Production Function, Production Function with One and Two Variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Iso-costs, Returns to Scale, Economies of Scale, Innovations and Global Competitiveness. Cost Concepts, Determinants of Cost, Cost-Output Relationship in the Short-run and Long-run, Short-run vs. Long-run Costs, Average Cost Curves, Break Even Analysis.

MARKET STRUCTURES- PRICING AND OUTPUT DECISIONS: Classification of Market Structures, Features and Competitive Situations. Price-Output Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly – both the Long-run and the Short-run.

PRICING STRATEGIES: Pricing Policy, Price Discrimination, Cost Plus Pricing, Pricing of Multiple Products, Transfer Pricing, Pricing over Product Life Cycle. Theory of Firm, Managerial Theories and Behavioural Theories of Firm. International Price Discrimination: Dumping, Effects of Dumping.

4. Books and Materials

Text Books:

1. D.M. Mithani, Managerial Economics, Himalaya Publishing House, 9e, 2022.
2. Dominick Salvatore, Siddhartha K. Rastogi, Managerial Economics, Oxford Publications, 9e, 2020.
3. Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, Tata McGraw-Hill, 3e, 2018.

Reference Books:

1. H L Ahuja, Business Economics, S. Chand and Co, 13e, 2019.
2. Satya P. Das and J.K. Goyal, Managerial Economics, Sage Publications, 2e, 2022.
3. Suma Damodaran, Managerial Economics, Oxford Publications, 2e, 2018.
4. P. N. Chopra, Managerial Economics, Kalyani Publishers, 1e, 2018.

**Course Structure****C5003 – Financial Reporting and Analysis**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

This course provides an introduction to the objectives, principles, concepts and conventions of financial accounting. It focuses on procedures and practices from the accounting cycle through financial statement presentation with an emphasis on recognizing, valuing, reporting, and disclosing assets, liabilities. It focuses on issue of shares and debentures.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5003.1. Apply accounting principles for preparation of financial accounting.
- C5003.2. Apply valuation methods to calculate closing value.
- C5003.3. Examine the procedure followed to issue of shares and debentures.
- C5003.4. Analyze financial statements to assess financial health of business.
- C5003.5. Analyze the Accounting Standards to do the uniformity in accounting.

3. Course Syllabus

INTRODUCTION TO ACCOUNTING: Importance, Objectives and Principles, Accounting Concepts and Conventions and The Generally Accepted Accounting Principles (GAAP), Their Implications on Accounting System, Double Entry System, Recording Business Transactions, Classification of accounts. Accounting cycle. The Accounting Process: Overview, Books of Original Record, Journal, Ledger, Trial Balance, Classification of Capital and Revenue Expenses, Final Accounts Trading, P&L Account, Balance Sheet with Adjustments.

VALUATION OF FIXED ASSETS: Tangible vs Intangible assets, Advantages and limitations of depreciation, Depreciation of fixed assets and methods of depreciation- Straight line method, Diminishing balance method, Annuity method, Sinking fund method. Inventory Valuation: Inventory control, Objectives, Methods of inventory valuation-Last in First Out,



First in First Out, Highest in First Out, Simple average method, weighted average method.

ISSUE OF SHARES: Entries for issue of shares, Forfeiture and re- issue of forfeited shares. Issue of shares at discount and premium. **ISSUE OF DEBENTURES:** Meaning of redemption, Issue and redemption of debentures, Redemption out of capital and profits.

FINANCIAL STATEMENT ANALYSIS-I: Statement of Changes in Working Capital, Funds from Operations, Paid Cost and Unpaid Costs. Distinction between Cash Profits and Book Profits, Preparation and Analysis of Cash Flow Statement and Funds Flow Statement, Horizontal Analysis and Vertical Analysis of Company.

FINANCIAL STATEMENT ANALYSIS-II: Analysis and Interpretation of Financial Statements, Ratio analysis- Liquidity, Leverage, Solvency and Profitability Ratios, Du Pont Chart, Accounting Standards Issued by ICAI ,Focus on INDAS, International Financial Reporting Standards (IFRS).

4. Books and Materials

Text Books:

1. Dr. S. N. Maheshwari, Dr. S. K. Maheshwari. Financial Accounting, 5th edition, Vikas Publishing House Private Limited, 2013.
2. Dhanesh K.Khatri, Financial Accounting and Analysis, Tata McGraw-Hill Publishing Limited, 2015.
3. S. P. Jain, K. L. Narang, Financial Accounting, 10th edition, Kalyani Publication, 2009.

Reference Books:

1. R. Narayanaswamy, Financial accounting: A managerial perspective, Prentice Hall of India, 2008.
2. Ambrish gupta, Financial Accounting Management - An Analytical Perspective, Pearson Education, 2009.
3. S. E. V. Subrahmanyam, Financial Accounting and Analysis, student helpline Publishing House Private Limited, 2011.

**Course Structure****C5004 - Research Methodology and Statistical Analysis**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

This course provides overview of research, types of research design, Importance of report writing and also solid foundation of basic statistics and at the same time provides an indication of the relevance and importance of the theory in solving practical problems in the business field. The mathematical statistics skills sustained from this course form a suitable base to analytical and theoretical concepts encountered in the business environment.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5004.1. Evaluate measures of central tendency, dispersion and gain a conceptual overview of research.
- C5004.2. Interpret the nature of skewness and kurtosis and Learn the different types of research designs.
- C5004.3. Inspect scientific hypothesis and theories.
- C5004.4. Analyze Correlation and Regression.
- C5004.5. Construct time series models and appreciate the need for preparing and presenting a structured research report.

3. Course Syllabus

INTRODUCTION TO RESEARCH: Meaning, Scope, Role of Business Research, Types of Research, Research Process, Conceptualization of Variables and Measurement, Types and Measurement of Variables, Ethics in Business Research. **INTRODUCTION TO STATISTICS** –Functions of Statistics and Managerial Applications of Statistics. Measures of central tendency - Mean, Median, Mode, Geometric Mean and Harmonic Mean.

RESEARCH DESIGN: Research Problem, Purpose of Research Design, Types of Research Design: Experimental Research Design, Research Design for Cross Sectional, Longitudinal Studies, Characteristics of Good Research Design, Sampling and its Applications.

MEASURES OF DISPERSION: Range, Quartile deviation, Mean Deviation, Standard



deviation and co-efficient of variation. SKEWNESS: Karl Pearson's co-efficient of skewness, Bowley's co-efficient of skewness, Kelleys co-efficient of skewness.

SMALL SAMPLE TESTS: t-Distribution-properties and applications, testing for one and two means, paired t-test. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction) . CHI-SQUARE DISTRIBUTION: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

CORRELATION AND REGRESSION ANALYSIS: Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation, Regression Analysis-Concept, least square fit of a linear regression, two lines of regression.

TIME SERIES ANALYSIS AND REPORT WRITING: Components, Models of Time Series, Additive, Multiplicative and Mixed Models, Trend Analysis: Free hand Curve, Semi Averages, Moving Averages, Least Square Methods. Importance of Report writing, Types of Research Reports, Report Preparation and Presentation, Report Structure, Report Formulation, Guides for Effective Documentation, Research Briefings. Referencing Styles and Citation in Business Management Research.

4. Books and Materials

Text Books:

1. Ranjit Kumar, Research Methodology: Step-by-step Guide for Beginners, sage, 4e,2022.
2. S.P. Gupta, Statistical Methods, Sultan Chand and Sons, 46e,2021.

Reference Books:

1. Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e, 2019
2. J. K Sharma, Business Statistics, 4e, Vikas Publishing House, 2015.
3. C.R.Kothari, Research Methodology, 2e, New Age International publishing, 2004.
4. P.C.Tulsian, Bharat Jhunjhnuwala, Business Statistics, S.Chand, 2016

**Course Structure****C5005 - Legal and Business Environment**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

This is the fundamental course in Management. This course provides the legal and regulatory aspects in carrying out business. The learner is able to acquire, analyze and apply business laws to resolve the issues. Familiar with business regulations to make effective decisions in the interest of the Organization.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5005.1. Evaluate the management of company affairs.
- C5005.2. Analyze the legal course of action through case laws in the interest of business.
- C5005.3. Demonstrate the rules regarding negotiable instruments for exchange of goods and services.
- C5005.4. Appraise the reforms undertaken by the Government with respect to the challenging business environments.
- C5005.5. Analyze the insights of the regulatory framework on business in India.

3. Course Syllabus

INTRODUCTION: Companies Act, 2013, Steps and Procedure for Incorporation of a Company, Appointment of Directors, Powers, Duties, Liabilities of Directors, Company Meetings and Winding-up of a Company.

LAW OF CONTRACT: Essential Elements of Valid Contract, Offer and Acceptance, Consideration, Capacity to Contract and Free Consent, Legality of Object. Unlawful and illegal Agreements, Performance and Discharge of Contracts, Remedies for Breach of Contract.

NEGOTIABLE INSTRUMENTS ACT - 1881: Introduction, Promissory Note, Bills of Exchange, Cheque, Parties to Negotiable Instruments, Types of Endorsements, Holder, Holder in Due-course, Dishonour and Discharge of Negotiable Instruments, Offences by the



Companies, Amendments, RBI Guidelines on Digital Transactions.

BUSINESS ENVIRONMENT: Industrial Policy, Evolution of NITI Aayog - Responsibilities and Functions, Foreign Direct Investment (FDI), Implications of Union Budget, Fiscal Policy and Monetary Policy, Insolvency and Bankruptcy code (IBC).

BUSINESS REGULATIONS: Sale of Goods Act-1930, Consumer Protection Act 2019, Information Technology Act 2000, Competition Act 2002, Green Tribunal and its role in protecting environment and sustainability reporting practices.

4. Books and Materials

Text Books:

1. K.R. Bulchandani, Business law for management, 8th edition, Himalaya Publishing Private limited, New Delhi, 2017.
2. K. Aswathappa, Essentials of Business Environment (Text, Cases and Exercises), Himalaya Publishing House, 2021

Reference Books:

1. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 5e, 2021.
2. Francis Cherunilam, Business Environment Text and Cases, Himalaya Publications, 13e, 2022

**Course Structure****C5010 - Business Communication Laboratory**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
0	4	0	60	2	40	60	100

1. Course Description**Course Overview**

This course will teach students to specialize in business vocabulary and skills related to participating in meetings. Students will learn terms and phrases used both in professional emails and Public speaking. They learn to arrange, participate, and conclude meetings. The goals of this course are to enable the students participate effectively in on-site meetings and teleconferences and to prepare them to write a proposal as an outcome of a meeting. To Work in a business environment one needs to have strong English Language skills. this course will help students understand common methods of negotiation in the business world. The students will learn work culture adopting quick and effective communication skills.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5010.1. Identify business communication concepts that serve as a basis for effective spoken and written communication in a business setting.
- C5010.2. Develop the fundamental skills of business communication techniques and the ability to be effective in writing business documents.
- C5010.3. Understand how to approach internal and external interactions strategically and how to plan for the meetings and events.
- C5010.4. Construct interpersonal skills that contribute to effective and satisfying personal, social and professional relationships.
- C5010.5. Utilize technical report writing skills in business correspondence through deliberate practice to write effectively.

3. Course Syllabus

COMMUNICATION SKILLS: Introduction to Business Communication, process of communication, Types of communication; verbal-non verbal, formal-informal, Interpersonal communication, Oral-written, Communication Barriers.



WRITTEN COMMUNICATION: Value Orientations and Dimensions, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values.

VERBAL COMMUNICATION: Choosing a method of speaking–Analyzing the audience–Non-verbal dimensions of presentation, Strategies for Effective presentation, Persuasive speaking, and Interview skills: Types of interviews, Strategies of interviews.

CONTEMPORARY ASPECTS IN COMMUNICATION: Business Etiquette, Developing Professional Telephone Skills, Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related Operations.

TECHNICAL REPORT WRITING: Types of reports–Structure of reports–Individual and committee reports, corporate report, essentials of good report writing. Business letters: relating to enquiries and replies; orders and replies; complaints and claims.

4. Books and Materials

Reference Books:

1. Kelly M. Quintanilla and Shawn T. Wahl, Business and Professional Communication, Sage Publications, 4e, 2020.
2. Mallika Nawal, Business Communication, Cengage Learning, 2e, 2020.
3. Varinder Kumar, Bodh Raj, Business Communication, Kalyani Publishers,6e,2019.
4. Ober Newman, Communicating in Business, Cengage Learning, 2015.
5. Rebecca Moore Howard, Writing Matters, 3e, Mc Graw Hill Education, 2018.
6. Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.
7. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand and Sons, New Delhi, 2013.
8. Elevate English, Mc Graw Hill, www.ellevateenglish.com.

**Course Structure****C5011 - Statistical Data Analysis Laboratory**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
0	4	0	60	2	40	60	100

1. Course Description**Course Overview**

This course is to highlight the importance of application of Statistical tools to Research Problem and Projects. To enable the practice of MS- EXCEL or SPSS. To educate students on the significance of data from external Sources. To highlight the importance of statistical analysis for better decision making.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5011.1. Demonstrate various functions of MS. Excel.
- C5011.2. Practice advance Excel tools for conduction of Data Analysis.
- C5011.3. Data analysis using Pivot tables and Pivot charts.
- C5011.4. Analyze the Data using descriptive statistics.
- C5011.5. Conduct various parametric and non parametric tests using MS Excel.

3. Course Syllabus**INTRODUCTION TO STATISTICAL PACKAGES: MS – EXCEL OR SPSS:**

Introduction, Uses, Functions and Features of Statistical Packages, Getting started with Excel/SPSS, Highlights and Main Functions: Home, Insert, Page Layout, Formulae, Data, Review, View, Add-ins, Using Help Function, Customizing the Quick Access Toolbar.

CREATING AND USING TEMPLATES: Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data and Using the Right Mouse Click, Saving, Page Setup, and Printing, Using Headers and Footers, Manipulating Data, Using Data Names and Ranges, Filters and Sort and Validation Lists.

DATA FROM EXTERNAL SOURCES: Using and Formatting Tables, Basic Formulae and Use of Functions, Data Analysis Using Charts and Graphs, Managing, Inserting, and Copying Worksheets, Securing the Document, Advanced Formulae and Functions, Worksheet



Features, Data Analysis using Pivot Tables and Pivot Charts.

DATA ANALYSIS – I: Tabulation, Bar Diagram, Multiple Bar Diagram, Pie Diagram, Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Variance, Standard Deviation, Coefficient of Variation. Correlation and Regression Lines.

DATA ANALYSIS – II: t-test, F-test, ANOVA One-way classification, Chi-square Test, Independence of attributes. Time series: Forecasting Method of Least Squares, Moving Average Method. Inference and Discussion of Results.

4. Books and Materials

Text Books:

1. R. Panneerselvam, Business Statistics Using MS Excel, Sage Publications, 2022.
2. Glyn Davis, Branko Pecar, Business Statistics Using Excel, Oxford University Press, 2e, 2014..
3. D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.

Reference Books:

1. David M Levine, David. F. Stephan and Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015
2. Bruce Bowerman, Business Statistics in Practice, TMH, 5e, 2012.
3. Ajai.S. Gaur, Sanjaya S. Gaur, Statistical Methods For Practice and Research, Response, 2009.

I YEAR II SEMESTER

**Course Structure****C5012 - Human Resource Management**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

This course is intended to disseminate the concepts of Human resource management, functions of Human resource management from human resource planning to employee relations aspects that helps in effective functioning of an organization.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5012.1. Identify the functions of Human Resource Management.
- C5012.2. Illustrate the process of Recruitment and selection.
- C5012.3. Analyse the needs and methods of training.
- C5012.4. Appraise the functional relationship with performance, compensation and employee welfare.
- C5012.5. Examine the significance of employee relations.

3. Course Syllabus

INTRODUCTION TO HRM: Objectives and Functions of HRM, Challenges of HRM, Line Managers. HR Roles and responsibilities, Workforce and demographic trends, New Approaches to organizing HR, HR Scorecard - Human Resource Information System (HRIS).

RECRUITMENT AND SELECTION: Job Design, Job Analysis, Process and methods of data collection, Job descriptions and Job specification, Job enlargement, Job enrichment and Job rotation. Human Resource Planning, Recruitment, Sources of Recruitment, Recruitment on Diverse Work Force, e-Recruitment and Selection Process, Employee Testing and Selection, Basic Types of Interviews, Errors in Interviews.

TRAINING AND DEVELOPMENT: Definition, Training vs. Development, Importance of Training and Development, Process of Training, Methods of Training and Management development programmes. **PERFORMANCE APPRAISAL:** Concepts of Per-



formance Management, Process of Performance Management, Performance Appraisal, Techniques of Performance Appraisal, Errors in Performance Appraisal, Career Management.

COMPENSATION: Objectives of compensation, Factors influencing on compensation, concept of job evaluation and techniques of job evaluation. **EMPLOYEE WELFARE:** Concept of employee welfare, performance-based pay benefits, provisions of employee's compensation act and implications of employee welfare on productivity.

EMPLOYEE RELATIONS: Employee Associations, Grievances: Grievances Handling Procedure, Employee Separation, Downsizing, Work-Life Integration, contemporary development in HR practices. Stress Management, Talent mobility, Prevention of sexual harassment (POSH) at workplace.

4. Books and Materials

Text Books:

1. Gary Dessler, BijuVarkkey, Human Resource Management, 4th edition, Pearson Publication, 2017.
2. P. Subba Rao, Essentials of Human Resource Management, Himalaya Publishing, 6e, 2021.

Reference Books:

1. Biswajeet Pattanayak, Human Resource Management, 6e, PHI Learning Pvt. Ltd, 2020.
2. Mamoria and Mamoria, Personnel Management, Himalaya Publications, 2006

**Course Structure****C5013 - Marketing Management**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

The course is designed to give a complete overview of Marketing to all the students of MBA. The students will learn the fundamentals of Marketing including Marketing Mix, STP and Branding. They will also study the latest trends in Marketing as have emerged in the recent years due to change in technology and consumer taste.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5013.1. Understand the important concepts and principles of marketing management.
- C5013.2. Identify the significance of designing a customer driven strategy through market segmentation, targeting and positioning.
- C5013.3. Examine the key aspects of pricing decisions in the market.
- C5013.4. Assess the distribution decisions, promotion and communication strategies in the market.
- C5013.5. Analyze market research and contemporary marketing strategies in sustainable development.

3. Course Syllabus

INTRODUCTION TO MARKETING: Importance and Scope of Marketing, Core Marketing Concepts, Market Place, Marketing in Practice, Marketing Environment, Marketing Strategies and Plans, Introduction to 4P's and 7 P's of Marketing The New Marketing Realities, Market segmentation.

ANALYZING MARKETING OPPORTUNITIES, CUSTOMER VALUE AND MARKETING MIX: Consumer Decision-making, Consumer Behavior, Cultural, Social & Personal Factors, The Process of Adoption, – Segmentation Targeting Positioning Process - segmentation of consumer market, business market, requirement for effective segmentation, Positioning and repositioning maps, product positioning strategies Developing Products &



Brands, Product Levels; Classifying Products, Product Range, Product Line & Product Mix, Product Life Cycles, New Product Development, New Service Development, Stages of Product/ Service innovation development.

PRICING DECISIONS & PERSONAL COMMUNICATION: Importance of Price, Cost Determinant of Price, Markup Pricing, Profit Maximization Pricing, Break-even Pricing, Pricing Strategies, Ethics of Pricing Strategy, Product Line Pricing, Word of Mouth.

DISTRIBUTION DECISIONS, PROMOTION & COMMUNICATION STRATEGIES: Marketing Channels, Channel Intermediates and Functions, Channel Structure, Channel for Consumer Products, Business and Industrial Products, Alternative Channel, Channel Strategy Decisions. The Promotional Mix, Advertising, Public Relations, Sales Promotion, Personal Selling, Direct and Online Marketing. Marketing Communication: Communication Process, Communication Promotion Mix, Factors Affecting the Promotion Mix. Retail Marketing, Branding, Elements of Brand Building, Packaging and Labelling.

DESIGNING A CUSTOMER DRIVEN STRATEGY: Market Research, Marketing Research Process, Marketing Information Systems. Marketing Research and Ethics, International Marketing Research, Marketing Analytics: An Introduction. Rural Marketing, Bottom of the Pyramid, Relationship Marketing, Market Sustainability and Ethics, Global marketing, Green Marketing. Digital marketing, social media and Mobile Marketing.

4. Books and Materials

Text Books:

1. Philip Kotler, Gray Armstrong, Prafulla Agnihotri, Principles of Marketing, 18e, Pearson Education, 2020.
2. Ramaswamy, Nama Kumari, Marketing Management, Sage Publications, 6e, 201 Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.

Reference Books:

1. Arun Kumar and N. Meenakshi, Marketing Management, Vikas Publications, 3e, 2016.
2. Rosalind Masterson, Nichola Phillips, David Pickton, Marketing: An Introduction, Sage Publications, 5e, 2021.
3. G.Shainesh Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth, Marketing Management, Pearson, 16e, 2022.

**Course Structure****C5014 - Financial Management**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

The aim of the course is to provide an understanding of basic decisions taken by a Finance Manager in a corporate sector with reference to the allocation of resources efficiently and effectively. The students shall be able to explore on various aspects of Investment Decision and Capital Structure theories. This course helps them to educate on the significance of Working Capital Management & Management of Current Assets.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5014.1. Determine the concept of time value of money.
- C5014.2. Examine the capital budgeting techniques and cost of capital.
- C5014.3. Obtain the significance of Capital structure vs. financial structure.
- C5014.4. Assess dividend policies of Indian companies, determinants of working capital, analysis of investment in inventory.
- C5014.5. Develop the Concepts and Applications of Working Capital Management and Management of Current Assets.

3. Course Syllabus

THE FINANCE FUNCTION: Nature and Scope, Evolution of Finance Function, Goals of Finance Function, It's role in the Contemporary Scenario, Profit Maximization and Wealth Maximization, the Agency Relationship and Costs; Risk-Return Trade off; Concept of Time Value of Money, Future Value and Present Value and the Basic Valuation Model.

THE INVESTMENT DECISIONS: Investment Decision Process, Project Generation, Project Evaluation, Project Selection and Project Implementation. Capital Budgeting Techniques: Traditional and DCF Methods. Cost of Capital: Concept and Measurement of Cost of Capital, Weighted Average Cost of Capital and Marginal Cost of Capital. Importance of Cost of Capital in Capital Budgeting Decisions.



CAPITAL STRUCTURE DECISIONS: Capital Structure vs. Financial Structure, Capitalization, Financial Leverage, Operating Leverage and Composite Leverage. EBIT-EPS Analysis, Indifference Point/Breakeven Analysis of Financial Leverage, Capital Structure Theories: The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory.

DIVIDEND DECISIONS: Dividends and Value of the Firm, Relevance of Dividends, the MM Hypothesis, Factors Determining Dividend Policy, Dividends and Valuation of the Firm, the Basic Models, Forms of Dividend. Declaration and Payment of Dividends. Bonus Shares, Rights Issue, Share-splits. Dividends and Valuation. Major Theories centered on the works of Gordon, Walter and Lintner, Dividend Policies of Indian companies.

WORKING CAPITAL MANAGEMENT AND FINANCE: Working Capital Management: Components of Working Capital, Gross vs. Net Working capital, Determinants of Working Capital Needs, the Operating Cycle Approach. Financing of Working Capital through Bank Finance and Trade Credit. **MANAGEMENT OF CURRENT ASSETS:** Cash Planning, Cash Budget, Cash Management Techniques/Processes. Marketable Securities: Characteristics, Selection Criterion, Management of Receivables, Credit Policy, Credit Evaluation of Individual Accounts, Monitoring Receivables.

4. Books and Materials

Text Books:

1. Prasanna Chandra, Financial Management, 10e, Mc Graw Hill, 2019.
2. M.Y Khan, PK Jain, Financial Management-Text and Problems, Mc GrawHill, 8e, 2019.

Reference Books:

1. IM Pandey, Financial Management, Vikas Publications, 11e, 2015.
2. James Cvan Horne, Sanjay Dhamija, Financial Management and Policy, Pearson Education, New Delhi, 12e, 2011.
3. Eugene F.Brigham Michael C.Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.

**Course Structure****C5015 - Quantitative Analysis for Business Decisions**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

This course provides a solid foundation of basic concepts of operations research and at the same time provides an indication of the relevance and importance of the theory in solving practical problems in the business field. The operations research methods can learn from this course and form a suitable base to analytical and theoretical concepts encountered in the business environment.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5015.1. Develop operations research models from the verbal description of the real system. Construct linear programming models and interpret the solution techniques.
- C5015.2. Recognize and formulate transportation methods, Assignment problems and derive their optimal solution.
- C5015.3. Analyze the best strategy using different approaches in game theory.
- C5015.4. Make use of CPM and PERT techniques, to plan, schedule and control project activities.
- C5015.5. Analyze the best strategy using decision making methods and study Markov queuing models.

3. Course Syllabus

INTRODUCTION TO OPERATIONS RESEARCH: Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Problem solving and decision making, Quantitative and qualitative analysis, defining a model, types of models, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

LINEAR PROGRAMMING METHOD: Structure of LPP, Assumptions of LPP, Applications areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for different



areas, solving of LPP by Graphical Method, simplex method, Big-M method, converting primal LPP to dual LPP, Limitations of LPP.

TRANSPORTATION PROBLEM: Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of optimality by MODI Method, unbalanced Supply and demand, Degeneracy and its resolution. **GAME THEORY:** Saddle point, Value of the Game, two persons zero sum game, Dominance principle, games without saddle points: Mixed strategy.

ASSIGNMENT MODEL: Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem. **NETWORK ANALYSIS:** Network Diagram, PERT, CPM, Critical Path determination, Project Completion Time.

QUEUING THEORY: Queuing Structure and basic component of an Queuing Model, Distributions in Queuing Model, Different in Queuing Model with FCFS, Queue Discipline, Single service station with finite and infinite population. **DECISION THEORY:** Introduction, ingredients of decision problems. Decision making –under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree.

4. Books and Materials

Text Books:

1. S.D.Sharma, Operations Research, Kedarnath Ramnath and Company, 2008.
2. R. Pannerselvam, Operations Research, Prentice Hall International, 3e,2012

Reference Books:

1. J.K.Sharma, Operations Research: Theory and applications, 5e, Macmillian, 2013.
2. Prem Kumar Gupta, D.S. Hira, Operations Research 5e, S.Chand , 2012.
3. Hamdy A.Taha, Operations Research: An Introduction, 9 e, Pearson, 2013.

**Course Structure****C5016 - Entrepreneurship**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

The goal of this course is to get students ready to study entrepreneurship-related skills. The skills needed for entrepreneurship are distinct from those needed for regular courses. As a result, the course has been designed to meet the needs of students in helping them build their entrepreneurial skills. And it improves an entrepreneur's qualities, functions, and traits. corporate governance, business ethics, trademarks, the form of a company's business, and government support for startups.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5016.1. Examine the significance of entrepreneurship in economic growth.
- C5016.2. Analyze the regulatory framework of corporate governance .
- C5016.3. Analyze the feasibility of a business plan.
- C5016.4. Examine the importance of trademark registration.
- C5015.5. Identify the different types of business firms.

3. Course Syllabus

INTRODUCTION TO ENTREPRENEURSHIP: Concept of Entrepreneurship – Definition – Meaning – Types – Qualities of an Entrepreneur – Classification of Entrepreneurs – Factors influencing Entrepreneurship – Role of Entrepreneurs in nation building- Women entrepreneurs – challenges and growth.

BUSINESS ETHICS AND CORPORATE GOVERNANCE: Business ethics- Meaning Principles of business ethics, Characteristics of ethical organisation. Corporate Governance - Meaning Governance Vs good corporate governance. Regulatory framework of corporate governance in India. Corporate social responsibility.



BUSINESS PLAN: Meaning and importance of business plan, Preparation of business plan. Feasibility study Marketing, finance, technology and legal formalities.

TRADE MARKS: History of trade marks- Significance of trade marks- trade mark law. Kinds of trade marks- Registration of trade marks-Reasons for refusal for trademarks.

STRUCTURE OF BUSINESS FIRM: Sole Proprietorship; Partnership, limited liability partnership; Corporation; Start Ups, Support of government for start-ups, Family business:- Concept; Structure and types.

4. Books and Materials

Text Books:

1. Dr.Khanka, Entrepreneurship development, revised edition, Sultan Chand and Co Ltd.
2. Bholanath Datta, Entrepreneurship, Excel Publications, India, 2009.
3. P.Sharma Corporate Governance and Business ethics and CSR Ane Books Pvt Ltd New Delhi.

Reference Books:

1. Gersick,K.E, Davis, J.A. Hampton, M.M.Lansberg Generation to Generation to life cycles of the family business. Boston Harvard Business School.
2. Kaplan.J.Pattens of entrepreneurship, Wiley.
3. Holt.D.H. entrepreneurship New Venture Creation. New Delhi. Prentice hall publication.
4. Kotler. Philip Marketing management prentice hall 2000.
5. Brian C.Reid A practical guide to patent Law.

**Course Structure****C5017 - Logistics and Supply Chain Management**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

The LSCM deals with effective management, organizing and monitoring of storage and distribution of goods. It imparts knowledge on the various functions of logistics management. It educates on designing of the supply chain network. It gives clarity on the significance of establishing a global supply chain. Also, it will highlight the role of information technology in the supply chain. The aim is to manage the entire order cycle in the most efficient way so that it enhances business development and ensures sustainability and customer satisfaction.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5017.1. Understand the cyclical perspective of logistics and supply chain process.
- C5017.2. Learn about the distribution, transportation, warehousing related issues and challenges in supply chain.
- C5017.3. Appreciate the significance of network design in the supply chain.
- C5017.4. Gain knowledge of various models/tools of measuring the Supply Chain Performance.
- C5017.5. Appreciate the role of coordination and technology in supply chain management.

3. Course Syllabus

UNDERSTANDING SUPPLY CHAIN: Objectives of a Supply Chain, Importance, Stages of Supply Chain, Value Chain Process, Cycle View of Supply Chain Process, Key Issues in SCM, Logistics and SCM, Supply Chain Drivers and Obstacles, Supply Chain Strategies, Strategic Fit, Best Practices in SCM, Obstacles of Streamlined SCM, Green Supply Chain Management, Supply Chain Sustainability – case study.

LOGISTICS: Evolution, Objectives, Components and Functions of Logistics Management, Difference between Logistics and Supply Chain, Distribution related Issues and Challenges.



Gaining Competitive Advantage through Logistics Management. **TRANSPORTATION:** Functions, Costs, and Mode of Transportation Network and Decision, Models, Containerization, Cross Docking, Reverse Logistics. **Outsourcing:** Nature and Concept, Strategic Decision to Outsourcing, Third-party Logistics (3PL), Fourth-party Logistics (4PL) - case study.

DESIGNING THE SUPPLY CHAIN NETWORK: Designing the Distribution Network, Role of Distribution, Factors Influencing Distribution, Design Options, e-Business and its Impact, Distribution Networks in Practice, Network Design in the Supply Chain, Role of Network, Factors Affecting the Network Design Decisions, Modeling for Supply Chain - case study.

SUPPLY CHAIN PERFORMANCE: Bullwhip Effect and Reduction, Performance Measurement: Dimension, Tools of Performance Measurement, SCOR Model. Demand Chain Management, Global Supply Chain, Challenges in Establishing Global Supply Chain, Factors that influence Designing Global Supply Chain Network.-case study.

COORDINATION IN A SUPPLY CHAIN: Importance of Coordination, Lack of Supply Chain Coordination and the Bull whip Effect, Obstacles to Coordination, Managerial Levels, Building Partnerships and Trust, Continuous Replenishment and Vendor Managed Inventories, Collaborative Planning, Forecasting and Replenishment. Role of Information Technology in Supply Chain, Supply Chain 4.0.-Case study.

4. Books and Materials

Text Books:

1. IMT Ghaziabad, Advanced Supply Chain Management Sage Publications, 2021.
2. Rajat K. Basiya, Integrated Supply Chain Management, Sage Publications, 2020.
3. K Sridhara Bhat, Logistics and Supply Chain Management, HPH,1e,2017.

Reference Books:

1. David B. Grant, Chee Yew Wong, Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management, Kindle Edition
2. Douglas Lambert, James R Stock, LisaM. Ellram, Fundamentals of Logistics Management McGrawhill/Irwin, First Edition, 1998.
3. Vinod V. Sople (2009) Logistic Management (2nd Edn.), Pearson Limited.
4. Chopra, Sunil, Meindl, Peter and Kalra, D.V., Supply Chain Management: Strategy, Planning and Operation, Pearson Education,6e,2016.
5. Altekar, Rahul V, Supply Chain Management: Concepts and Cases, PHI Learning,1e,2005.
6. Ballou, R.H. Business Logistics Management, Pearson Education,5e, 2014.

II YEAR I SEMESTER

**Course Structure****C5022 - Production and Operations Management**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

This course emphasizes the concepts and practices of managing production and operations in contemporary organizations. This course provides an introduction to the field of production and operations management. It is designed to highlight the practical and applied techniques which can improve the organization's quality and productivity. The course draws upon the student's knowledge of production, science, mathematics, management and statistics.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5022.1. Analyse the concepts of production and operations management.
- C5022.2. Analyse the different plant locations, layout models for enhancement of productivity.
- C5022.3. Apply the concepts of scheduling and aggregate planning in production criteria.
- C5022.4. Apply statistical quality control techniques to know quality of product with in control limits.
- C5022.5. Analyse materials management techniques for better controlling of cost of production.

3. Course Syllabus

INTRODUCTION TO OPERATIONS MANAGEMENT: Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems, Flow, Job Shop, Batch Manufacturing and Project, Strategic Operations Management, Corporate Strategies, Functional Strategies, Productivity, World Class Manufacturing, Sustainable Operations Management, Industry 4.0.

PRODUCT DESIGN AND ANALYSIS: New Product Development, its Concepts, Steps of Product Design, Process Planning and Design, Selection of Process, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design, Process Research,



Pilot Plant Development, Capacity Planning, Enhanced Capacity using Optimization. Value Analysis, Value Engineering, Lean Production System.

PLANT LOCATION AND PLANT LAYOUT: Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi facility Location Problems, Model for Multi Facility Location Problem, Model to Determine X-Coordinates of New Facilities, Model to Determine, Y- Coordinate. **PLANT LAYOUT** - Introduction, Classification of Layout, Advantages and Limitations of Product Layout, Advantages and Limitations of Group Technology Layout, Layout Design Procedures.

SCHEDULING: Introduction, Johnson's Algorithm, Extension of Johnson's Rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, Heuristic Procedures, Priority Dispatching Rules. Two Jobs and m Machines Scheduling. Gantt Charts. Quality Control Concepts.

MATERIALS MANAGEMENT: Integrated Materials Management, Components of Integrated Materials Management, Materials Planning, Inventory Control, Purchase Management, e- Procurement, Green Purchasing, Stores Management, EOQ, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Incoming Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

4. Books and Materials

Text Books:

1. K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2e, 2021.
2. S N Chary, Productions and Operations Management, Mc Graw Hill, 2019.
3. Panneerselvam, Production and Operations Management, PHI, 3e, 2012.
4. Ajay K. Garg, Production and Operations Management, TMH, 2012.

Reference Books:

1. K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011.
2. B. Mahadevan, Operations Management: Theory and Practice, Pearson Education 2e, 2010.

**Course Structure****C5023 - Management Information Systems**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

Management Information Systems (MIS) enables new approaches to improve efficiency and efficacy of business models. This course will equip the students with understanding of role, advantages and components of an Information System. The objective of the course is to help students integrate their learning from functional areas, decision making process in an organization and role of Information Systems to have a vintage point in this competitive world.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5023.1. Examine the importance of management information system in organization for decision making.
- C5023.2. Apply the various business applications of information systems for better performance of organization.
- C5023.3. Analyze the different models of system development for the organization.
- C5023.4. Identify the new approaches for system building in the digital firm era.
- C5023.5. Classify cyber security with inter networks security defences.

3. Course Syllabus

INTRODUCTION: Information Systems in Business, Types of Information Systems, Managerial Challenges of IT, Components of Information System Resources and Activities. System for Collaboration and Social Business, Ethical and Social Issues in Information System, Information System for Strategic Advantages.

BUSINESS APPLICATIONS OF INFORMATION SYSTEMS: e-Business Systems, Functional Business Systems, Customer Relationship Management, BPR, ERP Systems, Supply Chain, e-Commerce, DSS, Business Analytics, Business Intelligence and Knowledge Management System.



MANAGEMENT OF IS: Information System Planning, System Acquisition, Systems Implementation, System Development Models: Water Fall Model, System Development Life cycle, V-Model, Computer Assisted and Software Engineering Tools, Prototype Iterative Model, Evaluation & Maintenance.

BUILDING OF INFORMATION SYSTEMS: System Development and Organizational Change, Business Process Redesign, Systems Analysis, System Design, System Development Process, Methodology for Modeling and Designing System, Alternative Methods for Building Information System, New Approaches for System Building in the Digital Firm Era, Agile System.

INTRODUCTION TO CYBER CRIME: Cyber Space; Cyber Law; e-Business; e-Consumers; Spam, Phishing. Cyber Crime and Information Security: Threats and Vulnerabilities. Inter-networks Security Defenses, Other Security Measures, System Control and Audit, Blockchain.

4. Books and Materials

Text Books:

1. James A.O' Brien, George M. Marcus, Management Information Systems, Ramesh Behl, McGraw Hill, 11e, 2019.
2. Jaytilak Biswas, Management Information System, Sage Publications,1e,2020.
3. Laudon and Laudon, Management Information Systems: Managing the Digital Firm, Pearson, 15e, 2017

Reference Books:

1. Sahil Raj, Management Information Systems, Pearson, 2e, 2019
2. D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3e , 2010.
3. Jawadekar, Management Information Systems Text and Cases, Tata Mc Graw Hill, 2012
4. Kelkar, Management Information Systems, Prentice Hall India, 2012.

**Course Structure****C5024 - Business Analytics**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

The aim of introduction of the course is to analyze a variety of data through various tools of statistics and to apply for an efficient decision making in the business operations. Data Analytics provides training to the students for converting semi-structured, Big Data structured or unstructured data into useful insights that help in operational and strategic decision-making processes.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5024.1. Analyse the data of ever-increasing volume, variety and velocity of data in organization and application of data analytical tools for decision making.
- C5024.2. Apply various descriptive statistical tools to measure the data.
- C5024.3. Examine the knowledge on the aspects of predictive analytics.
- C5024.4. Examine understanding and the scope of data mining, regression trees, logistical regression.
- C5024.5. Elaborate on various applications of simulation in business Derive key insights using HR Management and Analytics to take crucial business decisions.

3. Course Syllabus

INTRODUCTION TO DATA ANALYTICS: Introduction to Data for Business Analytics, Importance of Analytics, Big Data, SAS, Business Analytics in Practice. Data Visualization, Data Visualization Tools, Data Queries, Statistical Methods for Summarizing Data, Exploring Data using Pivot Tables.

DESCRIPTIVE STATISTICAL MEASURES: Population and Samples, Measures of location, Measures of Dispersion, Measures of Variability, And Measures of Association. Probability Distribution and Data Modeling, Discrete Probability Distribution, Continuous Probability Distribution, Random Sampling from Probability Distribution, Data Modeling



and Distribution fitting.

PREDICTIVE ANALYTICS: Karl Pearson Correlation Technique, Multiple Correlation, Spearman's Rank Correlation, Simple and Multiple Regression, Regression by the Method of Least Squares, Building Good Regression Models. Regression with Categorical Independent Variables, Linear Discriminant Analysis, One-Way and Two-Way ANOVA.

DATA MINING: Scope of Data Mining, Data Exploration and Reduction, Unsupervised Learning, Cluster Analysis, Association Rules, Supervised Learning, Partition Data, Classification Accuracy, Prediction Accuracy, K-Nearest Neighbors, Classification and Regression Trees, Logistics Regression.

SIMULATION: Random Number Generation, Monte Carlo Simulation, sensitivity Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis.

4. Books and Materials

Text Books:

1. James E.Sallis, Geir Gripsrud, Ulf Henning Olsson, Ragnhild Silkoset, Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS, Springer International Publishing, 1e, 2021.
2. Anil Maheswari, Big Data, Tata McGraw Hill, New Delhi, 2e, 2019.
3. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning, 2015.
4. James Evans, Business Analytics, Pearson Education, 2e, 2017

Reference Books:

1. Foster Provost and Tom Fawcett, Data Science for Business, Shroff Publisher, 2018.
2. Seema Acharya and Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.
3. Thomas Eri, Wajid Khattack and Paul Buhler: Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015.

II YEAR II SEMESTER

**Course Structure****C5039 - Strategic Management**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

Strategic management involves setting objectives, analyzing the competitive environment, analyzing the internal organization, evaluating strategies, and ensuring that management rolls out the strategies across the organization. It will educate on strategy implementation, planning systems for the implementation .it provides understanding of various turn around and diversification strategies. And also elucidate qualitative and quantitative benchmarking to evaluate performance.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5039.1. Understand the importance of strategic management process.
- C5039.2. Learn various market lifecycle models for strategic analysis.
- C5039.3. Learn Strategies for competing in global markets and internet economy.
- C5039.4. Appreciate the need for having appropriate turnaround and diversification Strategies.
- C5039.5. Understand the aspects of strategy evaluation and control.

3. Course Syllabus

INTRODUCTION: Concepts in Strategic Management, Strategic Management Process, developing a Strategic Vision, Mission, Objectives, Policies, Factors that Shape a Company's Strategy ,Environmental Scanning: Industry and Competitive Analysis. Evaluating Company's Resources and Competitive Capabilities by using SWOT Analysis, Value Chain Analysis and Competitive Advantage. Case study.

TOOLS AND TECHNIQUES FOR STRATEGIC ANALYSIS: Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies, Strategy Formulation, Types of Strategies: Offensive Strategy,



Defensive strategy. Exit and Entry Barriers, Tailoring Strategy to Fit Specific Industry and Company Situations. Case study.

STRATEGY IMPLEMENTATION: Strategy and Structure, Strategy and Leadership, Strategy and Culture Connection, Operationalizing and Institutionalizing Strategy, Strategies for Competing in Global Markets and Internet Economy, Organizational Values and their Impact on Strategy, Resource Allocations a Vital Part of Strategy, Planning Systems for Implementation. Case study.

TURNAROUND STRATEGIES: Turnaround Strategy , Management of Strategic Change ,Strategies for Mergers, Acquisitions, Takeovers and Joint Ventures .Alliances and Cooperatives, Diversification Strategy :Why Firms Diversify, Different Types of Diversification Strategies, the Concept of Core Competence, Strategies and Competitive Advantage in Diversified Companies and its Evaluation. International Strategies. Case study.

STRATEGY EVALUATION AND CONTROL: Establishing Strategic Controls for Measuring Performance, Appropriate Measures, Role of the Strategist, Using Qualitative and Quantitative Bench marking to Evaluate Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for Proper Control, Strategic Surveillance, Strategic Audit, Strategy and Corporate Evaluation and Feedback in the Indian and International Context, e-business strategy creation. Case study.

4. Books and Materials

Text Books:

1. Richard Lynch, Strategic Management, Sage Publications, 9e, 2021.
2. Stewart R. Clegg, Christos Pitelis, Jochen Schweitzer, Andrea Whittle, Strategy Theory and Practice, Sage Publications,3e, 2020.
3. Mason A. Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management A Dynamic Perspective, Pearson, 2e, 2017.

Reference Books or References:

1. Hitt and Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
2. V.S.P. Rao, V. Hari Krishna; Strategic Management, Excel Books, 1e, 2012
3. Adrian and Alison, Strategic Management: Theory and Applications, Oxford University Press, 2010.
4. S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.

Open Electives

**Course Structure****C5006 - Business Ethics and Corporate Governance****(Open Elective - I)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
3	0	45	0	3	40	60	100

1. Course Description**Course Overview**

The aim of the course is to introduce the students towards Business Ethics and Professional Ethics. It also aims to inculcate ethical behaviour in students when they will join their professional streams. Going further the students shall also be introduced to the concepts of Corporate Governance and CSR which are nowadays mandatory for smooth functioning of Companies.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5006.1. Examine the Need for Business Ethics and Corporate Governance in India.
- C5006.2. Apply Knowledge of Established Ethical Practices in Professional Sphere.
- C5006.3. Deconstructing Codes and Committees in Corporate Governance.
- C5006.4. Interpret the Role of Board in Corporate Governance.
- C5006.5. Analyse the Role of CSR as a Business Strategy and Responsibility.

3. Course Syllabus

BUSINESS ETHICS IN THE CHANGING ENVIRONMENT: Business Ethics, Levels of Business Ethics, Myths about Business Ethics, Stages of Moral Development Kohlberg's Study, Carol Gilligan's Theory, Principles of Ethics.

PROFESSIONAL ETHICS: Introduction to Professional Ethics, Ethics in Production and Product Management, Ethics of Marketing Professionals, Ethics in HRM, Ethics of Finance and Accounting Professionals, Ethics of Advertisement, Ethics of Media Reporting, Ethics of Healthcare Services. Ethical Dilemma, Mounting Scandals, Ethical Issues, Preparatory Ethics: Proactive Steps, Cyber Ethics.



CORPORATE GOVERNANCE: Introduction to Corporate Governance, Major Corporate Governance Failures, Need for Corporate Governance, Corporate Governance in India, Theories of Corporate Governance: Agency Theory, Stewardship Theory and Stakeholder Theory, Problems of Governance in Companies, Role of Capital Markets, Regulator, Government in Corporate Governance. Global Reporting Initiative, OECD Principles, Cadbury Committee Report, Kumara Mangalam Birla Committee Report, Naresh Chandra Committee Report, Narayana Murthy Committee Report, SEBI Clause 49 Guidelines, Corporate Governance Committees. Case Study on Impact of Covid-19 on Corporate Governance.

ROLE OF BOARD: Types of Directors Functions of the Board, Structure of the Board, Role of the Board in Subcommittees, Audit, Compensation Committee, Role, Duties and Responsibilities of Directors, Conflicts of Interest, Remedial Actions. Governance Ratings, Merits and Demerits of Governance Ratings.

CORPORATE SOCIAL RESPONSIBILITY (CSR): Models for Implementation of CSR, Scope of CSR, Steps to attain CSR, Business Council for Sustainable Development (BCSD) India, Ethics and Social Responsibility of Business, Social Responsibility and Indian Corporations, CSR as a Business Strategy for Sustainable Development, CSR Committee, Recent Amendments in Companies Act (Sec: 135).

4. Books and Materials

Text Books:

1. Jyotsna G B, R C Joshi: Business Ethics and Corporate Governance, TMH, 1e, 2019.
2. C.S.V. Murthy, Business Ethics, Himalaya Publishing House, 1e, 2019.

Reference Books:

1. Martin J. Ossewaarde, Introduction to Sustainable Development, sage, 1e, 2018.
2. Christine A. Mallin, Corporate Governance, Oxford University Press, South Asia Edition, 4e, 2016.

**Course Structure****C5007 - Project Management****(Open Elective - I)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
3	0	45	0	3	40	60	100

1. Course Description**Course Overview**

To impart knowledge of project management with a special emphasis on each phase, including project planning, implementation, monitoring, and assessment. spreading knowledge about different areas of project appraisal, to instruct on methods for project finance evaluation.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5007.1. Recognize and value the significance of project management.
- C5007.2. Learn how to plan, carry out, and implement projects.
- C5007.3. Apply project appraisal techniques to cash flows and corporate dividend payment procedures.
- C5007.4. For more informed decision-making, comprehend the complexities of project evaluation methodologies.
- C5007.5. Recognize how important organisational and team behaviours are to projects.

3. Course Syllabus

INTRODUCTION: Project Management, Project Characteristics, Project Life Cycle, Project Identification, Formulation and Implementation, Project Management in different Sectors: Construction, Services Sector, Public sector and Government Projects. Issues and challenges of contemporary project management. Systems Approach to Project Management.

PROJECT APPRAISAL: Project Planning, Steps in Project Planning, Scheduling, Project Appraisal, Feasibility Study, Technical, Commercial, Economic, Financial, Management, Social Cost Benefit Analysis, Project Risk Analysis.

PROJECT FINANCE: Project Cost Estimation, Project Financing, Investment Criteria, Project Evaluation Techniques, Pay Back Period, Accounting Rate of Return, Net Present



Value, Internal Rate of Return, Profitability Index, Cash Flows Estimation for New and Replacement Projects, Cost of Capital, Risk Analysis, Scoring models, Cost Break-Even Analysis, Project Life-Cycle Cash-Flow. Project Termination: Methods of Project termination, When to Terminate a Project? Termination Process, the Final Report.

PROJECT CONTROL: Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and Control, Agile Project Management, Scrum, Lean Production and Project Management. A case study of gantt chart.

ORGANIZATIONAL BEHAVIOR IN PROJECT MANAGEMENT: Organizational Structure and Integration, Role of Project Manager, Roles in the Project Team, Project Stakeholder Engagement, Leadership in Project Management, Participative Management, Team Building Approach, Conflict Management in Projects, Stress Management.

4. Books and Materials

Text Books:

1. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill, 9e, 2019.
2. K. Nagarajan, Project Management, New Age International Publishers, 8e, 2017.

Reference Books:

1. Stewart R. Clegg, Torgeir Skyttermoen, Anne Live Vaagaasar, Project Management, Sage Publications, 1e, 2021.
2. Jeffrey K. Pinto, Project Management, Pearson Education, 5e, 2020.
3. Jack Gido, Jim Clements, Rose Baker, Mind Tap for Successful Project Management, Cengage Learning, 7e, 2018.
4. John M, Nicholas, Herman Steyn, Project Management for Engineering, Business and Technology, 5e, Routledge, 2017.

**Course Structure****C5008 - Sustainability Management****(Open Elective - I)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
3	0	45	0	3	40	60	100

1. Course Description**Course Overview**

Understand the importance of Climate change and global warming. Learn about environment pollution and sustainability, economic approaches to sustainable development. Assess the steps in sustainable planning for competitive advantage. Understand sustainable and circular value chain, sustainability marketing and reporting.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5008.1. Make use of Sustainability Management practices in Business.
- C5008.2. Analysing various aspects of the Environment and Economic Sustainability of Business.
- C5008.3. Inspecting Sustainability Process and its strategies for proper implementation.
- C5008.4. Examining the importance of Sustainability in Urban Metabolism for value creation.
- C5008.5. Identifying the Sustainable markets and reporting for better performance evaluation.

3. Course Syllabus

SUSTAINABILITY AND BUSINESS: Introduction to Sustainability, Triple Bottom-line Approach, Sustainability and Responsibility, Sustainability Framework, Business Engagement with Sustainability, Sustainability Development, Five Steps to Successful Engagement, Difference between Corporate Social Responsibility (CSR) and Sustainability, Current Major Sustainability Trends.

ENVIRONMENT AND ECONOMIC SUSTAINABILITY: The Environment and Economic Growth Linkage, Impact of Transport Infrastructure Development, Interconnection



of the Environment and Economic Development, Climate Change and Global Warming, Environment Pollution and Sustainability, Economic Approaches to Sustainable Development.

SUSTAINABILITY PROCESS AND STRATEGIES: Process to Achieve Sustainability, Working with Processes, Process Approach and Control, Resource Management, Official Strategy, Effective Processes, Efficient Processes, Sustainability Strategies, Steps in Sustainability Strategy Formulation, Steps in Sustainable Planning, Unsustainable Take-Make-Waste Business Model, Sustainable Models, Sustainability Self-Assessment by Sectors and Functions.

SUSTAINABILITY IN URBAN METABOLISM: Introduction, Sustainable and Circular Value Chain, Systemic Perspective on Value Creation, Emergence and Dynamics of Circular Value Systems, Materials and Methods, Territorial Analysis, Natural Capital, Human Capital, Economic and Manufacture Capital, Social Capital, Cultural Capital, Consequential Life cycle Assessment.

MARKET AND SUSTAINABILITY: Introduction, Defining Human Needs, Material Services and Characteristics, Integrating Material Services, Sustainability Marketing Mix, Benefits of Sustainability Marketing, Strategy for Sustainability Marketing, Sustainable Consumer Behaviour, Segmentation, Positioning, Competitive Advantage, Global Reporting Initiative (GRI) and Sustainability Reporting, GSSB - Sustainability Reporting Guidelines.

4. Books and Materials

Text Books:

1. Pardeep Singh, Pramit Verma, Daniela Perrotti, K. K. Srivastava, Environmental Sustainability and Economy, Elsevier Science, 1e,2021.
2. Rudiger Hahn, Sustainability Management: Concepts, Instruments, and Stakeholders from a Global Perspective, Paper pack edition,2022.
3. Dr. Deb Prasanna Choudhury, Sustainability Management: Strategies and execution for achieving Responsible Organizational Goals,1e,2018.

Reference Books:

1. Hardisty, Paul Environmental and Economic Sustainability Press, Routledge,1e,2019.
2. Radha Sharma, Handbook of Sustainable Development: Strategies for Organizational Sustainability, Business Expert Press (July 14, 2021)
3. Dr. Charu Jain, Integrating Corporate Sustainability: Handbook for understanding and implementing sustainability in any business.

**Course Structure****C5009 - Cross Cultural Management****(Open Elective - I)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
3	0	45	0	3	40	60	100

1. Course Description**Course Overview**

The aim of the course is to identify the determinants of culture and certain dimensions to avoid the dilemma in the business. It also provides information on organization, communication and team management that has an influence of organization culture.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5009.1. Examine the significance influence of national culture on business culture.
- C5009.2. Analyze the cultural dimensions, leadership, strategies and cultural changes in an organization.
- C5009.3. Explore the cross-cultural team management.
- C5009.4. Appraise on working with international teams, multiple cultures and management of conflicts.

3. Course Syllabus

INTRODUCTION: Determinants of Culture, Facets of Culture, Levels of Culture, National Cultural Dimensions in the Business Context, The Influence of National Culture on Business Culture. Business Cultures: East and West.

CULTURAL DIMENSIONS AND DILEMMAS: Value Orientations and Dimensions, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values.

CULTURE AND ORGANIZATIONS: Culture and Corporate Structures, Culture and Leadership, Culture and Strategy, Cultural Change in Organizations, Culture and Marketing, Cultural Diversity.



CULTURE AND COMMUNICATIONS: Business Communication across Cultures, Barriers to Intercultural Communication, Negotiating Internationally.

CROSS CULTURAL TEAM MANAGEMENT: Working with International Teams, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships.

4. Books and Materials

Text Books:

1. Marie-Joelle Browaeys, Roger Price: Understanding Cross-Cultural Management, Pearson, 4e, 2019.
2. David C.Thomas: Cross Cultural Management, Sage Publications, 4e, 2017.

Reference Books:

1. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015
2. Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.

**Course Structure****C5018 - Total Quality Management****(Open Elective - II)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
3	0	45	0	3	40	60	100

1. Course Description**Course Overview**

It exposes learners to concepts and theories of Total Quality Management, And Trains students on how to design quality in to products and services, it equip learners with TQM techniques. Also explain to students to why TQM principles are important. It imparts knowledge of different tools and techniques of TQM and elaborate on various aspects in Quality Management Systems. It will educate on the models of TQM implementation in manufacturing and service sectors.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5018.1. Understand the need for Quality.
- C5018.2. Learnt the relevant TQM models like PDCA Cycle, 5S, Kaizen, Quality Circles.
- C5018.3. Learn statistical aspects relevant for process control.
- C5018.4. Assess the relevance of Total Productive Maintenance, FMEA, Six Sigma.
- C5018.5. Learn different Quality Management Systems.

3. Course Syllabus

INTRODUCTION: Evolution of Quality, Quality Definition, Need for Quality, Dimensions of Product and Service Quality, Basic Concepts of TQM, TQM Framework, Quality Philosophies, Contributions of Deming, Juran and Crosby, Feiganbaum, Ishikawa and Taguchi, Barriers to TQM, Quality Statements, Customer Focus, customer requirements, Customer Orientation, Customer satisfaction, Customer Complaints, Customer Retention, Costs of Quality.

TQM PRINCIPLES: Leadership, Strategic Quality Planning, Quality Councils, Employee Involvement, Motivation, Empowerment, Team and Teamwork, Quality Circles Recognition



and Reward, Performance Appraisal, Continuous Process Improvement, PDCA Cycle, 5S, Kaizen, Supplier Partnership, Partnering, Supplier Selection, Supplier Rating. Case study..

STATISTICAL PROCESS CONTROL: Statistical Fundamentals such as Mean and Standard Deviation, Chance and Assignable Causes, Control Charts for Variables, Process Capability Analysis such as Cp and Cpk, Seven basic (Traditional) Quality Control Tools: 1) Check Sheets (Tally Sheet) 2) Stratification (Alternatively, Flowchart or Run-chart) (Trend Analysis) 3) Histograms 4) Pareto Chart (80-20 Rule) 5) Cause and Effect Diagrams (Fish bone or Ishikawa Diagram) 6) Scatter Diagrams 7) Control charts. Simple problems. .

TOOLS AND TECHNIQUES: Quality Functions Development(QFD), Benefits, Voice of Customer ,Information Organization, House of Quality(HOQ),Building a HOQ, QFD Process, Taguchi Method and Quality Loss function, Failure Mode Effect Analysis (FMEA): Requirements of Reliability, Failure rate, Total Productive Maintenance(TPM),Seven New Management Tools for Process Improvement: Affinity diagram, Interrelationship Diagram ,Tree Diagram ,Matrix Diagram, Matrix Data Analysis, Arrow Diagram, Process Decision program Chart, Benchmarking and POKA YOKE, Six Sigma, Methodologies: DMAIC, DFSS, Six Sigma Belts, Quality Circles.-case study.

QUALITY MANAGEMENT SYSTEMS: Introduction, Benefits of ISO Registration, ISO 9000 Series of Standards, ISO 9001, Requirements, Implementation, Documentation, Writing the Documents, Quality Auditing, TQM Culture, Quality Auditing, QS 9000, ISO 14000, Concepts, Requirements and Benefits, TQM Implementation in Manufacturing and Service Sectors. Case study .

4. Books and Materials

Text Books:

1. Sunil Sharma, Total Quality Management, Sage Publications, 1e, 2018. .
2. Besterfield,etal.,Total Quality Management, Pearson Education Asia,3e,2006.

Reference Books:

1. Suganthi, L.and Samuel,A.,TotalQualityManagement,PrenticeHall(India)Pvt.Ltd.,2006.
2. Janaki Raman. B and Gopal. R.K., Total Quality Management

**Course Structure****C5019 - Marketing Research****(Open Elective - II)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
3	0	45	0	3	40	60	100

1. Course Description**Course Overview**

The basic objective of this course is to give a complete exposure to the concept of Market Research. The students shall also be studying the process of Market Research as well as the various tools used in the process. The complete process from formulating of a research problem to the final presentation of the outcomes is taught in this course.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5019.1. Analyze the importance of marketing research.
- C5019.2. Construct a research design for a given problem.
- C5019.3. Apply sampling design and data collection principles.
- C5019.4. Interpret good measurement, scaling and sampling methodology.
- C5018.5. Apply hypothesis testing and data presentation.

3. Course Syllabus

INTRODUCTION TO MARKETING RESEARCH: Meaning and Scope of Marketing Research, Factors that Influence Marketing Research, Scope of Marketing Research, Limitations of Marketing Research, Marketing Research Process, Role of Marketing Research in Marketing Decision-making, International Marketing Research, Marketing Research in social media, Mobile Marketing Research, Ethics in Marketing Research, Use of Information Technology in Marketing Research.

MARKETING RESEARCH DESIGN:The Process of Defining the Problem and Developing an Approach, Defining a Marketing Research Problem, Exploratory, Descriptive, Casual Research Design, Marketing Research Proposal..



SAMPLING AND DATA COLLECTION: Sampling Design Process, Classification of Sampling Techniques, Probability and Non-Probability Sampling Techniques, Internet Sampling, Sampling Distribution, Sample Size Determination, Non-Response Issues in Sampling. Sources of Data Collection, Methods of Data Collection.

MEASUREMENT AND SCALING: Concept of Measurement, Types of Measurement Scales: Likert, Semantic Differential, Guttman, Interval, Q-Sort, Nature of Measurement, Characteristics of a Good Measurement, Nature of Attitude Scale, Rating Scale, Ranking Scale, Questionnaire Design, Editing, Coding and Tabulation of data.

ANALYSIS AND PRESENTATION OF DATA: Data Preparation, Data Preparation Process, Statistically Adjusting Data, Frequency Distribution, Cross Tabulation, Hypothesis Testing, Bi-Variate Analysis, Correlation, Regression, Multi-Variate Analysis, Discriminant, Logit Analysis, Factor Analysis, Cluster Analysis. Report Writing, Report Preparation and Presentation.

4. Books and Materials

Text Books:

1. Naresh Malhotra, Satyabhushan Dash, Marketing Research, Pearson, 7e, 2019.
2. GC Beri, Marketing Research, 4e, 2018, Mc Graw Hill 2018.

Reference Books:

1. David J Luck, Ronald S Rubin, Marketing Research, 9e, PHI, 2006.
2. David A Aaker, V. Kumar, Georges, Marketing Research, 9e, Wiley India Pvt Ltd, 2009.
3. Donald S. Tull, Del I. Hawkins, Marketing Research –Measurement and Method, PHI Private Limited, 2009.

**Course Structure****C5020 - International Business****(Open Elective - II)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
3	0	45	0	3	40	60	100

1. Course Description**Course Overview**

The aim of the course is to highlight the need and importance of studying International Business and provide understanding of the concepts associated with International Business. The students shall be able to educate on the aspects of Business, Economic and Regional Integration and Multilateral Trade Agreements. This course helps them to elucidate on the elements of Strategy & Structure in International Business and to impart knowledge of Classical and Modern International Trade Theories.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5020.1. Determine the Concepts, Principles and Approaches of International Business.
- C5020.2. Assess the evolution of International Trade thought process with the help of classical and modern theories of International Trade.
- C5020.3. Gain insights of the aspects of Business and Economic Integration with the help of various Regional Economic Integrations and Multilateral Trade Agreements.
- C5020.4. Examine the Strategy and Structure of International Business with the help of Value Chain Analysis, Environmental Scanning, and Strategic Alliances.
- C5020.5. Decide the contribution of major functional areas of business viz. Production, Finance, Marketing and HRM in International Business Operations.

3. Course Syllabus

INTRODUCTION TO INTERNATIONAL BUSINESS: Need for International Business, Drivers of Globalization, Distinction between Domestic and International Business, International Business Approaches, Modes of International Business, Impediments in International Business, Opportunities and Challenges of International Business, Ease of Doing Business (World Bank), Multi National Corporation (MNCs), International Business Envi-



ronment: Cultural, Political, Social and Technological Environment.

INTERNATIONAL TRADE THEORIES: Classical Theories: Mercantilism, Absolute Advantage Theory, Comparative Advantage Theory and Factor Endowment Theory. Modern Theories: Country Similarity Theory, Product Life Cycle Theory, New Trade Cycle Theory and National Competitive Advantage Theory. India's Foreign Trade, Foreign Direct Investment in India, Balance of Payments.

INTERNATIONAL BUSINESS AND ECONOMIC INTEGRATION: Levels of Economic Integration, Benefits and Challenges of Economic Integration, Free Trade Agreement (FTA), the Economic Union. Arguments Surrounding Economic Integration, Regional Economic Groups: European Union, NAFTA, ASEAN, SAARC, QUAD and G8. Multilateral Trade Agreements: GATT, WTO, TRIPS and TRIMS, UNCTAD, UNO, IMF, World Bank. International Trade Policy of India.

STRATEGY AND STRUCTURE OF INTERNATIONAL BUSINESS: Environmental Analysis, Value Chain Analysis, Types of Strategies, Strategy Implementation Process, Control and Evaluation, Strategic Alliances, Nature and Scope of Strategic Alliance, Benefits, Pitfalls of Strategic Alliances, Alliance Development Process, Economic Considerations for Strategic Alliances. Choosing an Organizational Design Structure, Issues in Global Organizational Design.

INTERNATIONAL BUSINESS OPERATIONS: Issues involving International Production: Sourcing and Vertical Integration. Major Activities in International Marketing: Brand Decisions, Pricing approaches, Promotion Strategies, Product Life Cycle (PLC). Issues of International Financial Management: Forex Market, International Monetary System, Export Financing. Managing International HR Activities: HR Planning, Global Recruitment and Selection, Expatriate Training and Development. Cross Cultural Issues in International Business.

4. Books and Materials

Text Books:

1. Rakesh Mohan h Joshi, International Business, Oxford University Press, 2009.
2. Subba Rao, International Business, Himalaya Publications, 2007.

Reference Books:

1. Charles W. L Hill, G. Thomas M Hult, Rohit Mehtani, International Business, Mc Graw Hill, 11e, 2019.



2. Ehud Menipaz, Amit Menipaz and Shiv S Tripathi, International Business–Theory and Practice, Sage Publishers, 1e, 2017.
3. Michael R. Czinkota, Ilkka A. Ronkainen, Michael H.Moffett, International Business, Wiley, 8e, 2011.
4. K Ashwatappa, International Business, McGrawHill, 6e, 2015.
5. Eugene F.Brigham Michael C.Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.

**Course Structure****C5021 - Rural Marketing****(Open Elective - II)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
3	0	45	0	3	40	60	100

1. Course Description**Course Overview**

The course is designed to make the students aware of the various aspects of Rural markets. The students will learn to distinguish between urban and rural consumers and their characteristics. They will also become aware of the 4 A's of rural marketing. The methods of rural marketing research and the marketing mix to be tailored for the rural markets is also an important area for study. The course will lead to understanding how rural brands are built up and maintained.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5021.1. Comparison between Rural and Urban Consumers.
- C5021.2. Examine various Strategies used in Rural Marketing.
- C5021.3. Analyse the challenges of Retail Channel Management.
- C5021.4. Design business research plan for Rural Markets.
- C5021.5. Illustrate the role of e- rural marketing, CSR, IT for rural development, e-Governance for Rural India.

3. Course Syllabus

INTRODUCTION: Nature and Characteristics of Rural Market, Understanding the Indian Rural Economy, Rural Marketing Models, Rural Marketing Vs Urban Marketing, Parameters Differentiating Urban & Rural Market, Differences in Consumer Behavior in Rural and Urban Markets. Case Study on HUL.

RURAL MARKETING MIX: Rural Marketing Mix, Additional Ps in Rural Marketing, 4As of Rural Marketing Mix, New Product Development for Rural Market, Rural Market Product Life Cycle, Objectives behind New Product Launch, New Product Development process. Case Study on ITC.



RURAL MARKET BRAND & CHANNEL MANAGEMENT: Brand Loyalty in Rural Market, Regional Brands Vs National Brands, Channel Management, Indian Rural Retail Market, Rural Retail Channel Management, Strategies of Rural Retail Channel Management. Case Study on P&G.

RURAL MARKET RESEARCH: Sources of Information, Factors Influencing Rural Consumers during Purchase of Products, Rural Consumer Life style, Approaches and Tools of Marketing Research, Rural Business Research, Evolution of Rural Marketing Research, Sources and Methods of Data Collection, Data Collection Approaches in Rural Areas, Data Collection Tools for Rural Market. Limitation and Challenges in Rural Marketing Research, Role of Rural Marketing Consulting Agencies.

APPLICATIONS AND INNOVATIONS: Marketing of Consumer Products, Services, Social Marketing, Agricultural Marketing, Rural Industry Products, Innovation for Rural Market, Marketing Strategies, e- Rural Marketing, Agricultural Co-operative Marketing, Rural Market Mapping, Corporate Social Responsibility, Organized Rural Marketing, IT for Rural Development, e-Governance for Rural India.

4. Books and Materials

Text Books:

1. Pradeep Kashyap, Rural Marketing, 3e Pearson Education, 2016.
2. Sanal Kumar Velayudhan, Rural Marketing, Sage Publications, 2e, 2012.

Reference Books:

1. Pradeep Kashyap, Rural Marketing, 3e Pearson Education, 2016.
2. Balram Dogra & Karminder Ghuman, Rural Marketing, TMH, 2009.
3. T P Gopalaswamy, Rural Marketing, Environment, problems and strategies, Vikas Publications, 3e, 2016.

Professional Electives

**Course Structure****C5025 - Security Analysis and Portfolio Management****(Finance - Professional Elective – I)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

Security Analysis deals with the financial instruments, finding the proper value of individual securities (i.e., stocks and bonds). These are usually classified into debt securities, equities, mutual funds. Portfolio Management is primarily concerned with determining the risk and return involved in securities. And it suggests to the investors that which combinations of stocks are good.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5025.1. Examine the investment environment in Indian security market.
- C5025.2. Analyze interrelationship among risk and return for selecting best portfolios.
- C5025.3. Analyze bond theorems for selecting best investment alternatives.
- C5025.4. Apply security analysis for calculating intrinsic value of equity share.
- C5025.5. Analyze mutual funds to assess performance of different funds.

3. Course Syllabus

INTRODUCTION TO INVESTMENT: Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process. **INVESTMENT ENVIRONMENT:** Securities Market of India, Securities Trading and Settlement, Types of Orders, Margin Trading. Roles and Responsibilities of SEBI.

PORTFOLIO ANALYSIS: Risk and return Analysis -Markowitz Portfolio Theory, Mean-variance approach. **PORTFOLIO SELECTION:** Efficient portfolios, Single Index model, Capital Asset pricing model, Arbitrage Pricing Theory.

BOND VALUATION: Classification of Fixed income securities, Types of bonds, Interest rates, Term Structure of interest rates, measuring bond yields, Yield to Maturity, Holding



Period Return. Bond Theorems: Bond pricing theorems, bond duration, Active and Passive bond management Strategies, bond immunization, bond volatility, bond convexity.

EQUITY VALUATION: Equity Analysis and Valuation, Equity Valuation Models, Relative Valuation techniques –Earnings Multiplier Approach, Valuation using P/E ratio, Price to Book Value, Price/sales ratio, Economic value added approach. Security Analysis: Fundamental Analysis-economic analysis, industry analysis, company analysis. Technical Analysis, Efficient Market Hypothesis.

MUTUAL FUNDS: Mutual Funds, Types of Mutual Funds, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Growth of Indian Mutual funds and its Regulation. The Role of AMFI, **PERFORMANCE EVALUATION:** Performance Evaluation Models-Sharpe Model, Treynor Model, Jensen Model. Fama's Decomposition.

4. Books and Materials

Text Books:

1. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Private Limited, New Delhi, 2009
2. Donald E.Fischer, Ronald J.Jordan, Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi,2009

Reference Books:

1. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw-Hill, New Delhi, 2013
2. Tanuja, Security Analysis and Portfolio Management, Students helpline Publishing House Private Limited, Hyderabad, 2011.
3. S.Kevin, Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi, 2009.
4. Bhalla.V.K, Investment Management, S.Chand publications, New Delhi, 2009.

**Course Structure****C5026 - Risk Management and Financial Derivatives****(Finance - Professional Elective – II)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

This course deals with the Risk Management tools, techniques methods for implementing and to reduce Risk in financial markets. Risk Management is primarily concerned with determining the likelihood that an undesirable event will occur and taking preventative actions and remedies to minimize the adverse consequences in the market. Forwards, futures and options will give the clarity regarding how risk can be reduced by entering into the derivative contract.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5026.1. Examine the knowledge of derivatives in solving problems involved in financial risks.
- C5026.2. Analyze the different types of risk for reducing the risk.
- C5026.3. Identify the risk Management process involved in Option and future market.
- C5026.4. Examine the different swaps for reducing financial risk involved in market.

3. Course Syllabus

INTRODUCTION TO INVESTMENT: Risk Management, Scope of Risk Management, Benefits of Risk Management, Classification of Risks: Systematic Risk and Unsystematic Risk, Business Risk, Financial Risk. Financial Markets, Market Risk: Price Risk, Currency Risk, Liquidity Risk, Interest Risk, Credit and Counterparty Risk, Operational Risk, Model Risk, Risk Management Process.

RISK MEASUREMENT TOOLS: Capital Adequacy Ratio, Basel Norm: Basel Accord I, II and III, Need and Scope of studying Basel Norms, Types of risk: Interest Rate Risk, Market Risk, Credit Risk, Operational Risk, Exchange Rate Risk, Liquidity Risk. Value at Risk (VaR), Cash Flow at Risk: Applications and Problems on VaR and CaR.



DERIVATIVE MARKETS: Derivative Market, Types of Derivatives, Development and Growth of Derivative Markets, Factors influencing the Growth of Derivatives Market in India, Regulations of Derivative Market. Forward and Future Contracts: Forward Contract, Pricing Forward Contracts, Foreign Currency Forward Contract, Commodity Forward Contract, Counterparty Risk in the Forward Contract, Difference between Forward and Spot Market, Futures Contract: Future Contract Design, Physical Settlement, Delivery Options and Cash Settlement, Future Market, Global Futures Market size, Commodity Futures, Equity Futures, Stock Index Futures, Currency Futures, Futures on Government Bonds, Notes and Bills, Cost of Carry Model for Futures and Forwards.

RISK MANAGEMENT TECHNIQUES: Options Contract: Options Contract and The Structure of Option Market, Types of Options, Option Strategies, Principles of Call Option Pricing, Put Option Pricing, Put - Call Parity Theorem: Option Pricing, Arbitrage Pricing. Binomial Pricing Model: The Black- Scholes Options Pricing Model, Uses of Options Strategies.

RISK MANAGEMENT TECHNIQUES: SWAPS Contract: SWAP Market and its Evolution, Interest Rate Swap: Structure of a Typical Interest Rate Swap, Pricing and Valuation of Interest Swaps, Interest Rate Swap Strategies, Interest Rate Swaps in India. Currency Swaps: Currency Swaps Stature, Currency Swaps Pricing and Valuing Currency Swap, Currency Swap in India, Equity Swap: Equity Swap Pricing and Valuing of Equity Swap, Equity Swap Strategies, Pricing and Valuing of Commodity Swap, Carbon Credit, Weather Derivatives.

4. Books and Materials

Text Books:

1. Don M Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9e, 2013.
2. R. Madhumathi & M. Ranganatham, Derivatives and Risk Management, Pearson, 2012

Reference Books:

1. George E Rejda ,Financial Derivatives, Prentice Hall India.
2. Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, 2003.
3. Jayanth Rama Varma, Derivatives and Risk Management, TMH

**Course Structure****C5027 - Strategic Cost and Management Accounting****(Finance - Professional Elective – III)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

The aim of the course is to provide understanding of various aspects in strategic cost and management accounting and to elucidate the role of cost accounting for better managerial decision making. It also imparts knowledge of various aspects in CVP and ABC analysis. It facilitates the students with detailed aspects in budget and budgetary control and it helps to understand the variances and their importance in cost accounting.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5027.1. Determine the cost analysis and control.
- C5027.2. Develop the relevance of unit, job, and process costing for strategic decisions..
- C5027.3. Design various aspects of activity-based management.
- C5027.4. Examine types of budgets and the budgeting process in non-profit organizations.
- C5027.5. Identify the need for establishing cost standards..

3. Course Syllabus

INTRODUCTION TO COST AND MANAGEMENT ACCOUNTING, COST ANALYSIS AND CONTROL: Management Accounting Vs. Cost Accounting Vs. Financial Accounting, Role of Accounting Information Planning and Control, Strategic Decisions and the Management Accountant. Enhancing the value of Management Accounting Systems. Cost Concepts and Managerial use of Classification of Costs, Cost Analysis and Control: Direct and Indirect Expenses, Allocation and Apportionment of Overheads, Calculation of Machine Hour rate.

COSTING FOR DECISION MAKING: Unit Costing, Job Costing, Cost Sheet and Tender and Process Costing and their Variants, Treatment of Normal Losses and Abnormal



Losses, Inter- process Profits, Costing for By products and Equivalent Production. Application of Managerial Costing for Control, Profit Planning, Closing down of a Plant, Dropping a Product line, Charging General and Specific Fixed Costs, Fixation of Selling Price, Make or Buy Decisions, Key or Limiting Factor. Selection of Suitable Product Mix, Desired level of Profits, Diversification of Products.

COST-VOLUME-PROFIT (CVP) ANALYSIS AND ACTIVITY-BASED COSTING (ABC): Essentials of CVP Analysis. The Breakeven Point using Equation Method, Contribution Margin Method and Graph Method. Target Operating Income. Target Net Income and Income Taxes. Breakeven Analysis for Decision making. Margin of Safety. Application of BEP for various Business Problems. CVP analysis in Service and Nonprofit Organizations. **Activity Based Cost (ABC) Systems:** Options Contract: Options Contract and The Structure of Option Market, Types of Options, Option Strategies, Principles of Call Option Pricing, Put Option Pricing, Put - Call Parity Theorem: Option Pricing, Arbitrage Pricing. Binomial Pricing Model: The Black- Scholes Options Pricing Model, Uses of Options Strategies.

BUDGETARY CONTROL: Budget, Budgetary Control, Steps in Budgetary Control, Flexible Budget, and Different Types of Budgets: Sales Budget, Cash Budget, Production Budget, Performance Budgets and Computerized Budgeting. Activity Based Budgeting. Budgeting Process in Non-Profit Organizations. Zero Based Budgeting. Criticisms of Budgeting. An Introduction to Cost Audit and Managerial Audit.

STANDARD COSTING AND VARIANCE ANALYSIS: Standard Costing – Establishing cost standards, Standard Cost and Standard Costing, Standard Costing Vs Budgetary Control, Standard Costing Vs Estimated Cost, Standard Costing and Marginal Costing, Analysis of Variance, Material Variance, Labour Variance and Sales Variance. Reconciling Budgeted Profit and Actual Profit. Standard Absorption Costing. Volume Efficiency and Capacity Variance.

4. Books and Materials

Text Books:

1. S. P. Jain and K. L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 6e, 2019.
2. M. Y. Khan, P. K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 7e 2017.

Reference Books:



1. James Jiambalvo, Managerial Accounting, John Wiley and Sons, Inc. New Delhi, 7e, 2019.
2. Horngren, Data, Foster, Cost Accounting: A Managerial Emphasis. Pearson Education, 16e, 2017.
3. Hansen Mowen, Cost and Management Accounting and Control, Thompson Publications, 5e, 2012.
4. Colin Drury, Cost and Management Accounting, Cengage Learning, 8e, 2015.
5. John K Shank and Vijay Govindarajan. Strategic Cost Management The new tool for competitive Advantage. The Free press. 2008.

**Course Structure****C5028 - Talent and Performance Management Systems****(Human Resource - Professional Elective – I)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

This course is advanced in Human resource management. This course explores talent management in an organization. It also emphasizes performance management, performance benchmarking, and various models of performance management.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5028.1. Analyze the significance of talent management.
- C5028.2. Explore the process of performance management systems.
- C5028.3. Evaluate the performance management models and performance benchmarking.
- C5028.4. Examine types of budgets and the budgeting process in non-profit organizations.
- C5028.5. Appraise the implications of performance management.

3. Course Syllabus

TALENT MANAGEMENT: Introduction, resourcing and talent management, decision-making and evaluation, operations and strategy, Integration with other HRM activities.

TALENT MANAGEMENT ENVIRONMENT: Meaning, managing absence, succession planning, measuring and analyzing employee turnover, improving employee retention, redundancy and talent management strategies.

PERFORMANCE MANAGEMENT SYSTEMS: Evolution of PMS, process, importance and Purposes of Performance management system, Components of performance management system, Effective performance system, advantages and disadvantages of performance management system.



PERFORMANCE MANAGEMENT AND PERFORMANCE BENCHMARKING: Performance, Company Management and Performance Measurement, Operational Performances, Customer Satisfaction measurement. Human information processing and performance loop, performance shaping factors–Yerkes– Dodson’s Law, EFQM Excellence model, Diagnostic and Process bench marking. PM Audit, PM pathway analysis. The impact of Performance Management on Line managers and Employees.

PERFORMANCE METRICS AND MODELS: Performance measures pyramid. Steps for designing metrics, Wang Lab, Smart pyramid, Conceptual, DHL, RCN Models of PM, Gilbert’s performance matrix and Behavior Engineering model. Direction of trouble shooting with Behavior model–Mager and Pipes trouble shooting model - ATI performance improvement model, Spangenberg’s Integrated model of PM, Sears model for organizational performance, People Capability Maturity Model (PCMM).

4. Books and Materials

Text Books:

1. Taylor, Stephen. Resourcing and Talent Management: The Theory and Practice of Recruiting and Developing a Workforce. United Kingdom, Kogan Page, 2021.
2. Quagini, Luca, and Tonchia, Stefano. Performance Measurement: Linking Balanced Scorecard to Business Intelligence. Germany, Springer Berlin Heidelberg, 2010.
3. Armstrong, Michael. Armstrong’s Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance. India, Kogan Page, 2017.

Reference Books:

1. Rao, T V. Performance Management: Toward Organizational Excellence. India, SAGE Publications, 2016.
2. Singh, B. D. Performance Management System: A Holistic Approach. India, Excel Books, 2010.
3. Berger, Dorothy R., and Berger, Lance A. The Talent Management Handbook. United Kingdom, McGraw-Hill Education, 2003.

**Course Structure****C5029 - Learning and Development****(Human Resource - Professional Elective – II)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

The aim of this course is to disseminate the learning theories, strategies and methods to enhance the employee performance. Moreover, the impact of development and contemporary issues on training and development in an organization.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5029.1. Examine the contributions of Learning theories.
- C5029.2. Analyze the significance of learning in an organization.
- C5029.3. Evaluate the role of development in an organization.
- C5029.4. Analyze the contemporary developments in learning and development.

3. Course Syllabus

INTRODUCTION TO LEARNING: Concepts of Learning, Phases in Learning, Learning Theories: Reinforcement Theory, Social Learning Theory, Goal theories, Need theories, Expectancy theory, Adult Learning Theory and Information Processing Theory. The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.

TRAINING STRATEGY AND DESIGNING TRAINING: The evolution of Training's Role, Strategic Training and Development Process, Training Needs in Different Strategies, Models of Training Department. Training Needs Assessment, Reasons for Planned Training. Designing the Training Program, Developing the Group and the Climate, Trainers and Training Styles, Evaluating Training and Follow-on Support.

TRAINING METHODS: Presentation Methods, Hands-on Methods, Group Building Methods. E-Learning and use of Technology in Training, Technology Influence on Training and Learning, Technology and Multimedia, Computer based Training, Developing Effective



Online Learning, Blended Learning, Mobile Technology and Training Methods, Technologies for Training Administration.

DEVELOPMENT: Employee Development, Essential Ingredients of Management Development, Strategy and Development, Approaches to Employee Development: Formal Education, Assessment, Job Experiences. Interpersonal Relationships, Development Planning Process, Company's Strategies for Providing Development, E-Learning and Employee Development. Electronic MDPs.

CONTEMPORARY DEVELOPMENTS IN TRAINING AND DEVELOPMENT:

Orientation Training, Diversity Training, Team-training, Cross-functional Teams, Cross-cultural Training, Training for Talent Management and Competency mapping. Career Management, Career Management Systems, Career Paths, Career Plateau, Coping with Career Breaks, Training for Virtual Work Arrangements.

4. Books and Materials

Text Books:

1. Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, McGraw Hill, 7e, 2019.
2. Rolf Lynton, Uday Pareek, Training for Development, 3e, Sage Publishers, 2012.

Reference Books:

1. Jean Barbazette - Training Needs Assessment: Methods, Tools, and Techniques- Wiley, 1e, 2014
2. P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2012.

**Course Structure****C5030 - Industrial Relations****(Human Resource - Professional Elective – III)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

Due to liberalization, globalization and growth of Industrialization in India, there is a need to maintain industrial relations to enhance productivity, socio-economic and working conditions of the workers and employer-employee relationship. This course is intended to disseminate the origin, growth and development of employer's organizations, trade unions, legislations and its reforms that manages industrial relations in India.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5030.1. Analyze the objective, structural and legal framework of actors in Industrial relations.
- C5030.2. Examine the issues of employees and workers grievance at different levels to manage industrial relations.
- C5030.3. Understand pre and post-independent industrial relations in India.
- C5030.4. Analyze the nature of an organization and suggests the applicability of labour laws to attain organization goals.
- C5030.5. Evaluate the role of the Government of India in maintaining industrial relations.

3. Course Syllabus

INDUSTRIAL RELATIONS: Economy and labour force in India, approaches to industrial relations, Comparative framework of Industrial Relations. Employer organizations - introduction, origin and growth. Historical background of industrial relations in India, factors influencing IR in enterprise and the consequences. **TRADE UNIONS IN INDIA:** Definition and Objectives, functions of trade union, growth and structure of Trade Unions, Legal framework of Trade Union, Union recognition and Union problems.



COLLECTIVE BARGAINING: Nature and Legal framework of collective bargaining, Levels of bargaining and Collective agreements. Management relations in the post, liberalized India, Changes in the legal framework of collective bargaining, negotiated flexibility, Productivity bargaining, Improved work relations, public sector bargaining and social security. Negotiating techniques and skills, drafting of an agreement.

TRIPARTISM AND SOCIAL DIALOGUE: Types and levels of Tripartism, social dialogue and the reform process. Strengthening the tripartite social dialogue, role of government in industrial relations.

LABOUR LEGISLATION-I: Insights into the labour legislation on factories, employee compensation, employee state insurance, payment of bonus, payment of wages, minimum wages, maternity benefit, payment of gratuity. **LABOUR REFORMS:** The Occupational Safety, Health and Working Conditions Code, 2020, Code on Wages, 2019, Code on Social Security, 2020.

LABOR LEGISLATION – II: Grievance - Definition, causes of grievances, Procedure involved in grievance handling, code of discipline. Insights into labour legislation on dispute settlement machinery in India. **LABOUR REFORMS:** The Industrial relations code, 2020. Interstate Migrant Workmen Act.

4. Books and Materials

Text Books:

1. C.S. Venkat Rathnam, Industrial Relations, Oxford University Press, New Delhi, 2nd Edition 2017.
2. P.R.N.Sinha, InduBala Sinha, Seema Priyadarshini Shekar, Industrial Relations, Trade Unions and Labour Legislations, 3rd Edition, Pearson Education, India, 2017

Reference Books or References:

1. D.P.Sahoo, Employee Relations, Text and Cases, 1e, Sage Publications, 2020.
 2. Parul Gupta, Industrial Relations and Labour Laws for Managers, Sage Publications, 2019.
 3. Government of India, Ministry of Labour and Employment, Labour Reforms Available at <https://labour.gov.in/labour-reforms> Accessed on 13 October 2022.
 4. PRS Legislative research, Finance, Industry and Labour Available at <https://prsindia.org/billtrack/industry-and-labour> Accessed on 13 October 2022.
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**Course Structure****C5031 - Digital Marketing****(Marketing - Professional Elective – I)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

The Course aims to understand the difference between traditional Media and Digital Media. Evaluating the merits and demerits of both traditional and digital mediums as well as understanding their effectiveness in the market is also an objective of the course. Designing a Digital Media plan and assessing the financial implications of choosing any particular medium is also a very critical part of the course.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5031.1. Sketch the Evolution of digital marketing and its various platforms
- C5031.2. Distinguish Different Digital Media Channels on the basis of Audience Segmentation.
- C5031.3. Construct a Digital Media Plan for an Organization.
- C5031.4. Examine the various Pricing Models used in SEM.
- C5031.5. Analyze the various Social Media Platforms available for Digital Marketing.

3. Course Syllabus

UNDERSTANDING DIGITAL MARKETING: Concept, Need and Scope of Digital Marketing, Comparison of Traditional Marketing and Digital Marketing, Components of Digital Marketing, Channels of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Digital Marketing Trends.

CHANNELS OF DIGITAL MARKETING: Digital Marketing: Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. **MARKETING IN THE DIGITAL ERA:** Segmentation: Importance of Audience Segmentation, Use of Digital



Media by different Segments. Organizational Characteristics, Purchasing Characteristics, Using Digital Media for Reach, Acquisition and Retention of New Customers, Digital Media for Customer Loyalty.

DIGITAL MARKETING PLAN: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan: Marketing Plan, Executive Summary, Mission, Situational Analysis. Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

SEARCH ENGINE MARKETING (SEM) AND ONLINE ADVERTISING: Importance of SEM, Understanding Web Search: Key Words, HTML Tags, Inbound Links. Online Advertising vs. Traditional Advertising. Payment Methods of Online Advertising: CPM (Cost-per-Thousand) and CPC (Cost-per-click). Display of Ads: Choosing a Display Ad Format, Landing Page and its Importance.

SOCIAL MEDIA MARKETING: Understanding social media, Social Networking with Facebook, LinkedIn, Blogging as a Social Medium, Microblogging with Twitter, Social Sharing with YouTube, social media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

4. Books and Materials

Text Books:

1. Dinesh Kumar, Marketing in the Digital Age, Sage Publications, 2021.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015

Reference Books or References:

1. Chuck Hemann and Ken Burbary, Digital Marketing Analytics, Pearson, 2e, 2018.
2. Annmarie Hanlon, Digital Marketing: Strategic Planning and Integration, Sage Publications, 1e, 2019.

**Course Structure****C5032 - Sales and Promotion Management****(Marketing - Professional Elective – II)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

The Course primarily examines the critical function of sales promotion and advertising in the overall marketing scenario. The student's shall be able to identify the various models useful in advertising and sales and also the various sales promotion tools and techniques. The students shall also learn the importance of various distribution models and their application.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5032.1. Examine the various available Sales Promotion Tools.
- C5032.2. Interpret the various types of media and its effectiveness.
- C5032.3. Analyze the various selling techniques used by Sales team.
- C5032.4. Assess the relevance of sales promotion strategies.
- C5032.5. Evaluate different Distribution Strategies.

3. Course Syllabus

PROMOTION: Introduction to Promotion, Concept, Evolution, Promotion Mix: Advertising, Sales Promotion, Personal Selling, Publicity, Public Relations, Direct Marketing, Word of Mouth, Online Marketing. **MANAGING PROMOTIONAL TOOLS:** Direct Marketing, Direct Marketing Decisions, Direct Marketing Objectives, Advantages of Direct Marketing, Measurement of Direct Marketing Effort, Public Relations. Setting Objectives, Programme Implementation and Publicity.

ADVERTISING AND ADVERTISING MEDIA: A) Importance and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAG-MAR Approach, Visualization of Advertising Layout – Functions, Principles, and Elements of a layout. B) Types of Media: Print, Electronic and Other Media; Merits and Demerits of each media. Media Planning: Frequency, Reach and Outcome. Appeals, Setting Advertising



Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising.

SALES MANAGEMENT: Importance, Types of Selling, Difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process. Sales Force Management: Recruitment and Selection, Training, Motivation, Compensation, Control and Evaluation. Sales Automation. Pre Sales and Inside Sales.

SALES PROMOTION: Concepts, Need and Objective, Personal Selling vs. Advertising, Types of Sales Promotion, Sales Promotion Strategies: Sales Promotion and Product Life Cycle, Cross Promotion, Surrogate Selling, Bait and Switch advertising. Ethical and legal aspects of sales promotion.

SALES DISTRIBUTION: Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channels for Consumer Products, Business Development Business and Industrial Products, Alternative channels, Channels for Rural Markets, Channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers. Managing Conflict, Reasons for Channel Conflicts. Managing International Channel of Distribution. Ethical issues in Sales and Distribution Management. E-Commerce Distribution Models.

4. Books and Materials

Text Books:

1. Pingali Venugopal, Sales and Distribution Management, Sage Publications, 2e, 2021.
2. Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015.

Reference Books:

1. George E. Belch, Michel E. Belch, Keyoor Purani, Advertising and Promotion: An integrated marketing communication Perspective, Mc Graw Hill, 9e, 2017.
2. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011.
3. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016.

**Course Structure****C5033 - Consumer Behaviour****(Marketing - Professional Elective – III)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

This course examines the underlying dynamics of consumer behaviour. Drawing from the behavioural sciences, it analyzes the role of individual (e.g., perception, motivation, attitudes) and environmental (e.g., culture, social groups, the family) factors in the buying decision process. Applications of risk, adoption, diffusion, loyalty, symbolism, subliminal stimulation, and fear appeals theories are reviewed. The focus of the course is on practical implications of this knowledge for the marketer. It will explain the influence of culture, sub culture, social class, social group, family and personality on consumer behaviour. It help learn about consumer perception and motivation. It will highlight the aspects in consumer decision making process .it help understand the impact of consumerism and ethics.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5033.1. Understand Evolution of consumer behaviour.
- C5033.2. Learnt the relevance various influences on consumer behaviour.
- C5033.3. Learn the significance of personality, attitudes of the consumer.
- C5033.4. Assess the relevance of the different models of Consumer decision making.
- C5033.5. Identify the need for the marketing ethics towards consumers.

3. Course Syllabus

UNDERSTANDING CONSUMER BEHAVIOUR: Defining Consumer Behaviour, need for Consumer Behaviour, Understanding Consumer through Research Process, Consumer Behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding ,Rural Markets.- case study.



ENVIRONMENTAL INFLUENCES ON CONSUMER BEHAVIOUR: Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour. Consumer Behaviour Models: Advert Sheth Model, EKB Model, Howard Sheth Model, Family Decision-making Model, Pavlovian Model and Economic Model. Case study.

CONSUMER AS AN INDIVIDUAL: Personality and self concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing. Case study.

CONSUMER DECISION MAKING PROCESSES: Problem Recognition, Search and Evaluation, Purchasing Processes, Post Purchase Behaviour, Models of Consumer Decision making, Consumers and the Diffusion of Innovation. Case study.

CONSUMERISM AND ETHICS: Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer Responses to Consumer Issues, Marketing Ethics towards Consumers.

4. Books and Materials

Text Books:

1. Zubin Sethna, Jim Blythe, Consumer Behavior, Sage Publications, 4e, 2019
2. Leon G. Schiffman, Leslie I. Kanuk, S. Ramesh Kumar, 10e, Pearson, 2011.

Reference Books:

1. David I. Loudon and Albert J. Della Bitta, TMH, 4e, 2011.
2. Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 1e, 2012.
3. S. Ramesh Kumar, Consumer Behaviour and Branding, Pearson, 1e, 2013.
4. Dheeraj Sharma, Jagadish Deth, Banwari Mittal, Consumer Behaviour – A managerial Perspective, Cengage Learning, 1e, 2015.

**Course Structure****C5034 - Startup and MSME Management****(Entrepreneurship - Professional Elective – I)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

To educate about the significance of MSME and start-up management, and to provide light on how businesses determine their needs. And to educate people about numerous legal issues related to start up management. To create awareness to students about the Government of India. Numerous institutional supports towards entrepreneurship.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5034.1. Recognize different start-ups opportunities.
- C5034.2. Learn about venture selection, ideation, and business start-ups.
- C5034.3. Find out what is needed legally and for other new ventures.
- C5034.4. Learn about entrepreneur problems.
- C5034.5. Recognize the many types of financial help.

3. Course Syllabus

INTRODUCTION TO STARTUP AND MSME: The Rise of the Startup Economy, The Six Forces of Change, The Startup Equation,. The Entrepreneurial Ecosystem, Entrepreneurship in India. Concept & Definition of Employment, Export and Business Opportunities in MSMEs. Issues and Challenges of MSMEs, MSME Policies in India. A.Case study on impact of covid on MSME/Startups.

STARTUP REQUIREMENTS: The Big Idea, Generate Ideas with Brainstorming, Business Startup, Ideation, Venture Choices. Identifying Startup Capital Resource Requirements, Estimating Startup Cash Requirements, Developing Financial Assumptions, Constructing a Process Map, Positioning the Venture in the Value Chain, Launch strategy to reduce Risks, Startup Financing Metrics, Feasibility Analysis, The Cost and Process of Raising Capital, Unique Funding Issues of High-tech Ventures, Funding with Equity, Financing with Debt,



Funding Startups with Bootstrapping, Crowd Funding.

STARTUP AND LEGAL ENVIRONMENT: Stages of Growth in a New Venture, Growing with the Market, Growing within the Industry, Venture Life Patterns, Reasons for New Venture Failures, Scaling Ventures, Preparing for Change, Leadership Succession. Support for Growth and Sustainability of the Venture. The Legal Environment, Approval for New Ventures, Taxes or Duties Payable for New Ventures.

MANAGEMENT OF MSME: Management of Product Line; Communication with Clients, Credit Monitoring System, Management of NPAs, Restructuring, Revival and Rehabilitation of MSME, Problems of Entrepreneurs, Sickness in MSME, Reasons and Remedies, Evaluating Entrepreneurial Performance.

INSTITUTIONAL SUPPORT FOR MSMEs: Forms of Financial Support, Long-term and Short-term Financial Support, Sources of Financial Support, Dealing with Failure: Bankruptcy, Exit Strategies: Selling the Business, Crashing-out but Staying in-being Acquired, Going Public (IPO) and Liquidation. District Industries Centres (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB). Schemes for Women Entrepreneurs.

4. Books and Materials

Text Books:

1. Bruce R. Barringer, R. Duane Ireland, Entrepreneurship successfully, launching new ventures, Pearson, 2019.
2. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
3. S.R.Bhowmik and M. Bhowmik, Entrepreneurship, New Age International, 2007.

Reference Books:

1. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
2. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
3. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016

**Course Structure****C5035 - Technology Business Incubation****(Entrepreneurship - Professional Elective – II)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

The course emphasizes the importance of TBI as a powerful economic development tool, which promotes economic growth through innovation in a nation. The subject mainly focuses on planning, training and assessing various skill developments in organisations at various levels and the course also reveals the requisite of technologies, which need support for commercialization and further proliferation of start-up establishments in collaboration with technology advancements.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5035.1. Analyse the importance of the start-up management in India.
- C5035.2. Analyse the opportunities available for start-ups.
- C5035.3. Evaluate the legal requirements available for the new ventures.
- C5035.4. Analyse the availability of financial Support to start-up management.
- C5035.5. Apply the global perspective of TBI in new venture creation.

3. Course Syllabus

INTRODUCTION TO TECHNOLOGY BUSINESS INCUBATION (TBI): Concepts, Characteristic and Importance, Origin and Growth of TBI Movement, Current Policy for TBI Promotion in India, TBIs in India: Current Status.

PLANNING THE TBI: Preparatory Process, Feasibility Process and Business Plan, Key Players and Legal Incorporation, Location and Building Criteria, Facilities and Service Design, Incubator Investment Costs, Financial Projections, Sources of Fund for the Incubator, Incubator Benefits.



TBI IMPLEMENTATION AND OPERATIONS: Organization Structure, Training of the Management Team, Marketing the Incubator, Selecting Tenant Companies, Exit Policy, Serving Tenant Companies: Progression of Service Needs, Training Clients, Counselling and Mentoring, Enhancing and Assessing Performance.

TBI IN INDIA: Introduction, TBIs: Age, Management, Sponsors and Focus Area, Objectives, Facilities and Staff Strength, Physical Space, Distinguish Features of Institute Promoted TBIs VS Industry VS Stage Agnostic Vs Tech Sector Focused Vs Sector Agnostic TBIs. Application from Prospective Start-up Founders and Selection Process, R&D Input and Output Contribution related to Government Initiatives.

GLOBAL PERSPECTIVE OF TBI: Introduction, Types and Classification, Goals and Objectives, Functions and Services, TBI Led Process of Business Incubation, Performance Assessment in terms of Outcome and Achievements, Technology Business Incubation for New Venture Creation.

4. Books and Materials

Text Books:

1. M H Bala Subrahmanya, H S Krishna, Technology Business Incubators in India, Deutsche Nationalbibliothek, 2021.
2. Apoorv R. Sharma, Balvinder Shukla, and Manoj Joshi, The Role of Business Incubator in the Economic Growth in India, Deutsche National bibliothek, 2019.

Reference Books or References:

1. Rustam Lalkaka, Technology Business Incubation, UNESCO, 2006.
2. https://www.startupindia.gov.in/content/sih/en/compendium_of_good_practices/incubation_support.html
3. <https://cis-india.org/internet-governance/blog/technology-business-incubators.pdf>

**Course Structure****C5036 - Entrepreneurship and Design Thinking****(Entrepreneurship - Professional Elective – III)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

The course's goal is to determine both the customer discovery and the student flow. The students must be able to come up with concepts and analyse them using cutting-edge management models and theories in order to conceptualise prototypes based on customer demands. To determine whether the prototype's Minimum Viable Price (MVP) is marketable, it will be put to the test.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5036.1. Identify students mind set in which they are interested.
- C5036.2. Utilize innovation and design thinking approaches to investigate the needs of the customer.
- C5036.3. Create concepts, then consider many options to see which best meets the needs of the customer.
- C5036.4. Create and test the prototype using the needs of the customer.

3. Course Syllabus

INTRODUCTION TO ENTREPRENEURSHIP: Concept of Entrepreneurship, Definition, Types of entrepreneurs, Qualities of an Entrepreneur, Classification of Entrepreneurs, factors influencing Entrepreneurship, Role of Entrepreneurs in nation building- entrepreneurs, challenges and growth.

IDEA GENERATION: D.I.S.T.R.U.P.T Model for Ideation. Mind Mapping for Ideas – Mind Mapping for Ideas, Activity Instructions on Let's Create a Mind Map. Brainstorm – Activity Instructions on Let's Brainstorm. **IDEA EVALUATION -** Decision Matrix Analysis – Concept and Introduction, Decision Making Analysis – An Example, Decision Matrix Analysis – Activity Instructions. Paired Comparison Analysis - Concept and Introduction, Paired



Comparison Analysis – Activity Instructions. 5 Q Framework - The 5 Questions Framework.

BUSINESS PLAN: Meaning and importance of business plan, Preparation of Business Plan, Feasibility study Marketing, Finance, Technology and Legal Formalities. Corporate Social Responsibility, start up, supports of government for start-ups.

PROTOTYPING AND TESTING: What is Prototyping? Minimum Value Proposition: Introduction, Customer Segment and Value Proposition Design, Value Proposition and Assessing Fit – Example, Class Activity: Value Proposition and Assessing Fit – Activity Instructions, Activity and Activity Debrief, Value Proposition Canvas, Refine Your Value Proposition. What is Prototyping? How to Build a Prototype.

CUSTOMER DYNAMICS: Segmentation and Targeting – Introduction, Niche Marketing, Mapping the Consumption Chain, Mapping the Consumption Chain – 17 Qs. Why Customers Won't Buy –Introduction, Why Customers Won't buy – Switching Cost, Why Customers Won't Buy – Psychological Biases, Customer Reluctance, Class Activity: What's the Alternative? Introduction and Activity Instructions and Activity.

4. Books and Materials

Text Books:

1. Satell, Greg. Mapping innovation: a playbook for navigating a disruptive age. New York, NY: McGraw-Hill Education, 2017.
2. Michael G. Luchs K. Scott Swan Abbie Griffin, Design Thinking New Product Development Essentials from the PDMA, Wiley, 2015.

Reference Books or References:

1. Michael Lewrick, Patrick Link, Larry Liefer, The Design Thinking Playbook, John Wiley and Sons,2018.
2. Christensen, Clayton M. The innovator's dilemma: when new technologies cause great firms to fail. Harvard Business Review Press, 2013.
3. Moore, Geoffrey A., and Regis McKenna. Crossing the chasm. 1999.
4. Christensen, Clayton M., et al. "Know your customers' jobs to be done." Harvard Business Review 94.9 (2016): 54-62.
5. Johnson, Samantha J., Deborah A. Blackman, and Fiona Buick. "The 70: 20: 10 framework and the transfer of learning." Human Resource Development Quarterly 29.4 (2018): 383-402.
6. Datar, S& Chaturvedi S., BMVSS: Changing Lives, One Jaipur Limb at a Time. Harvard Business, 2013.



VARDHAMAN COLLEGE OF ENGINEERING

(AUTONOMOUS)

Affiliated to JNTUH, Approved by AICTE, Accredited by NAAC with A++ Grade, ISO 9001:2015 Certified
Kacharam, Shamshabad, Hyderabad - 501218, Telangana, India

7. Srikant M. Datar, Amram Migdal, Paul Hamilton, IBM: Design Thinking, Harvard Business, 2021.
8. WFNEN 101 'Basic Program in Entrepreneurship', Retrieved from www.Learnwise.org, Wadhvani Foundation, 2018.

**Course Structure****C5040 - International Financial Management****(Finance - Professional Elective – IV)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

This subject deals with the awareness concepts, methods process and challenges which have involved in the of international financing. The subject also creates the historical Bretton woods system transformation to Economic monetary system. It mentions forex market functions and transactions.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5040.1. Apply the concepts of International financial management to evaluate financial market scenario.
- C5040.2. Analyse the trends in exchange rate developments from historic to recent times in global world.
- C5040.3. Analyse foreign exchange rates applicable in international transactions in IFM.
- C5040.4. Apply the parity measures to figure out the appropriate exchange rates in deregulated markets in IFM.
- C5040.5. Analyse the Exim policy guidelines which impact the international financial transactions.

3. Course Syllabus

INTRODUCTION: An Overview, Importance, Nature and Scope of International Financial Management, Domestic FM Vs. IFM, International Business Methods, Recent Changes and Challenges in International Financial Management.

INTERNATIONAL FLOW OF FUNDS: Balance of Payments (BOP), Fundamentals of BOP, Accounting Components of BOP, Factors affecting International Trade Flows, Agencies that facilitate International Flows. Indian BOP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's System, the Flexible Exchange Rate Regime,



Evaluation of Floating Rates, the Current Exchange Rate arrangements, the Economic and Monetary Union (EMU) and Developments.

FOREIGN EXCHANGE MARKET: Function and Structure of the Forex Markets, Major Participants, Types of Transactions and Settlements Dates, Foreign Exchange Quotations. Process of Arbitrage, Speculation in the Forward Market. Currency Futures and Options Markets, Overview of the other markets, Euro Currency Market, Euro Credit Market, Euro Bond Market, International Stock Market.

EXCHANGE RATES: Measuring Exchange Rate Movements, Factors influencing Exchange Rates. Government influence on Exchange Rates, Exchange Rate Systems. Managing Foreign Exchange Risk. International Arbitrage and Interest Rate Parity. Relationship between Inflation, Interest Rates and Exchange Rates, Purchasing Power Parity, International Fisher Effect, Fisher Effect, Interest Rate Parity, Expectations Theory

ASSET-LIABILITY MANAGEMENT: (a) Foreign Direct Investment, International Capital Budgeting, International Capital Structure and Cost of Capital. International Portfolio Management. International Financing: Equity, Bond Financing, Parallel Loans, International Cash Management, Accounts Receivable Management, Inventory Management. Payment methods of International Trade, Trade Finance Methods, Export – Import Bank of India, Recent Amendments in EXIM policy, Regulations and Guidelines.

4. Books and Materials

Text Books:

1. Jeff Madura, International Corporate Management, Cengage, 13 edition , 2016.
2. P.G.Apte, International Financial Management, Tata Mc Graw Hill, New Delhi, 2009.

Reference Books:

1. Madhu Vij, International Financial Management, Excel, 2012.
2. V.A.Avadhani , International Financial Management, Himalaya Publishing House, Hyderabad, 2008
3. Srivastava, Multinational Financial Management Excel Publications, Hyderabad, 2009.

**Course Structure****C5041 – Strategic Financial Management****(Finance - Professional Elective – V)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

The aim of the course is to orient on various aspects in strategic financial management and to elaborate on the role of finance manager for making better investment decisions. It also facilitates the students with aspects pertaining to Strategic Financing Decisions and elucidates the practical aspects of Mergers, Acquisitions and Value Based Management.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5041.1. Develop financial strategy and control of a company.
- C5041.2. Assess the relevance of risk and uncertainty in making strategic decisions.
- C5041.3. Examine various aspects of capital budgeting.
- C5041.4. Determine the capital structure, dividend policy, financial distress, restructuring.
- C5041.5. Decide the different diversification strategies and mergers and acquisitions.

3. Course Syllabus

FINANCIAL POLICY AND STRATEGIC PLANNING: Strategic approach to Financial Management, Definition, Characteristics, Scope and Importance of Strategic Financial Management. Success Factors and Constraints to Strategic Financial Management. Financial Forecasting, Techniques, Financial Planning Process, Decision-making and Problem-solving process. Agency Theory, Agency Costs, Constituents and Criticism of Agency Theory.

INVESTMENT DECISIONS UNDER RISK AND UNCERTAINTY: Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, and Probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing vs. Portfolio, Portfolio Risk and diversified projects.



STRATEGIC INVESTMENT DECISIONS: Real Options, the Timing of Options, Project Abandonment Decisions. IRR - Multiple IRR, Modified IRR, Pure, Simple and Mixed investments. Adjusted NPV and Impact of Inflation on Capital Budgeting Decisions. Discounted Pay back, Post Pay Back, Surplus Life and Surplus Pay Back, Bail Out Pay Back, Return on Investment, Terminal Value, Single Period Constraints, Multi Period Capital Constraint and an Unresolved Problem, NPV Mean Variance analysis, Hertz Simulation and Hillier Approaches.

ESTRATEGIC FINANCING DECISIONS: Capital Structure and Value Creation. Signaling Theory. Tools for developing an Effective Capital Structure. Financial Flexibility and Financial Discipline, Capital Structure Puzzle. Dividend Policy and Firm Value. Linter's Dividend Model, its salient features, Dividend Puzzle. Buy Back of Shares and its Characteristics, Modes and Methods of Buy Back of Shares. Reasons, Benefits and Constraints to Buy Back of Shares, Impacts of Share Buy backs. SEBI Regulations. Financial Distress and Restructuring. Characteristics and Causes of Financial Distress. Costs of Financial Distress, Impacts of Financial Distress, Financial Distress Restructuring. The Insolvency and Bankruptcy Code 2016, Corporate Insolvency Resolution Process, Liquidation Process.

MERGERS, ACQUISITIONS AND VALUE BASED MANAGEMENT: SMergers and Acquisitions, Need, Strategy, Diversification, Value Creation in Mergers and Acquisitions. Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers and Acquisitions and Cases. Value-based Management: Introduction, Elements and Importance of Value-based Management. Approaches to Value-based Management: Marakon, Alcar, McKinsey, BCG, Economic Value Added, Market Value Added and Cash Value Added.

4. Books and Materials

Text Books:

1. A.N. Sridhar, Strategic Financial Management, Shroff Publishers, 3e, 2018.
2. Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012.

Reference Books:

1. Kalyani Karna, Strategic Financial Management, 2019.
2. Prasanna Chandra: Financial Management, 8/e, TMH, 2012.
3. I.M.Pandey: Financial Management, Vikas, 2012.
4. Brigham & Ehrhardt: Financial management, text and Cases, Cengage, 2012.
5. MY Khan and PK Jain: Financial Management: Text, problems & Cases, TMH,2012.

**Course Structure****C5042 - Financial Analytics****(Finance - Professional Elective - VI)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

The aim of the course is to identify the various financial analytics that are applied in an organization. The students shall be able to explore on financial statement, time value of money, capital budgeting, equity and bond valuation. This course helps them to visualize the data to make better decisions on the people management.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5042.1. Analyse the various techniques of financial statement for better performance of the company.
- C5042.2. Examine the relevance of time value money, risk and return for the investment proposals.
- C5042.3. Apply capital budgeting techniques to select best investment opportunity.
- C5042.4. Classify the various methods of the equity valuation for better performance of the stock market.
- C5042.5. Identify the different techniques of Bond and immunization strategies. .

3. Course Syllabus

TECHNIQUES OF FINANCIAL STATEMENT: Horizontal, Vertical Analysis, Trend Analysis, Ratio Analysis, Liquidity, Profitability, Solvency and Turnover Ratio, Valuation of Ratios, Statement of Cash Flow, Classification of Cash Flow, Computing Net Cash Flow: Operating, Investing and Financing Activities. Reporting and Interpretation using Spreadsheet

TIME VALUE OF MONEY: Future Value: Simple, Compound Interest and Annuity, Present Value: Discounted, Annuity, Equated Loan Amortization, Perpetuity using Spreadsheets. **RISK AND RETURN:** Holding Period Returns, Arithmetic Mean vs Geometric



Mean, Risk: Standard Deviation, Coefficient of Variation, Beta, Covariance of Stock.

CAPITAL BUDGETING TECHNIQUES: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Decision Tree, Cash Flow in Capital Budgeting, Cost of Capital, Advance Capital Budgeting Techniques, Adjusted Present Value Approach, Competing Project Risk using Spreadsheets.

EQUITY VALUATION: Calculation of Portfolio Mean and Variance, Capital Asset Pricing Model (CAPM), Variance: Covariance Matrix, Estimating Beta and Security Market Line. Industry Analysis, Economic Analysis and Technical Analysis in Stock.

BOND VALUATION: Duration of Bond with Uneven Payments, Immunization Strategies, Modeling the Term Structure, Calculating Expecting Bond Return in a Single and Multi-period Framework, Semi-annual Transition Matrix, Computation of Bond Beta.

4. Books and Materials

Text Books:

1. Sheeba Kapil, Financial Valuation and Modeling, Wiley, 1e,2022
2. R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI,7e,2022.
3. Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7e, 2013

Reference Books:

1. N R Parasuraman, Financial Management-step by step approach, Cengage, 1e,2014.
2. Simon Bennings, Financial Modeling-Using Excel, MIT Press, Cambridge,3e
3. Vijay Gupta, Financial Analysis using Excel, VJ Books Inc, Canada

**Course Structure****C5043 - International Human Resource Management****(Human Resource - Professional Elective - IV)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P		CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

The aim of this course to disseminate functions of International Human resource management from global human resource planning to compensation management and its role in managing multinational corporations.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5043.1. Identify the functions of International Human Resource Management.
- C5043.2. Illustrate the process of global HRP and global staffing.
- C5043.3. Analyse the needs and methods of training for global workforce.
- C5043.4. Appraise the functional relationship with international compensation management and performance management.
- C5043.5. Examine the significance of international HRM managing multinational corporations.

3. Course Syllabus

INTRODUCTION: Importance to International HRM, Changes and Challenges in the Global Labor Market, Globalization, Technological Advancement, Change in Labour Force Demographics and Migration, Emerging on the Contingent Workforce, Offshore Sourcing, Global Workforce Management Challenges.

THE KEY ROLE OF INTERNATIONAL HRM IN SUCCESSFUL MNC STRATEGY: Knowledge Transfer, Global Leadership Training and Development, Strategic Control Needs, Competitive Strategy of Multinational Corporations, Structuring for Optimal Global Performances, Linking Human Resource Management Practices to Competitive Strategy and Organization Structure, Paradigm Shift of International Human Resource Management from Contingency Model to Process Development.



HUMAN RESOURCE PLANNING: From Strategy to Decision about Work Demand and Labor Supply, External Environment Scanning, Job Design for Meeting Global Strategy Work Demand, HR Planning for the Long-term. **STAFFING:** General Actors Affecting Global Staffing, Global Recruitment of Human Resources, Global Selection of Human Resources.

WORKFORCE TRAINING AND DEVELOPMENT: Strategic Role of Training and Development in the Global Market Place, Fundamental Concepts and Principles for Guiding Global Training and Development, Training Imperative for the Global Workforce. **MANAGING INTERNATIONAL ASSIGNMENTS:** Expatriate Preparation, Foreign Assignment and Repatriation, International Assignments Considerations for Special Expatriates, New and Flexible International Assignments.

WORKFORCE PERFORMANCE MANAGEMENT: Performing Management Process, Important Consideration for Global Performance Management, Planning and Implementing Global Performance Appraisal. **COMPENSATION FOR A GLOBAL WORKFORCE:** Objectives of International Compensation Management, Complexities in International Compensation Management, Factors that affect International Compensation, Components and Structure of International Compensation Package. Approaches to International Compensation Management Expatriation and Repatriation.

4. Books and Materials

Text Books:

1. Srinivas R Kandula, International Human Resource Management, Sage,4e, 2018.
2. Anne-Wil Harzing and Ashly H. Pinnington, International Human Resource Management, Sage Publications, 4e, 2017.

Reference Books:

1. S.C. Gupta, International Human Resource Management, McMillan, 2e, 2017.
2. Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 3e, 2015.
3. Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009.

**Course Structure****C5044 - Leadership and Change Management****(Human Resource - Professional Elective - V)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description**Course Overview**

The aim of the course is to identify the various theories of leadership that attributed to success of the organization. It disseminates change management and signifies the role of leadership in managing resistance to change in an organization.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5044.1. Examine the concepts, principles and theories of leadership.
- C5044.2. Appraise the role of leader in the ever-changing business scenario as well as models of change.
- C5044.3. Analyze the role of power, politics and conflicts in times of change, management of resistance to change.
- C5044.4. Explore the process organizational development from a consultative perspective.

3. Course Syllabus

INTRODUCTION TO LEADERSHIP: Leadership, Role and Functions of a Leader, Leadership Motives Characteristics of an Effective Leader, Leadership as a Process, The Complexities of Leadership, Effective Leadership Behaviours and Attitudes. Leadership and Power, Coercion, Trait Approach, Leadership Behaviour and Styles, Lewin's Leadership Styles, Ohio State Leadership Study, The University of Michigan Study, Blake and Mouton's Managerial Grid.

LEADERSHIP THEORIES AND STYLES: Contingency Theories of Leadership: Fiedler's Contingency Model, The Path-Goal Theory, Leader Member Exchange Theory (LMX), The Hersey - Blanchard Situational Leadership Theory. Transactional Leadership and Transformational Leadership Approaches, Charismatic Leadership, Authentic Leadership, Servant



Leadership, Adaptive Leadership, Team Leadership, Leadership and Empowerment, Leadership and Ethics. Competency Models for Leadership at All Levels.

LEADERSHIP & ORGANIZATIONAL CHANGE: Role of a Leader in Changing Business Environment, Qualities and Competencies of a Change Leader, Leader as a Change Agent. Change, Nature & Sources of Organizational Change, Aims and Importance of Change, Environmental Triggers of change, Levers of Change, Types of Changes: Planned, Developmental, Transitional and Transformational. Impact of Change on Organizations. Select Change Management Models: Kurt Lewin's Three-step Model, McKinsey's 7-S Model, Action Research Model, John Kotter's Eight-step Model, Organization Intelligence Model, ADKAR Model.

MANAGEMENT OF ORGANIZATIONAL CHANGE: Organizational Structure and Change, Organizational Culture: Its Sources, Dimensions and Impact on Organizational Change. Power & Conflict in Times of Change, Leadership in Times of Change. An Integrated Approach to Organizational Change, Change Strategies, Response of Employees to Change: People Opposing Change and People with Positive Response, Resistance to Change and Management of Resistance to Change.

STRATEGIES FOR MANAGING CHANGE: Factors for Effective Change. Organization Development (OD) for Management of Change, OD Process, Skills and Competencies of OD Consultant. OD Interventions for Organization Culture and Design, Sustaining Change after Intervention, Evaluation of an Intervention & Closing an Engagement.

4. Books and Materials

Text Books:

1. Donald L Anderson, Organizational Development, Sage Publications, 5e, 2021.
2. Peter G. Northouse, Leadership Theory and Practice, Sage Publications, 1e, 2016.

Reference Books:

1. Ratna Raina, Change Management and OD, Sage Publications, 1e, 2018.
2. Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010.

**Course Structure****C5045 - HR Analytics****(Human Resource - Professional Elective - VI)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description

The aim of the course is to identify the various HR analytics that are applied in an organization. The students shall be able to explore on performance evaluation, benchmarking of human capital, strategic workforce planning for the talent management. This course helps them to visualize the data to make better decisions on the people management.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5045.1. Analyze and communicate the concepts and theories of HR Analytics.
- C5045.2. Explore the concepts of Human capital Benchmarking.
- C5045.3. Evaluate the Data/Analytics to match Management decisions.
- C5045.4. Derive key insights using HR Management and Analytics to take crucial business decisions.

3. Course Syllabus

INTRODUCTION TO PEOPLE ANALYTICS: Introduction- Evolution of HR, HR Analytics-People Analytics- Workforce Analytics-Meaning, Core concepts, Past to future analysis, HR evolution, need for HR reporting, HR metrics, Analytical models, Stages of analytics, Tools and software used, social media impact, People Analytics Factsheet.

PERFORMANCE EVALUATION: Introduction, Meaning, Evaluation Process standards, Performance standards approach, Evaluation model, Steps in performance evaluation system, Relevance of performance criteria, setting objectives and measuring performance, Sources for evaluation, Modern performance appraisal methods, Setting KPI's, Benefits of employee performance evaluations-Protection against litigation. Advantages and issues in PE.



HUMAN CAPITAL BENCHMARKING: Benchmarking-Meaning, Need, Features, types, process tools and techniques, strategies, Ethical benchmarking of HR analytics, code of conduct, Do's and Don'ts in HR benchmarking, benchmarking reports- Content, Bad benchmarking. Benchmarking gap analysis model.

STRATEGIC WORKFORCE PLANNING (SWP): Meaning, importance, basic principles of SWP, Workforce planning and HR analytics, Steps, Workforce planning Criteria, Diagnosis of current SWP practices, SWP process, Strategic fit, Strategic thinking and planning process, WP- model, direction, Demand forecast, Supply projections. SPADIC process cycle. Anticipate the future- Leverage scenario analysis to plot potential futures decision.

PREDICTIVE & PRESCRIPTIVE HR ANALYTICS: Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics.

4. Books and Materials

Text Books:

1. Talya Bauer, Berrin Erdogan, David E. Caughlin, and Donald M. Truxillo. Human Resource Management: People, Data, and Analytics, Sage Publication, 2019.
2. Dipak Kumar Bhattacharyya, HR Analytics Understanding Theories and Applications, Sage Publication India Private Limited, 2017

Reference Books:

1. Waters, Shonna D., et al. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions. United States, Society for Human Resource Management, 2018.
2. Edwards, Kirsten, and Edwards, Dr Martin. Predictive HR Analytics: Mastering the HR Metric. United Kingdom, Kogan Page, 2019.

**Course Structure****C5046 - International Marketing****(Marketing - Professional Elective - IV)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description

This Course primarily aims at understanding the concepts of Marketing for companies and brands operating globally. The students shall be able to earn the various challenges faced by marketers when they enter into particular territory. The course examines deeply the characteristics of global customers as well as Global Environmental drivers.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5046.1. Compare the challenges faced in Global and International Markets.
- C5046.2. Examine the role of organizations such as WTO and other trade agreements.
- C5046.3. Illustrate the characteristics of Global Consumers.
- C5046.4. Analyze the constituents of Global Marketing.
- C5046.5. Applying the Global Marketing Strategies.

3. Course Syllabus

INTRODUCTION TO INTERNATIONAL MARKETING: Nature, Importance, Features and Scope of International Marketing, Comparison of Domestic and International Marketing, Environment and Sustainability, Opportunities and Challenges in International Marketing, Stages of International Marketing Involvement, Motivating Factors of International Marketing, Reasons and Strategies of Internationalization.

GLOBAL ENVIRONMENTAL DRIVERS: WTO and Globalization, Types of External Environments: Political, Economic, Social, Technological, Environmental and Legal. EXIM Policy of India. International Trade and its Barriers, Trade in Goods & Services, Regional Integration and Multi-lateral Trade Agreements.

GLOBAL CUSTOMERS: Drivers of the Global Consumers, Influences on the Global Consumer, Industrial Buyer, Government Buyer, International Marketing Research: Oppor-



tunity Analysis, Country (Market) Selection, Assessing International Market Size and Sales Potential. Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes and Strategies, Opportunities and Challenges of Entry Modes. Digital Revolution & Global E-Commerce.

GLOBAL MARKETING: Globalization Drivers: Market, Cost, Environmental, Competitive Factors. International Marketing Mix, Developing the Global Marketing Program, Segmentation of Products and Services, Distributors & Channels, Direct & Indirect Marketing Channels. Promotion Strategies, Pricing Strategies, Factors influencing Pricing Decisions, Concept of International Product Life Cycle. GTM strategy.

IMPLEMENTING GLOBAL MARKETING STRATEGIES: Negotiation with Customers and Selection Method, Cultural and International Negotiations, E-Marketing Channels Organization, Implementing Global Marketing Program, Export Documentation, Export Procedures, Steps in processing an Export Order.

4. Books and Materials

Text Books:

1. Prateek Maheshwari, International Marketing, Wiley,8e, 2017.
2. P.K. Vasudeva, International Marketing, 4th edition, Excel Books, 2012.

Reference Books:

1. Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, TMH, 2e,2012.
2. Warren J. Keegan, Mark C. Green, Global Marketing, Pearson,7e 2013
3. Philip R. Cateora John L Graham Prashant Salwan, International Marketing TMH,13e, 2011.

**Course Structure****C5047 - Services Marketing****(Marketing - Professional Elective - V)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description

The aim of the course is to introduce the students to the fundamentals of Services Marketing. The students shall be able to distinguish between Products and Services and identify the unique characteristics associated with Services Marketing. The students shall also deal with concepts such as service operations and service promises for ensuring customer satisfaction.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5047.1. Identify the various Characteristics of Services Marketing.
- C5047.2. Understand the relevance of Consumers in Services Marketing.
- C5047.3. Analyze the role of Innovation and Quality in Designing Servicescape.
- C5047.4. Interpret the role of Service Operations in Service Delivery.
- C5047.5. Connect the role of Distribution and Pricing in Managing Service Promise.

3. Course Syllabus

INTRODUCTION TO SERVICES MARKETING: Services: Concepts, Characteristics and Classification of Services. Goods vs. Services, Services Marketing Mix, Service Marketing Triangle, Factors responsible for Growth of Services Sector, Challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India.

FOCUSING ON CONSUMER: Consumer Behaviour in Services, Relevance of Consumer Behaviour, Consumer Expectations in Service, Consumer Perceptions of Service, Customer Satisfaction, Understanding Consumer Requirements: Listening to Customers through Research, Building Customer Relationships, Customer Feedback, Service Failure, Service Recovery and Recovery Strategies.



INNOVATION AND QUALITY: Service Innovation: Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, Stages in Service Innovation and Development, Service Quality, Gap model of Service Quality: Customer Gap and Provider Gaps, Closing Gaps. Service Excellence, Service Standards: Factors & Types. Physical Evidence: Managing Physical Evidence, Servicescape and Designing the Servicescape. Quality Measurement.

MANAGING SERVICE OPERATIONS: Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Service Delivery: Employee's role & Customer's role. Mass Production and Delivery, Service Guarantee, Ethics in Service Firms.

MANAGING SERVICE PROMISES: Managing Distribution Channels in Service Industry, Strategies for Distribution, Managing People in Service Industry and its Challenges, Pricing Strategies for Services and its Methods, Promotion Strategies for Services, Need for Coordination in Marketing Communication, Strategies to match Service Promises with Delivery.

4. Books and Materials

Text Books:

1. Mathur, SP, Mathur, Nishu, Service Marketing, New Age International (P) Ltd Publishers. 1e, 2018
2. Govind Apte: Services Marketing, Oxford Press, 2011

Reference Books:

1. Valarie A. Zeithaml, Mary Jo Bitner, Dwanye D. Gremler, Ajay Pandit, Services Marketing - Integrating Customer Focus Across the Firm, McGraw Hill Education, 2018.
2. S. Shajahan, Services Marketing: Himalaya Publishing House. 2017.
3. John E.G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2012.

**Course Structure****C5048 - Marketing Analytics****(Marketing - Professional Elective - VI)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description

The aim of the course is to explore the use of Analytics in the field of Marketing. The students shall be able to understand how customer related data is analyzed to get marketing insights. This course shall further help them to understand how the data related to pricing, advertising and segmentation is processed to get meaningful data.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5048.1. Examine the Concepts of Marketing Analytics and their relevance in business.
- C5048.2. Applying MS Excel to deal with Marketing Data at basic level.
- C5048.3. Construct Customer's journey through Product Selection Process and Customer Lifetime Value.
- C5048.4. Determining the use of Analytics in setting a Pricing strategy.
- C5048.5. Understand the Process of Optimizing Clusters and Measure the Effectiveness of Promotion.

3. Course Syllabus

INTRODUCTION TO MARKETING ANALYTICS: Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Levels in Marketing Analytics, Adoption and Application of Marketing Analytics, Marketing Analytics and Business Intelligence. MS Excel as a Tool for conduction of Marketing Analytics. Using MS Excel to Organize and Summarize Marketing Data: Creation of Pivot Tables and Organizing Data.

SUMMARIZING MARKETING DATA: Summarizing Revenue Data: Month-wise and Product-wise. Slicing & Dicing of Data: Pareto Principle, Report Filters and Slicers. Demographic Analysis: Analyzing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables. Using GETPIVOT Function for Pulling Data.



Adding Data Labels and Data Tables.

CUSTOMER ANALYTICS: Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behavior Derived Customer Metrics. Customer Persona, Building a Customer Persona and its Benefits, Parts of Buyer Persona. What Customer Wants: Using Conjoint Analysis for Levels in Consumer Decision Process in Product Choices and Product Attributes. Customer Lifetime Value (CLV). Calculating Customer Lifetime Value: Creating the Basic Customer Value Template, Measuring Sensitivity Analysis with Two-Way Tables, Estimating the Chance if Customer is still Active. Recency, Frequency, Monetary (RFM) analysis.

PRICING ANALYTICS: Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize Price, Incorporating Complementary Products, Using Solver Table to Price Multiple Products and Finding Demand Curve for All Products. Price Bundling, Bundling Prices to Extract Consumer Surplus, Mixed Bundling, Using Evolutionary Solver to Find Optimal Bundle Prices. Price Skimming.

SEGMENTATION & PROMOTION ANALYTICS: Segmentation Analytics: Cluster Analysis and its Applications, Location-wise Clustering, Using Solver to find Optimal Clusters. Using Conjoint Analysis to Segment a Market, Using Decision Trees for Segmenting the Market. Promotion Analytics: Promotions and Types of Promotions, Discounting & Types of Discounting. Measuring the Effectiveness of Advertising: The Adstock Model. Media Selection Models: Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation. Pay per Click Advertising.

4. Books and Materials

Text Books:

1. Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021.
2. Moustusy Maity and Pavankumar Gurazada, Marketing Analytics for Strategic Decision Making, Oxford Higher education, 2021.

Reference Books:

1. Wayne L. Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014.
2. Mike Grigsby, Marketing Analytics, Kogan Page, 2015
3. Robert Kozielski, Measuring Marketing Analytics, Emerald Publishing, 2018.

**Course Structure****C5049 - Entrepreneurial Finance****(Entrepreneurship - Professional Elective - IV)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description

To educate the importance of entrepreneurial finance and impart knowledge of various aspects of budgeting concepts in the venture, to provide knowledge on numerous venture value factors highlight the financial aspects of expanding businesses.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5049.1. Know how to finance a company's ventures throughout their existence.
- C5049.2. Find out where to get startup and first round financing.
- C5049.3. Learn the value of financial planning at every stage of the venture.
- C5049.4. Know the principles of venture valuation.
- C5049.5. Recognize the significance of venture capital funding.

3. Course Syllabus

FINANCE FOR ENTREPRENEURS: Principles of Entrepreneurial Finance, Role of Entrepreneurial Finance, The Successful Venture Lifecycle, Financing through Venture Lifecycle, Lifecycle Approach for Teaching, Entrepreneurial Finance. Developing Business Idea, Business Model. Screening Venture Opportunities: Pricing / Profitability Considerations, Financial / Harvest Considerations. Financial Plans and Projections.

ORGANIZING AND OPERATING THE VENTURE: Financing a New Venture, Seed, Start-up and First Round Financing Sources, Financial Bootstrapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the Resources to Start and Build a New Venture, Asset and Liabilities and Owners Equity in Business, Sale Expenses and Profits Internal Operating Schedules, Statement of Cash Flows, Operating Breakeven Analysis. Evaluating Operating and Financial Performance using Ratio Analysis.



FINANCIAL PLANNING: Financial Planning throughout the Venture's Lifecycle, Short Term Cash Planning Tools, Projected Monthly Financial Statements. Types and Costs of Financial Capital: Implicit and Explicit Financial Capital Costs, Financial Markets, Determining the Cost of Debt Capital, Investment Risk, Estimating the Cost of Equity Capital, Weighted Average Cost of Capital. Implementation of revision of business plan. Reasons for failure of business plan.

VENTURE VALUATION: Valuing Early-stage Ventures, Venture Worth, Basic Mechanics of Valuation, Developing the Projected Financial Statements for a Discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier and Discounted Dividends.

FINANCING FOR THE GROWING VENTURE: Professional Venture Capital, Venture Investing Cycle, Determining the Fund Objectives and Policies, Organizing the New Fund, Soliciting Investments in the new Fund, Capital Call, Conducting Due-diligence and Actively Investing, Arranging Harvest or Liquidation, Other Financing Alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

4. Books and Materials

Text Books:

1. Leach, Melicher, Entrepreneurial Finance, South-Western College Pub, 5e, 2022.
2. Marco Da Rin Thomas Hellman, Fundamentals of Entrepreneurial Finance, Oxford Publishers, 1e, 2020.

Reference Books:

1. M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
2. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
3. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
4. Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011

**Course Structure****C5050 - Entrepreneurial Marketing****(Entrepreneurship - Professional Elective - V)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description

The Course primarily aims to address the challenges faced by Entrepreneurs who are starting up their business. It also addresses the growth related marketing challenges faced by start-ups. The students shall be able to examine the Four P's of Marketing in context of new enterprises. The course will also help the students to identify the right marketing tools to be used by new entrepreneurs.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5050.1. Applying the concept of Market Research and Demand Forecasting for Entrepreneurs.
- C5050.2. Analyse the various forms and Models of Growth for an Enterprise.
- C5050.3. Examine the Various Growth strategies and Models for Entrepreneurs.
- C5050.4. Appraising the various Market Development Strategies for Entrepreneurs.
- C5050.5. Evaluating the various Marketing Tools available for Entrepreneurial Ventures.

3. Course Syllabus

INTRODUCTION TO ENTREPRENEURIAL MARKETING: Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying Entrepreneurial Marketing Opportunities, Market Research, Demand Forecasting.

ENTERPRISE GROWTH: Concept of Enterprise Growth, Forms, Types, Structures of Organizational Growth, Gazelles and Mice, Growth Objectives, Operative and Strategic Targets, Growth Analysis, Portfolio Analysis, ERRC Grid, SWOT Analysis, and Raising Entrepreneurial Finance.

GROWTH STRATEGIES AND MODELS: Growth Strategies: Concept and Forms, Internal, External and Co-operative Growth strategies. Growth Models: Lifecycle and Phase



Model, Integrated Lifecycle Model (Evolutionary), Greiner's Growth Model (Revolutionary), and Complexity Management (Process) Model.

ENTREPRENEURIAL MARKET DEVELOPMENT STRATEGIES: Positioning, Segmentation, Targeting, Entrepreneurial Communication Strategy, Entrepreneurial Pricing Strategy, Entrepreneurial Distribution Strategy, Building Customer Relationships, Marketing Plans.

ENTREPRENEURIAL MARKETING TOOLS: Concept, Guerrilla Marketing, Ambush / Free-ride Marketing., Tools of Entrepreneurial Marketing: Buzz, social media, Viral Marketing.

4. Books and Materials

Text Books:

1. Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing Global Perspectives, Emerald Group Publishing, 2013.
2. Marc Longman, Entrepreneurial Marketing: A Guide for Startups and Companies with Growth Ambitions, Garant Publishers, 2011.

Reference Books:

1. Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
2. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.
3. Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.

**Course Structure****C5051 - Family Business Management****(Entrepreneurship - Professional Elective - VI)**

Hours Per Week		Hours Per Semester		Credits	Assessment Marks		
L	P	L	P	C	CIE	SEE	Total
4	0	60	0	4	40	60	100

1. Course Description

This subject has been designed to equip family business leadership with a specific set of skills which enhances their competencies and conditions them to capitalise on opportunities and challenges. The next generation of family business leaders will gain a deep understanding the business operations, master the latest management methodologies, tools and techniques, governance enhance their leadership skills and help drive innovation to create a business that endures for generations.

Course Pre/co-requisites

This course has no specific prerequisite and co-requisite.

2. Course Outcomes (COs)

After the completion of the course, the student will be able to:

- C5051.1. Analyse the importance of Family Business Management concepts.
- C5051.2. Analyse the ownership challenges and implications on family firms.
- C5051.3. Evaluate the succession implications on family business.
- C5051.4. Apply the strategic planning in business management.
- C5051.5. Apply the approaches of change in family business firms.

3. Course Syllabus

INTRODUCTION TO FAMILY BUSINESS: Family Business as a Unique Synthesis, Succession and Continuity: The Three-generation Rule, Building Family Businesses that last. The Systems Theory Model of Family Business, Agency Theory of Family Business, The Stewardship Perspective of Family Business, Competitive Challenges and Competitive Advantages of Family Businesses. The role of Genograms and Family Messages to understand the Family System. Family Emotional Intelligence, The ECI-U Model.

OWNERSHIP CHALLENGES AND FAMILY GOVERNANCE: Shareholder Priorities, Managers vs Owners, Responsibilities of Shareholders to the Company, Effective Governance of the Shareholder, Firm Relationship, Family Governance: Structure, Challenges to Family Governance, Managing the Challenges of Succession. Enterprise Sustainability:



Twelve Elements of Strategic-Fit and its Implications on Family Firms.

SUCCESSOR DEVELOPMENT: Characteristics of Next Generation Leaders, Next Generation Attributes, Interests and Abilities for Responsible Leadership. Next Generation Personalities, Managing Interdependence. CEO as an Architect of Succession and Continuity, Types of CEOs, Spouse and the Transfer of Power.

STRATEGIC PLANNING AND TRANSGENERATIONAL ENTREPRENEURSHIP: Life Cycle Stages Influencing Family Business Strategy, Turning Core Competencies into Competitive Advantage. The Unique Vision of Family-controlled Businesses, Strategic Regeneration, The Business Rejuvenation Matrix and Intrapreneurship.

THE FUTURE OF FAMILY BUSINESS: New Leaders of the Evolution, Three States of Evolution, Continuity and Culture, Changing the Culture, The Change Formula, Organization Development Approaches to Change, Commitment Planning, Organic Competencies and Business's Future, thriving through Competition, Institutionalizing the Change..

4. Books and Materials

Text Books:

1. Rajiv G. Agarwal, Family Business Management, Sage Publications,1e,2022.
2. Ernesto J. Poza, Mary S. Daughterty, Family Business, Cengage Learning,4e, 2020.
3. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Business over 100 years, Springer,2015.

Reference Books:

1. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 1e,2010.
2. M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms Across Generations, Edward and Elgar Publishing Limited, 2010.