PROGRAMME STRUCTURE SCHOOL OF MANAGEMENT Postgraduate Programmes

MASTER OF BUSINESS ADMINISTRATION (TOTAL CREDITS-97)

Programme Structure-2024-2026

FIRST SEMESTER

Course	Course Title	Lectures	Tutorials	Practical	Total
Code		(L)	(T)	(P)	Credits
	Major Core	;			22
MGM4101	Accounting for Managers	3	0	0	3
MGM4102	Organizational Behavior	3	0	0	3
MGM4103	Managerial Economics	3	0	0	3
MGM4104	Business Statistics	3	0	0	3
MGM4105	Business Environment and Sustainability	3	0	0	3
MGM4106	Legal Aspects of Business	2	0	0	2
MGM4107	Introduction to Data Analytics	2	0	1	3
MGM4108	Corporate Ethics and Social Responsibility	2	0	0	2
	Skill Enhancement	Courses			2
SEXXXXX	Skill Enhancement Course	-	-	-	2
Value Added Courses					2
VAXXXXX	Value Added Course	-	-	-	2
TOTAL CREDITS					26

SECOND SEMESTER

Course Code	Course Title	Lectures (L)	Tutorials (T)	Practical (P)	Total Credits
	Major Core)			18
MGM4201	Human Resource Management	3	0	0	3
MGM4202	Marketing Management	3	0	0	3
MGM4203	Financial Management	3	0	0	3
MGM4204	Business Research Methods	3	0	0	3
MGM4205	Blockchain Applications and New Business Models	3	0	0	3
MGM4206	International Business	3	0	0	3
Discipl	ine Specific Electives (Select 1+1	courses fro	om any two a	ireas)	6
Marketing					
MGM4271	Consumer Behaviour and Neuro Marketing	3	0	0	3
MGM4272	Marketing Research	3	0	0	3
Finance					
MGM4241	Investment Analysis and Portfolio Management	3	0	0	3
MGM4242	Managing Banks and Financial Institutions	3	0	0	3
Human Res	ource				•
MGM4251	Cross Cultural Management	3	0	0	3
MGM4252	Human Performance Enhancement	3	0	0	3
Hospitality					

MGM4221	Fundamentals of Hospitality Industry	3	0	0	3
MGM4222	Front Office and House Keeping Management	3	0	0	3
	Skill Enhancement	Courses			2
SEM4201	Office Automation	-	2	-	2
TOTAL CREDITS					26

Summer Internship after completion of Semester II

THIRD SEMESTER

Course Code	Course Title	Lectures (L)	Tutorials (T)	Practical (P)	Total Credits
	Major Cor			1	3
MGM4302	Entrepreneurship	3	0	0	3
Discip	line Specific Electives (Select 2+	2 courses fr	om any two	areas)	12
Marketing	-		_		-
MGM4371	Customer Value Creation and Innovation	3	0	0	3
MGM4372	Retail Marketing	3	0	0	3
MGM4373	Digital Marketing and Digital Ecosystem	3	0	0	3
MGM4374	Services Marketing	3	0	0	3
MGM4375	Rural Marketing	3	0	0	3
Finance					
MGM4341	Basics of Fintech	3	0	0	3
MGM4342	Financial Derivatives	3	0	0	3
MGM4343	Behavioral Finance	3	0	0	3
MGM4344	Business Valuation	3	0	0	3
MGM4345	Cryptocurrencies and Digital Tokens	3	0	0	3
Human Res	ource				
MGM4351	Human Resource Metrics and Analytics	3	0	0	3
MGM4352	Contemporary Trends in HRM	3	0	0	3
MGM4353	Labour Laws	3	0	0	3
MGM4354	Psychometrics	3	0	0	3
MGM4355	Negotiation and Conflict Management	3	0	0	3
Hospitality					
MGM4321	Food and Beverage Management	3	0	0	3
MGM4322	Event Management	3	0	0	3
MGM4323	Travel Agency and Tour Operations	3	0	0	3
	Skill Enhancemen	t Courses	•		2
SEXXXXX	Skill Enhancement Course	-	-	-	2
-	Project/Internship/Workshop	/ Vocational	Training	r	4
MGM4384	Summer Internship	-	-	-	4
			ΤΟΤΑ	L CREDITS	21

FOURTH SEMESTER

Course Code	Course Title	Lectures (L)	Tutorials (T)	Practical (P)	Total Credits		
Major Core							
MGM4401	Strategic Management	3	0	0	3		
Discipline Sp Specialization	ecific Electives (Select 1+1 cour n)	ses from tw	o areas of		6		
Marketing							
MGM4471	Nurturing and Managing Brand Equity	3	0	0	3		
MGM4472	Marketing Analytics and Models	3	0	0	3		
MGM4473	Sales and Distribution Management	3	0	0	3		
Finance		•			•		
MGM4441	Mergers, Acquisitions and Corporate Restructuring	3	0	0	3		
MGM4442	Financial Modelling	3	0	0	3		
MGM4443	Financial Analytics	3	0	0	3		
Human Reso	urce				•		
MGM4451	Training and Development	3	0	0	3		
MGM4452	Strategic HRM	3	0	0	3		
MGM4453	Talent Management	3	0	0	3		
Hospitality							
MGM4421	Hospitality Laws	3	0	0	3		
MGM4422	Food Safety and Quality Management	3	0	0	3		
	Research Project/Dissertatio	n/Industrial1	Fraining		15		
MGM4483	Industry / Research Based Proje		_	_	15		
	· · · · · · · · · · · · · · · · · · ·		ΤΟΤΑ	L CREDITS	24		

Semester – I	Major Core				
MGM4101	LT	Ρ	С		
Accounting For Managers	3 0	0	3		

Pre-requisites NA

Course Objectives:

- The objective of this paper is to help students to acquire conceptual knowledge of financial accounting & to impart skills for recording various kinds of business transactions.
- To prepare, understand and analyze the financial statements as per the Schedule VI of the Companies Act, 2013 and Fund flow & Cash flow statements of the business entity
- To prepare financial transactions and preparation of financial statement
- To familiarize the students with GAAP, IFRS and Ind. AS Accounting Standards and concepts used in accounting.
- To equip the students with the analysis tools such as ratio analysis, comparative and common size statement analysis and Du Pont analysis. They will also learn about the current issues in Accounting.

	Course Outcome	Level*
CO1	Understand the concept of Accounting and an overview of Financial Statements	1
CO2	Understand the Preparation of Financial Statements with Adjustment	1
CO3	Apply how Cash Flow and Fund Flow Statement-Statement of Cash flows	3
CO4	Analysis Financial Statements and Bank Reconciliation Statement	4
CO5	Evaluate Corporate Financial Reporting and Basics of Cost and Management Accounting	5

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction to Accounting and an overview of Financial Statements Introduction to Accounting and an overview of Financial Statements- Basic Concepts of Accounting: objectives of business; Features, objectives and scope of Accounting. Purpose of financial statements. Accounting cycle. GAAP, IND AS and IFRS, Accounting Concepts and Conventions, Capital and Revenue Expenditure, Accounting Mechanics- Accounting equation - double entry system. Accounting Mechanics- Accounting equation - double entry system. Problem exercises. Books of Entry- Recording of transactions in a Journal, Problem Exercises, Posting- Relationship between Journal and Ledger. Problem Exercises. Posting-Relationship between Journal and Ledger- balancing of accounts- trial balance, Problem Exercises.

Module II: Preparation of Financial Statements with Adjustment

Preparation of Financial Statements with Adjustment-Understanding of various items in Schedule III of Final Accounts as per Companies Act 2013.Preparation of Trading and P & L Account, Preparation of Balance sheet with no adjustments, Preparation of Balance sheet with adjustments, Accounting for Depreciation, Problem exercises on Final Accounts.

Module III: Cash Flow and Fund Flow Statement-Statement of Cash flows

Cash Flow and Fund Flow Statement-Statement of Cash flows –Introduction and importance. Statement of Cash flows – preparing a CFS, Calculating Free Cash Flows, Problem exercises on CFS Accounts. Statement of Fund Flow Statement- Introduction and Importance. Statement of Fund Flow Statement-preparation. Problem exercises on CFS and FFS Accounts.

Module IV: Analysis of Financial Statements and Bank Reconciliation Statement Analysis of Financial Statements and Bank Reconciliation Statement-Financial Analysis 1-Comparative, common size statements and trends. Financial Analysis II-Ratio Analysis, Financial Analysis II Du Pont Analysis, Problem exercises on Financial Analysis and Case Study-Sandra Corporation

Module V: Corporate Financial Reporting and Basics of Cost and Management Accounting Corporate Financial Reporting and Basics of Cost and Management Accounting-Reading of Annual Report, (Students should be exposed to reading of Annual Reports of standalone and cumulative), Presentation and analysis of audit reports and directors report. Creative Accounting and Governance. Lecture by industry expert, Current Issues in Accounting. Corporate Governance and Accounting.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Mukherjee and Hanif, Modern Accountancy. Tata Mc. Grow Hill and Co. Ltd., Mumbai. 3rd edition, 2018.
- Ramachandran, N. & Kakani, R. Financial Accounting for Management, Tata McGraw Hill and Co. Ltd., Mumbai. 4th edition, 2017.
- Charles T, Horngren, Gart L.Sundem, John A. Elloitt. Introduction to Financial Accounting. (9th Edition), 2015.
- Maheshwari, S.N. and. Maheshwari S. Accounting for Management, K. Vikas Publishing House, New Delhi. Edition 3rd. 2012

Semester – I	Major core			
MGM4102	L	Т	Ρ	С
Organizational Behaviour	3	0	0	3

Course Objectives:

- To help the students to develop cognizance of the importance of human behaviour.
- To enable students to describe how people behave under different conditions and understand why people behave as they do.
- To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.
- To enable students to understand organizational culture and its impact on performance.
- To enable students to understand conflict management techniques in an organizational setting.

Course Outcomes

	Course Outcome	Level*	
CO1	Demonstrate the applicability of the concept of organizational behaviour to understand the behaviour of people in the organization.	1&2	
CO2	Demonstrate the applicability of analyzing the complexities associated with the management of individual behaviour in the organization	1&2	
CO3	Analyze the complexities associated with management of the group behaviour in the organization	3	
CO4	Demonstrate how the organizational behaviour can integrate into understanding the motivation (why) behind the behaviour of people in the organization and the role of leadership.		
CO5	Analyze the complexities associated with managing change and culture in an organization	3	

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction & Foundations of Individual Behaviour

Introduction-Meaning, Fundamental concepts, Disciplines contributing to the OB field, Challenges and Opportunities for OB, Developing an OB Model. Foundations of Individual Behaviour,

Module II: Perception, Attitudes & Personality

Perceptions: Definition, Features, factors affecting perception, Process. Perceptual errors, Managerial Implications of Perception. Attitude: Definition, Features, Organizational Attitude, Managerial Implications of Attitude. Personality: Definition, Features, Big five model,

Psychoanalytic theory, Managerial Implications of Personality. Values, linking an individual's personality and values to the workplace.

Module III: Learning & Motivation

Learning: Definition, Features, Classical and operant conditioning, Motivation: Concept, Definition, Features, Types of Motivation, theories, Managerial Implications of Motivation.

Module IV: Leadership & Group Behaviour

Leadership: Concept, Definition, Leadership Styles, Theories. Groups and Teams: Definition, Features, Group development stages, Group vs. Teams, Managing and developing effective teams. Teambuilding.

Module V: Conflict Management, Organizational Culture & Change

Conflict Management: Definition, Features, Types of Conflict, Conflict Resolution Strategies, Global Implications: Conflict and Culture. Organizational Change: Understanding the issues and managing change, Approaches to organizational change. Organization culture. Creating and sustaining organizational culture.

Examination Scheme: Total – 100 marks

For courses with Theory Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra. Organizational Behavior (18th ed.). Pearson. 2018.
- Newstrom J. W. Human Behavior at Work. 12th ed. Tata McGraw Hill. 2011.
- Pareek. U. Understanding Organizational Behavior (2nd ed.). Oxford University Press. 2010.

- <u>https://onlinecourses.swayam2.ac.in/cec20_mg03/preview</u>
- <u>https://theintactone.com/2018/12/20/kmb105-organisational-behaviour/</u>

Semester – I		Majo	lajor Core			
MGM4103		L	Т	Ρ	С	
Managerial Eco	nomics	3	0	0	3	
Pre-requisites:	Knowledge of derivative and basic statistics is ne	eded.				

Course Objectives:

- To understand the importance of Managerial Economics in management and business.
- To apply the principles of managerial economics in achieving business objectives.
- Be equipped with the tools necessary in forecasting product demand.
- Understand and analyze the production and cost concepts by reading the balance sheets of different companies.
- Understand and be able to apply the latest pricing strategies followed by different companies in various market structures.

Course Outcomes

	Course Outcome	Level*
CO1	Students can remember the concepts of micro economics and also be able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.	1
CO2	They must understand the law of demand & supply & their elasticities, evaluate & analyze these concepts and apply them in various changing situations in industry. Would be able to apply various techniques to forecast demand for better utilization of resources.	1&2
CO3	Students can understand the production concept and how the production output changes with the change in inputs.	1
CO4	Students are able to analyze the effect of cost while studying the balance sheet and their relation to analyze the volatility in the business world.	3
CO5	Students would be able to understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategies.	4

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Basic Concepts and Principles

Definition, Nature and Scope of Economics, Difference between Micro Economics and Macro Economics, Managerial Economics and its relevance in business decisions; Fundamental Principles of Managerial Economics such as Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle (Present Value calculation); Concept of Time Perspective, Utility Analysis, Cardinal Utility Analysis (Law of Diminishing Marginal Utility); Cardinal Utility Analysis (Law of Equi-Marginal Utility Principle); Ordinal Utility Analysis (Indifference Curve Analysis: Properties of Indifference Curve and Budget Line, Slope of Indifference Curve and Budget Line); Ordinal Utility Analysis (Consumer's equilibrium or

maximization of satisfaction condition as per Indifference Curve approach, derivation of the demand curve from the equilibrium condition of the consumer through Indifference Curve Analysis)

Module II: Demand and Supply Analysis

Theory of Demand, Types of Demand (Individual, Market), Determinants of Demand, Demand Function, Demand Schedule, Demand Curve, Case Study: BMW Marketing Experience about Rover Car (D M Mithani, Text Book, Chapter-32, HPH); Law of Demand, Exceptions to the Law of Demand, Shifts and Movements in Demand Curve; Elasticity of Demand and its Measurement (Point and Arc Method), Price Elasticity of Demand and its different types, Mini-Case: Demand Elasticity for Breakfast Cereals (D M Mithani, Text Book, Chapter-32, HPH); Income Elasticity of Demand, Cross Price Elasticity of Demand, Advertisement Elasticity of Demand, Uses of Elasticity of Demand for Managerial Decision Making, Application Problem: A Hypothetical Case Study; Mini-Case: India's Exports Price Elasticities (D M Mithani, Text Book, Chapter-32, HPH); Meaning of Demand Forecasting, Significance and Methods of Demand Forecasting (Delphi Method); Methods of Demand Forecasting (Moving Average, Regression, Exponential Smoothening), Demand Sales Forecasting in Cyclical Markets: Case of Aerospace Industry; Case: Sales Forecasting of Cement Industry in India (S Prusty, Reference Book, Chapter-3, PHI Eastern Publication); Numerical Exercises; Supply Analysis (Law of Supply, Price Elasticity of Supply & its Analysis) and its uses for Managerial Decision Making; Determination of Price of a Product under demand and supply forces in a specific market situation

Module III: Production Analysis

Production Concepts and Analysis; Production Function; Types of Production Function (Shortand Long-Run); Laws of Production (Short-Run: Law of Diminishing Returns/ Law of Variable Proportions); Laws of Production (Long-Run: Laws of Returns to Scale)

Module IV: Cost Analysis

Cost Concepts and Analysis: Cost, Types of Costs; Identification of Different Costs from the Balance Sheet of a particular company and calculation of Break-Even output (*Guest Lecture to be delivered by a Corporate Professional*); Cost Output relationship in the Short-Run; Cost Output relationship in the Long-Run; Estimation of Revenue (Total Revenue, Average Revenue, Marginal Revenue); Numerical Exercises on Production/ Caselet Analysis; Numerical Exercises on Cost Concepts/ Caselet Analysis

Module V: Market Structures

Perfect and Imperfect Market Structures; Perfectly Competitive Market (Features, Determination of Price under a Perfectly Competitive Market in Short-Run); Perfectly Competitive Market (Features, Determination of Price under a Perfectly Competitive Market in Long-Run); Monopoly Market (Features, Determination of Price under a Monopoly Market Structure in Short- and Long-Run); Mini-Case: Monopoly Pricing (D M Mithani, Text Book, Chapter-32, HPH); Price Discrimination under Monopoly (First-, Second- and Third-Degree Price Discrimination); Monopolistic Competitive Market (Features, Determination of Price under a Monopolistically Competitive Market Structure in Short- and Long-Run), Product Differentiation; Case: The Detergent Market in India (S Prusty, Reference Book, Chapter-11, PHI Eastern Publication): Non-Price Competitive Strategies followed by Corporates to increase Sales Revenue (Guest Lecture to be delivered by a Corporate Professional); Oligopoly Market (Features, Types: Collusive and Non-Collusive; Features); Case: Steel Industry in India (S Prusty, Reference Book, Chapter-12, PHI Eastern Publication); Oligopoly Market (Price Determination under Kinked Demand Curve Analysis of Duopoly); Oligopoly Market (Price and Output Determination by Cartel for member Firms under Collusive Oligopoly); Mini-Case: The OPEC: Cartel in the Global Economy (D M Mithani, Text Book, Chapter-32, HPH); Oligopoly Market (Price Determination under 'Price Leadership' model)

Examination Scheme: Total – 100 marks

Components	Continuous Internal Assessment* (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Managerial Economics: Principles and Worldwide Applications, Prof (Dr) Dominick Salvatore & Dr Siddhartha K. Rastogi, Oxford University Press, 2020, 9th Edition. (*Text Book*)
- Managerial Economics: Theory and Applications, Prof (Dr) D M Mithani, Himalaya Publications, 2022, 9th Revised Edition. *(Text Book)*
- Managerial Economics and Business Strategy, Prof (Dr) Michael R. Baye, McGraw-Hill Education, 2017. (*Reference Book*)
- Managerial Economics, Prof (Dr) Sadananda Prusty, PHI Eastern Publication, 2010, 1st Edition. (*Reference Book*)
- Managerial Economics, Prof (Dr) Geetika, McGraw-Hill Education, 2017, 3rd Edition. (*Reference Book*)
- Managerial Economics: Concepts and Applications (SIE), Prof (Dr) Thomas & Prof (Dr) Maurice, McGraw-Hill Education, 2020. (*Reference Book*)
- Managerial Economics, Prof (Dr) H L Ahuja, S. Chand, 2017, 9th Edition. (Reference Book)
- Managerial Economics, Prof (Dr) D N Dwivedi, Vikas Publication, 2016, 9th Edition. (*Reference Book*)
- Sociology & Economics for Engineers, Prof (Dr) Premvir Kapoor, Khanna Publishing House, 2018, 1st Edition. (*Reference Book*)
- Managerial Economics, Prof (Dr) H. Craig Petersen, Prof (Dr) W. Chris Lewis & Prof (Dr) Sudhir K. Jain, Pearson Education, 2006, 4th Edition. *(Reference Book)*

Web Links:

- For HUL Annual Report: https://www.hul.co.in/investor-relations/annual-reports/hulannual-report-related-documents/
- For Infosys Balance Sheet: https://www.infosys.com/investors/reports-filings/quarterlyresults/2021-2022/q4/ind-as.html
- For Video Lecture of Managerial Economics by Dr. Trupti Mishra, Department of Management, IIT Bombay (https://www.veutube.com/cloudist2list=Pl.bM//cg//i5p.IPTA//E4.tuouiAEit.KI//2Mo)

(https://www.youtube.com/playlist?list=PLbMVogVj5nJRTAVF4-tueujAFiLKIV3Mo)

Sir Padampat Singhania University, Udaipur MBA

Detailed Syllabus

Semester – I		Мајс	Major Core			
MGM4104		L	Т	Ρ	С	
Business Statistics		3	0	0	3	
Pre-requisites	General Basic Mathematics					

Course Objectives:

- Understand role of probability and related distributions
- Estimate parameters based on statistics
- Select an appropriate statistical test for examining hypotheses
- Proper interpretation and application of test results

Course Outcomes

	Course Outcome	Level*
CO1	Understand the basic concepts of statistics and probability	1
CO2	Understand and apply the different distribution techniques on the samples collected for real world problems	2
CO3	Understand and apply the hypothesis testing techniques for the real world problems	2
CO4	Apply correlation, regression and time series analysis on the real time data.	3
CO5	Understand the decision theory	1

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction

Introduction to Statistics and Probability-Statistics in Business, Uses Frequency distribution, Types of data - Nominal, Ordinal, Interval, Ratio Descriptive Statistics: Measure of Central Tendency, Descriptive Statistics: Measures of Variation Introduction to Probability, Terminologies, and definition Probability Rules Joint and Conditional probability Bayes' theorem

Module II: Probability Distribution

Probability Distributions-Random variables, Types of RV and probability distribution, Discrete probability distribution Binomial distribution: mean and variance of binomial distribution Poisson distribution: mean and variance of Poisson distribution Normal distribution, mean and variance, properties and importance Approximation of Binomial and Poisson distribution to Normal Distribution Purpose of sampling Sampling techniques Sampling Distribution of the Sample Mean, Sampling errors Central Limit Theorem Point Estimation, Estimators and their properties Confidence Interval for the Population mean and Proportion

Module III: Hypothesis Testing

Hypothesis Testing-Introduction to Hypothesis: Null, Alternate, Type I and Type II Errors One tailed and two tailed Tests Testing hypothesis about the difference between two means- z test

Testing hypothesis about a Population Proportion, Testing hypothesis about the difference between two Proportion Hypothesis testing about two population variances-F Test Small Sample Theory – t test, Testing hypothesis about the difference between two means Analysis of Variance Nonparametric tests: Chi-square test Sign test, Wilcoxon signed-rank test Mann-Whitney U test, Kruskal Wallis test, Kolmogorov-Smirnov test

Module IV: Correlation, Regression & Time Series Analysis

Correlation, Regression and Time Series Analysis-Uses & types of Correlation, Karl pearson coefficient of correlation, rank correlation coefficient Regression Analysis – meaning and uses methods of least square method of deviation from mean standard error of estimate; Multiple Regression Finding Multiple Regression Equation Modelling Techniques | Making inferences about Population Parameters Introduction to Time Series Analysis, Component of time series identification of trend Moving Average method

Module V: Decision Theory

Decision Theory- Decision Environment Expected Profit Under Uncertainty Marginal Analysis Utility as a decision criteria Decision Tree Analysis.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Levin, Rubin, Siddiqui & Rastogi, Statistics for Management, 8th Edition, Pearson, 2017.
- Aczel, Amir D., Sounderpandian, J., & Saravanan P., Complete Business Statistics . 7th Edition, McGraw Hill Education India Private Limited.2017.
- Albright, S.C., & Winston, W.L., Business Analytics: Data Analysis and Decision Making, 7th Edition, Cengage Publications.2022.
- Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J., Statistics for Business & Economics. 13th Edition, Cengage Learning.2018.
- Vohra N. D., Business Statistics, 2nd Edition, McGraw Hill Education.2021.
- Gupta, S.C., Fundamentals of Statistics, 7th Edition, Himalaya Publishing House. 2018.

Semester – I	Semester – I Maj		or Core		
MGM4105		L	Т	Ρ	С
Business Environment and Sustainability		3	0	0	3
Pre-requisites:	Knowledge about basic Micro and Macro economics				

Course Objectives:

- To enable students to evaluate business and its environment.
- To understand various types of economic policies and economic systems.
- To acquaint with Indian economy, the concept of multinational companies, and FDI.
- To understand the international environment, social responsibility of business, and international institutions.
- To discuss good governance systems and issues related to corporate environmental sustainability.

Course Outcomes

SN	Course Outcome	Level*
CO1	Identify the complexities of business environment and their impact on the business.	1
CO2	Analyze the relationships between Government and business and understand the country's political, economic, legal and social policies.	2
CO3	Analyze current economic conditions in developing emerging markets and evaluate present and future opportunities.	3
CO4	To understand the international environment, social responsibility of business, and role of international institutions.	4
CO5	Evaluate good governance practices and environmental sustainability.	4

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction to Business Environment

Introduction to Micro-Environment-Business – Meaning, Definition, Nature & Scope, Objectives of Business. Types of Business Organizations, SWOT analysis of a company, Business Environment: Meaning, Characteristics, Scope and Significance, Components. Introduction to Micro-Environment – internal environment: value system, mission, objectives, management/ organizational structure. Human resources of the organization, company image, and brand value/ equity.

Module II: Macro Environment

Macro Environment-Economic System: Capitalism, Socialism and Mixed economy. Economic Environment - Economic Policies: Monitory Policy, Fiscal Policy. Socio-Cultural & International Environment – Nature, Impact of foreign culture on business. Overview of Economic reforms in India: Liberalization, Privatization and Globalization (LPG) Model.

Module III: Indian Economy

Overview of features of Indian economy, challenges, and opportunities. Global Integration: Multinational corporation, meaning, reasons, merits, and demerits. Internationalization of firms: why do companies' cross borders? Modes of entry into a foreign market, the concept of market penetration. Foreign Direct Investment: importance of FDI with reference to Indian economy, trends, and pattern.

Module IV: International Environment

CSR & International Environment-Social responsibility of business: rationale of the concept of social responsibility, significance. Emerging concepts in the doctrine of social responsibilities: is profit maximization an object of business? Introduction to corporate governance: need and significance. International environment: evolution of GATT, objectives GATT v/s WTO. Functions of WTO, anti-dumping agreement, and India's position. International economic cooperation: G20 and India.

Module V: Business Ethics

Business Ethics Corporate Environment Sustainability-Business Ethics: meaning and objectives, need and its importance of business ethics. Relationship between ethics and business management. Environmental sustainability is the importance of environmental sustainability for corporations. Determinants and major pillars of Corporate Environment Sustainability. Overview of UN 2030 agenda SDGs, economic growth, and environmental sustainability.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Faisal Ahmed and M Absar Alam, Business Environment: Indian and GlobalPerspective PHI Eastern Economy Edition, 2nd Edition, 2020.
- Mathur, Dayal, Shrivastva, Business Environment RBD Profession Publication, 2018.
- Justin Paul, Business Environment: Test and Cases, McGraw Hill Education, 4th Edition, 2019.
- Shaikh Saleem, Business Environment, Pearson, 3rd Edition, 2020.

- https://static.mygov.in/archive/g20/index.html
- https://onlinecourses.swayam2.ac.in/imb22_mg02/preview
- www.rbi.org.in
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- www.mospi.nic.in
- https://www.indiabudget.gov.in/economicsurvey
- https://dipp.gov.in
- https://www.wto.org
- https://www.eudyogaadhaar.org
- https://msme.gov.in

Semester – I	Major Core		re			
MGM4106 Legal Aspect of Business	L	Т	Ρ	С		
	2	0	0	2		

Pre-requisites NA

Course Objectives:

- To equip the students with the legal framework for operating any business in conformity with legal parameters
- To help students understand key elements to be kept in mind while drafting and signing contracts
- To help students understand business formations related to partnership firms and the rules governing the same
- To acquaint the students with legal elements surrounding formation, governance and winding up of companies
- To give students an overview of the various laws of land governing different functions

Course Outcomes

	Course Outcome	Level*
CO1	Understand the Indian Contract Act, 1872 and how it works	1
CO2	Understand the Sale of Goods Act, 1930	1
CO3	Analysis how Indian Partnership Act, 1932 works	3
CO4	Evaluate the Negotiable Instruments Act, 1881	5
CO5	Evaluate the Companies Act, 2013 and its applications	5

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: The Indian Contract Act, 1872:

The Indian Contract Act, 1872-Establishing Contractual Relationships, Establishing Contractual Relationships – Contd., Consideration and Legality of Object, Competency of Parties, Free Consent, Void Agreements and Contingent Contracts, Performance and Discharge of Contract, Remedies for Breach of Contract, Special Contracts, Special Contracts

Module II: The Sale of Goods Act, 1930

The Sale of Goods Act, 1930. Contract of Sale of Goods

Module III: The Indian Partnership Act, 1932

The Indian Partnership Act, 1932-Partnership: Nature and Formation, Rights, Duties, and Liabilities of Partners, Dissolution of a Partnership Firm

Module IV: The Negotiable Instruments Act, 1881-Negotiable Instruments

The Negotiable Instruments Act, 1881-Negotiable Instruments: An Introduction, Negotiation and Assignment, Presentment of Negotiable Instruments, Dishonor and Discharge of Negotiable Instruments

Module V: The Companies Act, 2013

The Companies Act, 2013-Nature and Kinds of Companies, Company Formation and Prospectus- Memorandum and Articles, Share Capital and Debentures, Membership Management, Meetings and Winding Up of Company, Limited Liability Partnership

Module VI: Other Business Legislations

Other Business Legislations-The Consumer Protection Act, 1986, The Competition Act, 2002, The Securities and Exchange Board of India Act, 1992, The Information Technology Act, 2000, The Right to Information Act, 2005, The Trade Unions Act, 1926, The Factories Act, 1948, The Securities Contracts (Regulation) Act, 1956, The Depositories Act, 1996, The Foreign Exchange Management Act, 1999, Environmental Law, Intellectual Property Rights

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Ravindra Kumar. Legal Aspects of Business, 4th Edition, Publisher, Cengage India.2016.
- M.C. Kuchal and Deepa Prakash, Business Legislation for Management, 4th Edition, Vikas Publish House PVT Ltd.2014.
- D. Chandra Bose. Business law, 2nd Edition, PHI learning PVT Ltd. 2012.
- Akhileshwar Pathak. Legal Aspects of Business, 4th Edition. Tata Mcgraw Hill. 2009.

Semester – I	ster – I Major Core		ore		
MGM4107		L	Т	Ρ	С
Introduction to Data Analytics		2	0	1	3
Pre-requisites	NA				

Course Objectives:

- Recognizing the ability of the Business Analytics models to increase efficiency of problem-solving skills of business managers.
- Learning from business data and analyzing how the field of Business Analytics can benefit from recent developments of analytical tools.
- Studying the usage of the Business Analytics models as problem-solving tool.
- Appreciating how organizations can leverage the benefits of Business Analytics models for maximum benefit.
- Embracing cutting edge business strategies based on novel insights from various types of business data.

Course Outcomes

	Course Outcome	Level*
CO1	Understand the basic concepts of data analytics.	1
CO2	Understand the applications of descriptive analytics using MS Excel tool.	2
CO3	Understand the applications of predictive analytics using MS Excel tool.	2
CO4	Learn new trends that are coming up in the business through data analytics.	1

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction to Data Analytics

Introduction to Data Analytics: meaning, basic concepts of Data Analytics, evolution of Data Analytics, Business Analytics for business decision-making, basics of Business Analytics Models.

Module II: Descriptive Analytics

Descriptive Analytics-Introduction to Descriptive Analytics: meaning, objectives, functions, exploring Business Data using various techniques and tools, describing data using visualization techniques, visualization techniques using MS Excel.

Module III: Predictive Analytics

Predictive Analytics-Introduction to Predictive Analytics: meaning, objectives, functions, application of predictive models on Business Data, predictive models using Multiple Regression technique, application of Multiple Regression for business decisions, forecasting models using Linear Regression technique, application of forecasting models using Linear Regression technique.

Module IV: MS Excel Tool

Solver in MS Excel-Introduction to Prescriptive Analytics: meaning, objectives, functions, application of prescriptive models on Business Data, using solver in MS Excel for prescriptive analytics models, applications of solver in MS Excel for business decisions.

Module V: Recent Trends

Recent trends in data analytics-Discussion on recent trends in data analytics – use cases; Discussion on recent trends in data analytics –novels techniques, best practices; Discussion on how to prepare yourself for data analytics industry.

List of Laboratory Experiments

Lab No.	Name of the Experiment
1	Data analytics tool's introduction.
2	Basic operational details.
3	Basic functionalities of tool.
4	Data import and export and different formats.
5	Exercises on descriptive analytics.
6	Exercises on predictive analytics.
7	Application of forecasting models using Linear Regression technique
8	Application of Multiple Regression for business decisions.
9	Exploring Business Data using various techniques and tools
10	Visualization techniques using MS Excel.

Examination Scheme: Theory Total – 100 Marks

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Examination Scheme: Practical Total – 100 Marks

Components	Continuous Internal Assessment (LP, MTP, VV, R, P, etc.) *	External Assessment
Weightage (%)	40	60

* LP-Lab Performance, R-Lab Record, MTP-Mid Term Practical, VV- Viva Voce, P-Project. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- James R. Evans. Business Analytics. Pearson Publishers, 2016.
- Tanushri Banerjee & amp; Arindam Banerjee. Business Analytics: Text and Cases. Sage Publications. 2019.
- Raul Editor F. De La Vega's. Introduction to Data Analytics: With Excel and R. Springer. 2017.
- Kristin H. Jarman. Introduction to Data Analytics: A Hands-On Approach. 1st Edition, SAGE Publications. 2018.

- <u>https://www.coursera.org/learn/introduction-to-data-analytics</u>
- <u>https://www.edureka.co/blog/what-is-data-analytics/</u>

Semester – I		Major Core			
		L	Т	Ρ	С
Corporate Ethic MGM4108 Pre-requisites	cs & Social Responsibility NA	2	0	0	2

Course Objectives:

- To familiarize the learners with the concept and relevance of corporate ethics in the modern era.
- To help students to understand various approaches of business ethics.
- To develop an understanding of corporate governance among students.
- To help students to understand the application of ethics in various areas of management.
- To develop an understanding of CSR activities among students.

Course Outcomes

	Course Outcome	Level*
CO1	Explain key concepts of business ethics	1
CO2	Illustrate various approaches of business ethics	2
CO3	Analyze the application of ethics in various functions	3
CO4	Explain the main concept of corporate social responsibility	1
CO5	Illustrate CSR activities toward stakeholders	2

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Business Ethics

Concept, Characteristics, Importance and need for business ethics. Indian ethos, Ethics and values, Work ethos, Sources of ethics, Concept of corporate ethics, Code of ethics-Guidelines for developing code of ethics, Ethics management programme, Ethics committee.

Module II: Approaches to business ethics

Various approaches to business ethics, Theories of ethics- Friedman's economic theory, Kant's deontological theory, Mill & Bentham's utilitarianism theory, Gandhian approach in management and trusteeship, Importance and relevance of trusteeship principle in modern business, Gandhi's doctrine of Satya and Ahinsa, Emergence of new values in Indian industries after economic reforms of 1991.

Module III: Ethics in various functions

Ethics in marketing and advertising, Human resources management, Finance and accounting, Production, Information technology, Copyrights, Patents, Corporate Governance: Concept, Importance, Evolution of corporate governance, Principles of corporate governance, Regulatory framework of corporate governance in India.

Module IV: Corporate Social Responsibility

Concept, Scope & relevance and importance of CSR in contemporary society, corporate philanthropy, Models for implementation of CSR, Drivers of CSR, Prestigious awards for CSR in India. CSR and Indian corporations- Legal provisions and specification on CSR, A score card, Future of CSR in India. Role of NGOs and international agencies in CSR, Integrating CSR into business.

Module V: CSR towards stakeholders

Shareholders, Creditors and Financial institutions, Government, Consumers, Employees and workers, Local community, Society. CSR and environmental concerns. CSR and sustainable development, CSR through Triple Bottom Line in business.

Examination Scheme: Total – 50 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Sharma J.P. Corporate Governance, business ethics and CSR, Ane Books Pvt Ltd, New Delhi.
- Bob Tricker. Corporate Governance: Principles, Policies, and Practices. Oxford University Press, 4th edition, 2017.
- Klaus J. Hopt. Comparative Corporate Governance: A Functional and International Analysis. Oxford University Press, 2nd edition, 2018.
- Laura F. Spira and Judy L. Zaichkowsky. Corporate Reputation: Managing Opportunities and Threats. Pearson Education Canada, 3rd edition, 2016.
- William Shaw. Business Ethics. Wordsworth Publishing Company, International Thomson Publishing Company.

- Types of Corporate Social Responsibility to Be Aware Of (hbs.edu)
- Corporate Social Responsibility And Business Ethics (forbes.com)

Semester – II		Ма	ajor C	Core
MGM4201	L	Т	Ρ	С
Human Resource Management	3	0	0	3

Course Objectives:

- To understand the concept of human resource management.
- To identify and appreciate the importance of Human Resource Management Practices through the entire lifecycle of an employee.
- To apply insights gained in modifying HR practices to be suitable for context of organization.
- To develop the ability to deal with modern issues related to manpower planning, Recruitment other functions of HR in an organization.
- To develop an insight in the international perspective of HR functions

Course Outcomes

	Course Outcome	Level*		
CO1	Understand and apply Human Resource Management functions			
CO2	Ability to recruit Select and interview job candidates	1&2		
CO3	Competency to train, and appraise the performance of employees			
CO4	Rational design of compensation and salary administration			
CO5	Ability to implement Employee safety and Health Measures			
CO6	Ability to understand Industrial relations, ethics & CSR, international perspective of HR			

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember &

Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction of HRM

Basics of HRM; Process and problems with Human Resource Practices; Nature and scope of Human Resource Management, Problems/challenges with Human Resource Practices, HRM Models. SHRM: Introduction, characteristics and scope of SHRM and scope of SHRM, SHRM vs. Conventional HRM. Human Resource Planning, Process of HRP, HRD: Concept and Importance HRP v/s Human Resource Development.

Module II: Job Analysis

Job Analysis: Process of Job-analysis, Job Design: Concept and Importance, Job Description: Concept, nature, and Importance, Job Specification, Job Evaluation, Job counselling and Mentoring

Module III: Recruitment & Selection

Recruitment & Selection; Recruitment, Sources of Recruitment, Factors affecting Recruitment, Process of Recruitment, Recruitment in the connected world, Selection, Process of Selection-Stages. Socialization, and Induction.

Module IV: Training, Performance Appraisal, Compensation Management

Introduction, Difference between training and development, Types of training, Training Methods & Techniques, HRD: Concept and Importance. Performance Appraisal, Methods of

Performance Appraisal. Introduction to compensation management, Objective of Compensation Planning, Types of compensation, Incentive plans.

Module V: Employee Safety and Health, IHRM, Ethics

Employee Safety and Health, Career, and succession Planning, Meaning and nature of employee relation and industrial relations. International Human Resource Management, Basic principles governing International Human Resource Management and the role of culture. Ethics and CSR- Flexible work organizations, Basics of ethics and fair treatment at work, Corporate Social Responsibility.

Examination Scheme: Total – 100 marks

For courses with Theory Components				
Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment		
Weightage (%)	40	60		

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Dessler, G. & Varkey B.Human Resource Management, Pearson Education. 2017.
- Raymond Andrew Noe, John R. Hollenbeck, Barry Gerhart, Patrick M Wright, Human Resource Management, The McGraw Hill Pub, 2007.
- Flippo, Edwin B., Personnel Management, Tata McGraw Hill Publishing Co, New Delhi, 2007.
- H. John Bernardin, Human Resource Management, McGraw Hill Pub, 2007.
- Johm M Ivancevich, Human Resource Management, McGraw Hill Pub, 2007.
- Louis & Gomitz Mejia et. al: Managing Human Resources, Pearson Education, 2007.
- K.Aswathappa, Human Resource Management, Tata McGraw Hill, 2009.
- T.V.Rao, Appraising and developing managerial performance, Excel,2001.

- https://archive.nptel.ac.in/courses/110/105/110105069/
- https://archive.nptel.ac.in/courses/122/105/122105020/

Semester – II		Major Core				
MGM4202		L	Т	Ρ	С	
Marketing Management		3	0	0	3	
Pre-requisites	NA					

Course Objectives:

- To provide an understanding of the fundamental concepts and principles of marketing, including the marketing mix (product, price, place, promotion) and customer behavior.
- To familiarize students with the various tools and techniques used in marketing research, including market segmentation, targeting, and positioning.
- To teach students how to develop and implement effective marketing strategies, including product development, pricing, promotion, and distribution.
- To enable students to analyze the marketing environment, including market trends, competitors, and regulatory factors.
- To encourage students to think strategically about marketing challenges, and to develop innovative marketing solutions to address these challenges.

Course Outcomes:

	Course Outcome	Level*
CO1	To Understand the marketing concepts and its evolution	2
CO2	To Understand the rural markets and the contemporary issues in marketing	2
CO3	To Analyze the market based on segmentation, targeting and positioning	3
CO4	To evaluate the consumer behavior and their decision-making process	4
CO5	To be able to make decisions on product, price, promotion mix and distribution	4

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module-I: Basic Concepts and Principles

Marketing as a value creation process, Introduction & Development of Marketing Strategies and Plans, Concept of needs, wants and demands, Concept of value and satisfaction, Ansoff's Grid, 5 Cs, SWOT Analysis. Marketing as a department & Marketing as a function

Module-II: Understanding Customers

Understanding Consumer Behaviour, Consumer Behavior and Buying Process-Understanding consumer needs and differences among customers and their decision-making process. Choosing Your Customers: Need for segmenting, targeting and positioning, Bases for segmenting consumer and business markets, Requirements for effective segmentation. Developing a positioning strategy-Points-of- difference and Points-of-Parity. Positioning: The Essence of Marketing Strategy

Module- III: Positioning & Branding

Positioning: The Essence of Marketing Strategy. Branding- Defining brand equity, Defining customer equity, Branding strategies – Branding decisions, extensions and portfolio, Brand Extension

Module – IV: Creating A Value Proposition

Designing your offer, Product characteristics and classifications, Product systems and mixes, Product line analysis and Product line-length Strategies for the PLC. Delivering Value- Going to Market: Functions of marketing intermediaries, Significance of various types and levels of channels, Channel design decisions, Channel integration and systems, Channel management including managing channel conflict

Module – V: Communicating The Value Proposition & Capturing Value

6M framework, Communication vehicles, Developing effective communication, Deciding on communication mix. Pricing: Factors affecting pricing, Basic principles of pricing including value pricing, Price sensitivity, Price customization

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Kotler Philip & Keller Kevin Lane Marketing Management, Pearson education, 14th edition, 2015.
- Kotler, Keller, Koshy, Jha- Marketing Management, A south Asian Perspective, 12th Edition. Intl ed. US: Prentice Hall, 2002.
- Kotler, Philip- Marketing Management, Millennium Edition. Intl ed. US: Prentice Hall, 2002.
- Kotler and Armstrong- Principles of Marketing, Pearson, 12th edition2008.

- <u>https://www.marketingsherpa.com/</u>
- https://martech.org/
- https://www.ama.org/

Semester – II		Major Co L T P		core	
		L	Т	Ρ	С
Financial Management MGM4203		3	0	0	3
Pre-requisites	NA				

Course Objectives:

- To provide knowledge about the objectives, scope and how financial management has evolved over a period of time.
- To emphasize the relationship between financial management with other related fields in order to facilitate effective business decisions.
- To give an overview of working capital management.
- To provide knowledge about financing and dividend decisions.
- To give an overview of leverage analysis.

Course Outcomes

	Course Outcome	Level*
CO1	Explain the basic concept of financial management	1
CO2	Estimate adequate working capital	1
CO3	Analyze best project on the basis of capital budgeting decisions	3
CO4	Explain various source of finance	1
CO5	Illustrate Capital Structure Planning and Leverage Analysis	2

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction to financial management

Objective of financial management, Functions and decisions of financial management Indian Financial system - Functions of the financial system; Financial Assets; Financial markets; Financial intermediaries; Regulatory system. Financial Analysis performance analysis using Ratio.

Module II: Working Capital Management

Estimation and Financing, Inventory Management Receivables Management Cash Management. Financial Planning and Forecasting- Meaning and importance of financial planning Approaches to financial planning, Preparation of Pro-forma Income Statement and Balance Sheet Computation of external financing requirements.

Module III: Capital Budgeting

Investment (Project) identification, feasibility analysis with sensitivities, constraints and long -term cash flow projection, Capital Budgeting and Investment.

Module IV: Sources of Finance

Short Term and Long Term. Theory of capital structure: Net income approach; Net operating income approach; MM approach; Traditional approach. Capital Structure Planning and Designing capital structure based on EBIT and EPS/MPS approach Factors affecting capital structure.

Module V: Capital Structure Planning and Leverage Analysis

Operating, financial and total Capital Structure Planning and cost of capital. Dividend Policy: Factors affecting dividend policy decision; Dividend decision models; Walter model; Gordon model; MM approach.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Chandra P. Financial Management. Tata McGraw Hill, New Delhi. 2020.
- Pandey I M. Financial Management. Vikas Publication House. New Delhi.2020.
- Khan M.Y. and Jain P.K. Tata McGraw Hill Publishing Co. Ltd. New Delhi.2019.

- Financial Management: Introduction, Definitions, Scope, Significance (toppr.com)
- Leverage Analysis: Meaning, Concept, Types, Pattern, EBIT-EPS
 Analysis (economicsdiscussion.net)

Sir Padampat Singhania University, Udaipur MBA

Detailed Syllabus

Semester – II MGM4204 Business Research Methods Pre-requisites NA

Major Core				
L	т	Ρ	С	
3	0	0	3	

Course Objectives:

- To understand analytical abilities and research skills.
- To understand the data collection and processing techniques of research.
- To understand and apply data analysis and interpretation techniques.
- To understand the advanced techniques of report writing.

Course Outcomes

	Course Outcome	Level*
CO1	Develop a comprehensive understanding of research methodologies and concepts in research.	2
CO2	Understand the concept of research design and the meaning of sampling and methods of sampling including non-probability sampling and probability sampling.	3
CO3	Demonstrate knowledge of various types of data and sources, including primary and secondary data sources, as well as methods of collecting primary data using different techniques.	3
CO4	Understand the concept of the processing, analysis, and interpretation of data and testing of hypotheses using the Chi-square test and Z-test.	1
CO5	Develop effective report writing skills, knowing the essentials of a good report and understand the importance of ethical considerations in research.	1

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Meaning and Objectives of Research

Introduction to business research methods-Meaning and objectives of research; Types of research a) Pure, Basic and Fundamental b) Applied, c) Empirical d) Scientific & Social e) Historical f) Exploratory g) Descriptive h) Causal. Concepts in Research: Variables, Qualitative and Quantitative Research, Stages in research process; Characteristics of Good Research. Hypothesis-Meaning, Nature, Significance, Types of Hypotheses, Sources. Sampling-meaning of sample and sampling, methods of sampling- i) Non-Probability Sampling- Convenient, Judgment, Quota, Snowball; ii) Probability– Simple Random, Stratified, Cluster, Multistage.

Module II: Research Design & Sampling

Data collection and Processing-Types of data and sources-Primary and Secondary data sources Methods of collection of primary data. a) Observation- i) Structured and unstructured, ii) disguised and undisguised, iii) mechanical observations (use of gadgets), b) Experimental i) Field ii) Laboratory, c) Interview – i) Personal Interview ii) focused group, iii) in- depth interviews - Method, d) Survey– Telephonic survey, Mail, E-mail, Internet survey, social media, and Media listening e) Survey instrument– i) Questionnaire designing. f) Types of questions–

i) structured/ close ended and ii) unstructured/ open ended, iii) Dicotomous, iv) Multiple Choice Questions. g) Scaling techniques i) Likert scale, ii) Semantic Differential scale.

Module III: Data Sources

Data analysis and Interpretation-Processing of data- i) Editing- field and office editing, ii) coding- meaning and essentials, iii) tabulation – note. Analysis of data-Meaning, Purpose, types. Interpretation of data-Essentials, importance, and Significance of processing data Multivariate analysis- concept only. Testing of hypothesis- concept and problems- i) Chi square test, ii) Z and t-test (for large and small sample). Working in SPSS.

Module IV: Data Processing

Advanced techniques in Report Writing-Report writing – i) Meaning, importance, functions of reports, essential of a good report, content of report, steps in writing a report, types of reports, Footnotes and Bibliography Ethics and research, Objectivity, Confidentiality, and anonymity in Research Plagiarism

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Donald R Cooper, Pamela Schindler. Business Research Methods. Tata McGraw Hill. 2017.
- Naresh K Malhotra. Marketing Research and Applied Orientation. Pearson. 2019.
- Levin R., Reuben D., Siddiqui M., Rastogi S. Statistics for Management. Pearson. 2017.
- S Shajahan. Research Methods for Management. Jaico Publishing. 2000.

- <u>https://onlinecourses.swayam2.ac.in/cec20_mg14/preview</u>
- <u>https://www.physio-pedia.com/Types_of_Research</u>
- https://courses.lumenlearning.com/suny-hccc-research-methods/chapter/chapter-5research-design/
- https://bbamantra.com/methods-of-data-collection-primary-and-secondary-data/

Semester – II		Major Core			
MGM4205		L	Т	Ρ	С
Blockchain Applications and New Business Models		3	0	0	3
Pre-requisites NA					

Course Objectives:

- Acquiring the basic level of knowledge about the blockchain technology.
- To learn blockchain business applications.
- Students will study how blockchain facilitates enterprises in different areas: funding, management, value creation and monetization, and supply chains.

Course Outcomes

	Course Outcome	Level*
CO1	Remember the basic level concepts & knowledge about the blockchain technology.	1
CO2	Understand applications of blockchain in business enterprise and cryptocurrencies.	1
CO3	Analyze the need of blockchain for security related aspects in various fields.	3
CO4	Analyze blockchain applications through studying about the new business models.	3

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction to Blockchain Technology

An introduction to blockchain technology General overview of the basic properties of the technology. Introduction of the fundamental concepts: blocks, public and private keys, transactions, smart contracts. Perspectives for business process automation

Module II: Properties of Blockchain

Decentralization, transparency, and privacy Advantages of blockchain technology for applications. Eliminating third-party verification. Decentralization, immutability, transparency. Last-mile problem. Public and private blockchains. Self-sovereign identity and web3.0 technological stack.

Module III: Cryptocurrencies

Unit-III: Cryptocurrencies Bitcoin as an example of blockchain. Cryptocurrencies and their characteristics, the utility of proof-of work. Decentralized utility: storage (IPFS and Filecoin), fungibility (privacy preserving platforms Monero and zCash) Content

Module IV: Blockchain Enterprise Cases

Blockchain for enterprise Classification of the area of blockchain enterprise cases. Blockchain as a service for business. Cases of successful implementation. Exonum, Hyperleder, Ethereum. Real estate, GovTech.

Module V: Blockchain Based Economics

Tokens and tokenomics Tokens as a form of programmable assets. Tokenomics and client engagement. ICOs as a new way to build financial strategy. Using tokens to create digital ecosystems. Exchanges (Binance), wallets, decentralized markets and communities (e.g. Reddit).

Module VI: New business models

New business models: Disruption of traditional centralized business models. Formation of innovative market niches. SSI-based systems and Proof-of-Stake. Internet of People. Robonomics. DeFi in MakerDAO. Future of the technology: Regulation of cryptomarket TON vs Libra vs ETH. Integration with AI and IoT technologies. Scaling blockchains, Polkadot, TON, ETH 2.0, IoTa, Toda.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Bashir I. Mastering Blockchain: Distributed Ledger Technology, Decentralization, and Smart Contracts Explained. 2nd Edition. Packt Publishing.2018.
- Mukhopadhyay M. Smart Contract Development: Build Blockchain-based Decentralized Applications Using Solidity. Packt Publishing.2018.
- K. Saravanan, Valentina E. Balas, Julie Golden, Y. H. Robinson, S. Balaji, K. Raghvendra. Handbook of Research on Blockchain Technology. Academic Press. 2020.
- W. Hoboken. The Business Blockchain: Promise, Practice, and Application of the Next Internet Technology. New Jersey: Wiley. 2016.

- <u>https://ipfs.tech/</u>
- <u>https://filecoin.io/store/</u>
- <u>https://www.getmonero.org/resources/about/</u>
- https://z.cash/the-basics/
- <u>https://www.ibm.com/blockchain/use-cases/</u>
- https://polkadot.network/
- <u>https://ton.org/</u>
- <u>https://www.iota.org/</u>
- https://www.toda.network/

Semester – II	Major Core			
MGM4206	L	Т	Ρ	С
INTERNATIONAL BUSINESS				
	3	0	0	3

Pre-requisites NA

Course Objectives:

- To give the student an exposure to the dynamic environment of International Business.
- To understand the impact of environment on the International Business Operations of the firm.
- To explain the functions and form of the global monetary system.
- To explain the role of international organizations and Regional Trade.
- To discuss the impact of geopolitics on international business

Course Outcomes

	Course Outcome	Level*
CO1	Understand the concept and nature of international Business	1
COT	Management	
CO2	Understand the theories behind International Trade	1
CO3	Analysis how International Market works	3
CO4	Apply the application of Foreign Exchange Determination Systems	4
CO5	Evaluate the objectives of International Institutions	5

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction

Meaning, Nature and Scope of International Business Management, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry, Globalization - Forces, Meaning, Dimensions and Stages in Globalization, Characteristics and role of MNCs, International Business Environment (PESTLE Analysis)

Module II: International Trade Theories:

International Trade Theories: Mercantilism, Absolute Cost Theory, Comparative Cost Theory, Factor Endowment Theory, International Product Life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections Theory, Internationalization Theory, Location Specific Advantage Theory, Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

Module III: International Marketing:

International Trade Theories: Mercantilism, Absolute Cost Theory, Comparative Cost Theory, Factor Endowment Theory, International Product Life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections Theory, Internationalization Theory, Location Specific Advantage Theory, Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

Module IV: Foreign Exchange Determination Systems:

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes (Fixed Exchange Rate System and Flexible Exchange Rate System), Factors affecting Exchange Rates, Brief History of Indian Rupee.

Module V: International Institutions

International Institutions: Objectives and Functions of WTO (World Trade Organization), IMF (International Monetary Fund), World Bank, UNCTAD (United Nations Conference on Trade and Development), impact of geopolitics on International Business, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU (European Union), NAFTA (North American Free Trade Agreement), ASEAN (Association of South-East Asian Nations), SAARC (South Asian Association for Regional Cooperation), BRICS (Brazil, Russia, India, China and South Africa).

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment	
Weightage (%)	40	60	

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Joshi, R M. International Business, Oxford University Press (OUP), 2009, 1st Edition.
- Daniels et. al. International Business, (Pearson), 2022, 17th Edition.
- Cherunilam, F. International Business: Text and Cases, PHI, 2010.
- Aswathappa. International Business, McGraw-Hill, 2012.
- Cherunilam, F International Trade and Export Management, Himalaya, 2017.
- Albaum Duerr. International Marketing and Export Management, Pearson, 2016, 8th Edition.

Sir Padampat Singhania University, Udaipur MBA

Detailed Syllabus

Semester – III		DSE			
MGM4271		L	Т	Ρ	С
Consumer Behaviour and Neuro Marketing		3	0	0	3
Pre-requisites-	Marketing Management				

Course Objectives:

- Explain what consumer behaviour is about and why it is important to the marketing effort.
- Be able to analyse and understand conscious and sub-conscious influences on consumer behaviour through behaviour and neuro-marketing tools, methods and specific techniques
- Describe and explain the environmental, cultural and social influences which affect behaviour.
- Plan marketing activities in the context of understood behavioural processes.
- Be able to apply this knowledge to a variety of situations through case studies and exercises

Course Outcomes

	Course Outcome	Level*
CO1	Identify and explain factors which influence consumer behaviour	3
CO2	Demonstrate how knowledge of consumer behaviour can be applied to marketing	2
CO3	Apply important concepts and theories in developing viable marketing strategies	3
CO4	Display critical thinking and problem-solving skills related to consumer decision making process.	4
CO5	Evaluate and synthesise information and existing knowledge from a number of sources and experiences	4

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module-I: Basic Concepts and Principles

Introduction to Consumer behaviour and Neuro marketing- An Introduction to consumer behaviour, a consumer society. Introduction to Neuro-marketing-definitions, and role of subconscious and unconscious mind in purchase decisions. Role of Neuro-marketing research techniques in generating consumer insights to influence cognitive and effective responses to marketing stimuli. The nature of consumer behaviour and role of individual and environmental influences on the customer. Customer Decision Making Process. Buying Model:Shopping/Buying/Evaluating. Information on behaviour and The process of decision making and consumption in B2C as well as B2B context. Information on behaviour and the process of decision making and consumption in B2B context. Market segmentation- Bases for segmentation, criteria for effective targeting and implementing segmenting strategies

Module-II: Consumer Research

Introduction to consumer research, its significance to marketing function and business as a whole. Consumer Research Process-Defining research objectives, methods of study, collecting data, analysis, report preparation. Qualitative research methods for consumer insights, Focus group, interviewing, mystery shopping, observational research. Qualitative research methods, Laddering, Willing to pay research, projective techniques. Descriptive research design for generating customer insights

Module-III: The consumer as an Individual

Consumer needs and motivation- What is motivation, needs and goals, rational versus emotional motives, Types and system of needs, measurement of motives. Personality and Consumer Behaviour-What is personality and theories of personality. Self-Concept and Consumer Behaviour-Self and Self-images, one or multiple selves, the extended self, altering the self. Consumer Perception-What is perception and dynamics of perception. Sensation, Absolute Threshold, differential threshold. Perceptual selection, Perceptual organization, Perceptual interpretation. Learning and Consumer Involvement-What is Learning, behavioural Learning Theories. Cognitive Learning Theories, Involvement Theory. Consumer Attitudes-What are attitudes, and attitude as learned predisposition, Structural models of attitude.

Module-IV: Consumers in their Social and Cultural Setting

Group Dynamics and Consumer Reference Groups-Application of reference group concept to consumer decision making and marketing. The family - Family decision making and functions of family, Role of Peers. Social Class and Consumer Behaviour- What is social class, measurement of social class. The influence of culture on consumer behaviour- What is culture and characteristics of culture, Cross-cultural consumer behaviour (International perspective to consumer decision making).

Module-V Models of Consumer Behaviour

Diffusion of Innovations and the adoption process in different markets. Profiles of different profile of consumers in diffusion curve

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Schiffman, Leon G., Kanuk Leslie Lazar and S. Ramesh Kumar Consumer Behavior. Pearson Education, 12/e.
- Michael R. Solomon, Gary J. Bamossy, Soren T Askegaard, Margaret K. Hogg-Customer behaviour: European Edition (Twelfth edition). London: Pearson, 2013.
- Schiffman L. G., Wisenblit J. and Kumar S.R. Consumer Behaviour. Pearson Education India.
- Blackwell, R.D., Miniard, P.W., & Engel, J. F. Consumer Behaviour. Cengage India Private Limited.

- <u>https://study.sagepub.com/sethnaandblythe4e</u>
- <u>https://www.nielsen.com/insights/</u>

Semester – III	DSE			
MGM4272	L	Т	Р	С
Marketing Research	3	0	0	3

Pre-requisites- Marketing Management

Course Objectives:

- To introduce the basic concepts of research and methodology of conducting researches in marketing domain
- To explain how to use research to solve marketing problems and take advantage of opportunities.
- To provide students with the ability to critically evaluate and use the results of a research study.
- To enable students to select and apply appropriate research designs, methodologies, and sampling techniques to address different marketing research problems.
- To equip students with the ability to make informed marketing decisions based on research findings and data analysis.

Course Outcomes

	Course Outcome	Level*
CO1	Understand the steps involved in the marketing research process, including problem definition, research design, data collection, data analysis, and reporting.	2
CO2	Select and apply appropriate research designs, such as exploratory, descriptive, and causal research, based on the research objectives and marketing problems.	3
CO3	3nalyze markets and conduct competitor research to identify market opportunities and challenges.	3
CO4	Apply marketing research to identify and define target markets based on consumer characteristics, behaviors, and preferences.	3
CO5	Develop critical thinking abilities to identify marketing problems, design research approaches, and solve complex marketing challenges.	4

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module-I: Introduction

Meaning, scope and significance of marketing research; Approaches to Marketing Intelligence; Marketing information system; Decision making in marketing and the role of MR to provide relevant information. Marketing research process-an overview.

Module – II: Research Design & Data Collection

Research Design- Need & Types. Sources of data , Primary and secondary sources. Field Operations, Errors and Difficulties in Data, Processing, Coding and Editing. The sources of secondary data. Audits and panel data. Surveys and Experiments in marketing research.

Module – III: Measurement & Scales

Concept of scales and property of scales- reliability and validity. Design of questionnaires and Schedules. Specific type of measurement instruments- attitude scales, measures of emotion, perceptual scales. Qualitative research methods. FGDs, Depth interviews, Content analysis, Projective techniques, Observation and Physiological measures.

Module – IV: Sampling

Sampling Process in Marketing Research; Sampling Design and Procedure; Sampling Methods – Non probabilistic sampling Techniques & Probabilistic sampling Techniques. Sample Size determination; Sampling Errors. Hypothesis testing.

Module – V: Application of Marketing Research

Product Research, Motivation research, Advertising Research, Sales Control Research, Consumer Research, Social Media Research.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

	Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
ĺ	Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- David A. Aaker, V. Kumar, and George S. Day Marketing Research, (12th Ed) Publisher: Wiley. 2013
- Naresh K. Malhotra Marketing Research: An Applied Orientation (7th Ed). Pearson, 2018
- Joseph F. Hair Jr., Mary Celsi, Robert P. Bush, and David J. Ortinau Essentials of Marketing Research (4rth Ed) McGraw-Hill Education, 2016
- Gilbert A. Churchill Jr. and Dawn Iacobucci Marketing Research: Methodological Foundations (12th Ed) Cengage Learning, 2018.
- Alan D. Wilson, Valarie A. Zeithaml, Mary F. Brown, and Dhruv Grewal -Marketing Research: An Integrated Approach (3rd Ed) .Pearson, 2018.
- Wayne L. Winston Marketing Analytics: Data-Driven Techniques with Microsoft Excel (5th Ed) Wiley, 2019.

- https://www.ama.org/
- https://www.marketingresearch.org/
- https://researchscape.com/

Semester – II		DSE			
MGM4241		L	Т	Ρ	С
Investment Analysis and Portfolio Management		3	0	0	3
Pre-requisites:	Basic Knowledge of financial markets.				

Course Objectives:

- To understand the basic concepts of investment management and investment alternatives.
- To understand the concept of risk and return and its relevance in portfolio construction.
- To study the fixed income securities.
- To acquaint the learners with the security analysis.
- To equip students with the knowledge of portfolio construction.

Course Outcomes

	Course Outcome	Level*
CO1	Understand investment concepts, objectives, and alternatives, including government securities, debt securities, equity shares, mutual funds, and derivatives.	1
CO2	Analyze risk and return, differentiate systematic and unsystematic risk, calculate beta, and apply models like CAPM for investment decisions.	3
CO3	Evaluate fixed income securities, including bond pricing, yield calculation, and portfolio management.	4
CO4	Apply fundamental and technical analysis for security analysis and live market analysis.	2
CO5	Construct diversified portfolios, optimize risk-return using models like Markowitz's, CAPM, and APT, and evaluate and revise portfolios using performance measures.	5

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction to investment and investment alternatives

Concept of Investment, Investment Objectives, Investment Vs. Speculation, Type of Investors, Investment Process, Government Securities, Debt Securities, Equity Shares, Mutual Funds, Bank and Post Office Deposits, Money Market Securities and Other Alternatives, Derivatives: Forwards, Futures, Swaps and Options, Swaps and Options Problem exercises on Derivatives.

Module II: Risk and Return

Concept of Return and Risk, Components of Risk: Systematic Risk and Unsystematic Risk, Systematic Risk: Market Risk, Interest Rate Risk and Purchasing Power Risk, Unsystematic Risk: Business Risk and Financial Risk, Beta Factor, Calculation of Beta Factor, Measurement of Return and Risk, Efficient market Hypothesis, CAPM and Arbitrage Pricing Theory, Exercises on Calculation of Return, Total Risk, Systematic Risk, Unsystematic Risk and Beta, Exercises on Calculation of Return, Total Risk, Systematic Risk, Unsystematic Risk and Beta

Module III: Investment in fixed income securities

Bond Prices and Yields, Term Structure of Interest Rates. Exercises on calculation of Bond Prices and Yields. Exercises on calculation of Bond Prices and Yields, Managing Bond Portfolios, Exercises on Bond Portfolio Management

Module IV: Security Analysis

Introduction to Security Analysis, Fundamental Analysis: Economic Analysis, Industry Analysis, and Company Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis Concepts and introduction to live markets, Technical Analysis: Dow Theory, Market Analysis- Price Indicators, Patterns and Volume Indicators, Other Indicators, Technical Analysis tools and live market analysis.

Module V: Portfolio construction and management

Concept and Need of Diversification, Markowitz's Risk-Return Optimization Model. Capital Asset Pricing Model, Arbitrage Pricing Theory. Problem exercises on CAPM Model. Sharpe's Single Index Model, Treynor's Measure and Jensen's Measure, Portfolio Evaluation and Portfolio Revision.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Chandra P., Security Analysis and Portfolio Management, 5th Edition, McGraw-Hill publication. 2017.
- Fischer Donald E., Roland J Jordan, Security Analysis and Portfolio Management, Pearson Publication. 7th Edition, 2018.
- Pandian Punithavathy, Security Analysis and Portfolio Management, Vikas Publishing House Pvt Ltd, 1st edition, reprinted 2011.

Web Links:

https://www.investopedia.com/ https://www.moneycontrol.com/ https://finance.aknowledgequest.com/

Semester – II	DSE	DSE				
MGM4242	L	Т	Ρ	С		
Managing Banks and Financial Institutions	3	0	0	3		
Pre-requisites NA						

Course Objectives:

- The students should know the different components and functions of the Indian financial system.
- To comprehend various products issued through different financial institutions.
- To know financial derivative and financial market activities-speculation, hedging and arbitrage.
- To recognize financial intermediaries and types of securities.
- To familiarize with foreign exchange markets and its significance in the present context.

Course Outcomes

	Course Outcome	Level*
CO1	Understand banking services, functions, and RBI regulations. Analyze case studies on fake certificates, lost warrants, and marketing of financial services.	2
CO2	Gain knowledge of the Indian financial system's evolution, primary and secondary markets. Study case studies on investor dilemmas and stock exchanges.	1
CO3	Explore secondary markets, institutions in financial markets, and clearing house mechanisms.	2
CO4	Learn about derivatives and study case studies on financial market activities and emerging markets.	1
CO5	Understand financial intermediaries, particularly mutual funds. Analyze case studies on industry analysis and bond characteristics.	3

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Banking Services

Banking Services-RBI, Introduction, Functions, Commercial Banking, KYC Norms, Internet Banking, Banking Products and Services. Case studies: Fake certificate and lost warrants, Marketing of Financial Services, Fixed-income risk measures: duration, modified duration. Convexity and price value of basis point. Case Study: Case study on NPA and its impact on Indian Banking Sector, Case studies: M S shoes case, Marketing of Financial Services, Concept of insurance firms and hedge funds.

Module II: Indian financial system (IFS)

Indian financial system (IFS)-Introduction: historical evolution of IFS. Different components of the financial system and their roles. Financial markets - primary and secondary markets; OTC and exchange markets.

Case Study: Investor's Dilemma, RBI's monetary policy is in its proper perspective in the overall IFS. Evolution of stock exchange in India. Role of stock exchange in shaping the financial scenario of a country.

Module III: Stock Exchanges & Types of Markets

Stock Exchanges & Types of Markets-Outline the secondary market, components and its significance. Secondary markets: Products involved in domestic and foreign markets. Case Study: Is this right stock? Institutions involved in financial market, stock, and other exchanges. Introduction to clearing house mechanisms and a clearing corporation. Meaning of broking houses and portfolio management services.

Module IV: Introduction to Derivatives

Introduction to Derivatives: Products-Introduction to Forwards, futures, options and swaps, exotic options. Case Study: A decision cast in Iron. Financial market activities-speculation, hedging and arbitrage mix. Emerging markets and products. Product to product finance, interest-free financial products, thematic indexes.

Module V: Financial Intermediaries

Financial Intermediaries: meaning and concept. Mutual funds, meaning, types an advantages. Case Study: To pharma or not to pharma Industry Analysis, Company Analysis. Case Study: Battle of two and three-wheelers, Bond characteristics, bond types, coupon types.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Gopinath MN., Banking Principles and Operations, Snow white publications, 8th edition, 2017.
- Pathak Bharati V. The Indian Financial System-Markets, Institutions and Services. Sage publication.2020.
- , Mishkin and Eakins, Financial Markets and Institutions, PHI, New Delhi. 2018.
- Fabozzi, The Handbook of Fixed Income Securities, Ace Publications. 2020.
- Pandian P., Security Analysis and Portfolio Management, Vikas Publishing House Ltd, New Delhi.2018.
- Kevin. S, Security Analysis and Portfolio Management, PHI, Delhi. 2018.
- Bhole L M and Mahakud Jitendra, Security Financial Markets & Institutions, Himalaya Publications, Delhi. 2018.
- Chandra P., Security Analysis & Portfolio Management, Pearson Publication, Delhi. 2020.

Web Links:

https://www.investopedia.com/ https://www.moneycontrol.com/ https://finance.aknowledgequest.com/

Semester – II		1		
MGM4251	L	Т	Ρ	С
Cross-cultural Management	3	0	0	3

Course Objectives:

- To understand the concept of Human Resource Management in an international context.
- To understand the challenges of operating in different geographies and relevant differences in culture.
- To enable students to understand issues as selection, training, compensation, performance appraisals, role of culture in business, trade unions and laws in an international context.
- To understand the dynamics of international labour relations.
- To understand the challenges of expatriation and repatriation.

Course Outcomes

	Course Outcome	Level*
CO1	Understand the concept of culture and its dimensions	1 & 2
CO2	Ability to communicate across diverse cultures in a business context	1 & 2
CO3	Competency to motivate and lead in global assignments	2
CO4	Ability to understand and apply the dynamics of international HR functions	3
CO5	Ability to understand the challenges faced by Expatriates and Repatriates	2

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction of Culture

Globalization, international Business Environment, convergence of Cultures, meaning of culture, Cross-culture management. Dimensions of culture: Edward Hall Model, Geert Hofstede Model, Trompenaar's, GLOBE project. Workplace culture.

Module II: Cross-cultural communication

Communicating across Cultures-Introduction, communication process, barriers, language and culture, presentation styles across the world. Negotiating across cultures: Principles, negotiation framework, culture and emotions in Intercultural negotiations. Negotiating styles in different countries.

Module III: Motivation & Leadership across cultures

Motivation and Leadership across cultures-Cultural influences on Motivation, Content & Process theories of Motivation, Leadership and culture, theories of leadership and their global relevance. Leadership theories in other cultures: NT-P model of leadership, theory Z, Japanese leadership studies, leadership styles in Europe, Southeast Asia and Middle East.

Module IV: International HRM & its functions

Cultural dimensions of HRM-HRM in the globalizing world, Difference between domestic HRM & IHRM, Functions in international context: Staffing policies, Recruitment & Selection, Training & Development, Performance appraisal, Compensation and Rewards, International Labour Relations.

Module V: Expatriate Management

Expatriate Management-Expatriation and Repatriation: Characteristics of effective expatriate managers, the role of family, Dealing with culture shock, Successful repatriation practices, Legislation and the international workforce, Legislation and the international workforce, Employment Law, Trade Unions and negotiations.

Examination Scheme: Total – 100 marks

For courses with Theory Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Shobhana Madhavan .Cross-cultural Management.Oxford University press.2016.
- K Aswathappa and Sadhna Dash. International Human Resource Management.Tata McGraw-Hill. 2008.
- Peter J Dowling, Marion Festing, Allen D Engle Sr. International Human Resource Management. 7th Edition, Cengage. 2017.
- Sinha, Jai B.P .Multinationals in India. Managing the Interface of Cultures. Sage Publications. New Delhi. 2004.

- https://www.nature.com/articles/s41599-022-01109-4
- https://onlinelibrary.wiley.com/doi/full/10.1111/1748-8583.12343

Semester – II DSE				
MGM4252	L	Т	Ρ	С
Human Performance Enhancement	3	0	0	3

Course Objectives:

- To Understand Performance management and competency mapping is the most critical function and strong determinant of organizational excellence.
- To apply and develop appreciation skills essential for designing and instituting effective performance management and competency management systems.
- To analyze work quality, organizational climate and be adaptive to change.
- To analyze health care and improved behaviour.
- To evaluate and improve personal growth, understanding the concept of loyalty and reduced labour turnover

Course Outcomes

	Course Outcome	Level*
CO1	Understand the concept of performance management	1&2
CO2	Ability to solve various problems on performance management	1&2
_	issues	
CO3	Competency to appraise the performance of employees	3
CO4	Ability to measure performance of employees	1&2
CO5	Ability to understand various approaches of competency mapping	1

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Performance Management: Introduction

Introduction: Basic concept of performance, how to get maximum performance from employees? process of Performance Management, Difference and link between Performance Management and Performance Appraisal, Performance management system, objectives, and components, approaches to performance management process, Performance Appraisal: Need and methods for Performance Appraisal

Module II: Various issues in performance management

Implementation and Issues in Performance Management -Assessment centre and its process, Implementing performance management system- strategies and challenges, Performance metrics; Role of HR professionals in performance management, Bias in Performance Appraisal, Performance management documentation, Performance management and employee development, Performance management audit, Performance Management skills, Ethical and legal issues in performance management, Performance management framework.

Module III: Measuring Performance

Tools to measure Performance-Performance Management for Teams, Performance Management in practice, Employee assessment system, Analysing Performance problems, Role of HR professional in performance management, KRA and KPI -Introduction, Developing KRA and KPI, Implementing KRA based Performance Appraisal System, Job Evaluation,

Broad Branding. Identification and Measurement of KPA's, Role of Line Managers in Performance Management, Supervision - Legal principles affecting performance management, Performance Appraisal Techniques: Psychometric tests, Objectives and Principles of Monitoring, Monitoring performance planning process - periodic reviews -problem solving - engendering trust - role efficacy.

Module IV: Talent Retention

Talent Retention Practices-Concept and approaches; Framework of talent management, Talent identification and integration; Talent retention diagnosing causes of talent departure, talent management and workplace diversity. Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; using talent management processes to drive culture of excellence; Leaderless group discussions, Management games, Simulation exercise Role Plays, Self-appraisal,360 Degree appraisal, BARS, Balance score card, Performance analysis.

Module V: Competency Mapping

Competency-based mapping and Performance enhancement importance-Developing Competency Models: The Lanchester Model of Managerial competency. Training and Development and succession planning, Performance Mentoring, Performance management strategic planning, Comparison of performance appraisal and its importance. Performance review discussions, Application of competency-based mapping, Performance enhancement importance, Performance linked remuneration system, Talent management in India; Future directions in talent management practice and research.

Examination Scheme: Total – 100 marks

For courses with I	heory Components	
Components	Continuous Internal Assessment (A,	External Assessment
-	CA, TP, Q, MT, CT etc.)	
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Varma, A., &Budhwar, P. Performance management systems: An experiential approach.Sage.2019.
- Donald L. Kirkpatrick .Improving Employee Performance through Appraisal and Coaching. PHI Learning, New Delhi.2011.
- Rao, T.V .Performance Management and Appraisal Systems. Thirteenth Edition. Sage Publications. 2007.

- https://jpas.ub.ac.id/index.php/jpas/article/view/244
- <u>https://www.ijisrt.com/assets/upload/files/IJISRT22JUN359.pdf</u>

Semester – II	DSE			
MGM4221		Т	Ρ	С
Fundamentals of Hospitality Industry		0	0	3
Pre-requisites NA				

Course Objectives:

- To familiarize with the various concepts in hospitality
- To understand the need of Hospitality
- To understand consumer behavior
- To analyze the factors affecting employability
- To develop the ability to design best strategy

Course Outcomes

	Course Outcome	Level*
CO1	Explain hospitality marketing concept and environment	1
CO2	Illustrate the critical approach and analyze the flaws in hospitality industry	2
CO3	Explain overview about the hospitality and tourism industry	2
CO4	Identify the major areas of coverage of hospitality industry	1
CO5	Analyze interrelationship between travel and tourism	3

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction

The Hospitality Industry – Origin and Growth – Tourism Industry – Importance of Tourism – Industries related to Tourism – Evolution and Growth of the Hotel – Evolution of Tourism – Factors Affecting Hospitality and Tourism Industry – Employment Opportunities in Hospitality

Module II: Clarification of Hotels

Clarification of Hotels – Major Departments of a Hotel – Star Ratings of Hotels – Global Standards for Hotels – Managing Other Services – Speciality Resorts – Book Sellers – SPA – Beauty Clinics – Gymnasium.

Module III: Tourism

Definition of Tourism – Features – Types of Tourists – Tourism Activities – Components of Tourism Infrastructure – Elements and Characteristics of Tourism Products- Scope of Tourism – Motivation for Tourism – Relation of hospitality industry with Tourism

Module IV: Travel Agency

History growth and present status of travel agency – Travel formalities – Linkages and arrangements with hotels, airlines and transport agencies – Transport system – Different types of transport – Impact of Science and Technology

Module V: Hospitality and Its Related Sectors

Theme Parks – Conventions – Cruising – Special events – recreation and leisure – Tourism and Hospitality in 21st century – Global gaming and Casino operations – Recent trends.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Clayton W. Barrows, Tom Powers and Dennis Reynolds. (2012) Introduction to Management in the Hospitality industry. Tenth Edition. John Wiley and Sons, Inc.
- Lockwood.A & Medlik.S, Tourism and Hospitality in the 21st Century, Elsevier, 2001
- Lim Tau, Hema et al., Fundamentals of Hospitality and Tourism Management, e- Book Open University Malasia, 2009.
- Walker John R, Introduction to Hospitality, Prentice Hall of India, 2001

Web Links:

https://www.icm.education/subjects/fundamentals-of-the-hotel-catering-industry

https://timespro.com/blog/5-fundamentals-of-the-hotel-and-catering-industry

Sir Padampat Singhania University, Udaipur MBA

Detailed Syllabus

Semester – II		DSE			
MGM4222		L	Т	Ρ	С
Front Office and House Keeping Management		3	0	0	3
Pre-requisites	NA				

Course Objectives:

- · To understand the principles of housekeeping
- To study the flow of activities and functions in today's lodging operation
- To establish the importance of Front office and House Keeping and its role in the hospitality industry
- To know about the hotels
- To evaluate the house keeping operations

Course Outcomes

	Course Outcome	Level*
CO1	Understand and get skill on housekeeping and front office management	1
CO2	Illustrate knowledge on hotel Infrastructure and operations inside it	2
CO3	Explain skills on front office management	1
CO4	Explain the role of front office manager	1
CO5	Apply communication skills and the ability to work with a team	2

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction

Hotel industry – Classification of Hotels and other types of Lodging – Hotel Tariff plans – Types of guest rooms and annex – Major departments of a hotel – Organization structure – Duties and responsibilities of Front office personnel – Interdepartmental coordination.

Module II: Front Office Operations

Sections and Layout– Room tariffs and calculation of rates - reservation – registration – Guest services – Check out and settlement – Front office accounting – Night auditing – safety and security.

Module III: Front Office Management

Evaluating Hotel performance – Revenue per available room – Market share index – Evaluation of hotels by guests; - Yield management – forecasting – Room availability – Sales techniques – Budgetary control.

Module IV: Housekeeping Operations

Importance of Housekeeping – Organizational structure – Layout – Coordination with other departments - Duties and responsibilities –Hotel guestrooms – contents and cleaning; – public areas – Housekeeping control desk

Module V: Housekeeping Management

Housekeeping expenses – controlling expenses – use of textiles – Linen and uniform room – Laundry – Equipment, agents and process; – Sewing room – ergonomics in housekeeping - pest control and waste disposal – changing trends in hospitality

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Jatashankar R. Tewari. Hotel Front Office Operations and Management. Oxford 2009
- G.Raghubalan and Smritee Raghubalan. Hotel Housekeeping Operations and Managemen. Second Edition. Oxford 2007
- Anutosh Bhakta. Professional Hotel Front Office Management. Tata McGraw Hill 2012
- Casado, M. Housekeeping Management. John Wiley and Sons, Inc. 2000 3. Ahmed Ismail. Front Office Operations and Management. Cengage Learning. 2008

Web Links:

http://housekeeping-department.blogspot.com/2011/05/housekeeping-and-front-office.html

https://bngkolkata.com/front-office-coordination/

Semester-III MGM4302 Entrepreneurship Pre-requisites Basics of business and trade
 Major Core

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Course Objectives:

- The purpose of this course is to expose the student to the basic concepts of entrepreneurship, functions of entrepreneurs, and the problems faced by them in the real world.
- To provide insights to students in converting an idea into an opportunity and develop an understanding of various funding sources for a start-up.
- Familiarize the students with SME sector activities, venture capital financing and international entrepreneurial opportunities.
- Familiarize the students with SME sector activities, venture capital financing and international entrepreneurial opportunities.
- To understand the technological, human, economic, organizational, social, and other dimensions of Innovation.

Course Outcomes

	Course Outcome	Level*
CO1	Student will be able to outline the role of entrepreneurship in economic development.	1
CO2	Given the scenario, student will be able to identify the concept entrepreneurs.	1
CO3	For a given problem, Student will be able to develop business idea and identify sources of funds.	2
CO4	For a future business, student will be able to analyze competition and industry analysis.	2
CO5	Acquaint with Venture Capital and its implication to startups.	3

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction to innovation and creativity

Innovation: Meaning, the difference between innovation and creativity, Innovation types & platforms, Business model innovation, Service innovation, Design-led innovation, Improvisation, Large firm Vs. Start-up innovation, Co-creation, and open innovation, developing an innovation strategy, Sources of innovation, Innovation environment, Creative destruction

Module II: Concept of Entrepreneurship

Entrepreneurship: Meaning, definition and concept, Factors affecting entrepreneurship, Characteristics and skills of an entrepreneur, entrepreneur v/s manager, Concept of intrapreneurship, Types of entrepreneurs, Functions of entrepreneur, Entrepreneurial decision

process, Challenges faced by entrepreneurs and changing role of entrepreneur, Women enterprises, Social and rural entrepreneurship.

Module III: Sources of Finance

Entrepreneurial Finance, Assistance, and entrepreneurial development agencies: Estimating financial funds requirement, Sources of finance – banks & financial institutions, Financing of small-scale industries in developing countries, Role of central government and state government in promoting entrepreneurship with various incentives, Subsidies, Grants, Export oriented units – fiscal & tax concessions.

Module IV: Overview of Idea Generation and BPP

From Idea to opportunity: Idea generation- sources and methods, Identification, and classification of ideas. Individual creativity: idea to business opportunity, Opportunity assessment, Process of new venture and its challenges, Venture capital, Angel investing, Crowdfunding.

Business Planning Process: Elements of business planning, Preparation of project plan, Components of an ideal business plan – market plan, financial plan, operational plan.

Module V: Introduction to Venture Capital

Launching a new venture: Steps involved in launching a business (process charts), Various forms of business ownership, Registration of business units, Start-up to going IPO, Revival, Exit and end to a venture.

Examination Scheme: Theory Total – 100 Marks

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing. 2020.
- Ahmad, Ali and Bhatt, Punita.: Entrepreneurship in Developing and Emerging Economies, SAGE Publishing India. 2018.
- Mitra, Jay: The Business of Innovation, 2017, SAGE Publishing. 2018.
- Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hirsch Michael Peters Dean Shepherd, McGraw Hill. 2020.
- Khanka, S.S.; Entrepreneurial Development; S. Chand and Co. 2020.
- Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning. 2020.

- https://smallbusiness.chron.com/entrepreneurship-business-planning-2532.html
- https://openstax.org/books/entrepreneurship/pages/11-4-the-business-plan

Semester – III DSE		DSE			
MGM4371		L	Т	Ρ	С
Customer Value Creation & Innovation		3	0	0	3
Pre-requisites-	Marketing Management				

Course Objectives:

- To help students acquire more insights into ways through which more value can be created in market offerings.
- To enable students to identify and evaluate the stages of a product life cycle and which strategies to use to create value.
- To make students understand the role of all stakeholders in co-creating value for consumers.
- To provide students with the ability to critically evaluate and use the consumer insights in developing better value proposition for the TG.
- To understand the relevance of innovation and creativity in various stages of a new product development.

Course Outcomes

	Course Outcome	Level*
CO1	Demonstrate an in-depth understanding of the mechanisms of creating and sustaining customer value	2
CO2	Demonstrate an understanding of customer needs	3
CO3	Critically analyse the process of developing new products of higher perceived value	3
CO4	Employ a conducive philosophy to customer value creation	3
CO5	Analyze the firm's value proposition	3

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module-I: Creating and Co-Creating Customer Value

The role of Customer Experience, Customer Experience: Definition and different approaches; Determinants of customer experience. Customer Relationship Management, Customer Engagement & Loyalty: different approaches; Benefits; Relationship variables/factors.

Module -II: Product-Service System

Concept, origin and features and types of PSS; Value Propositions and USP. Creating value through Innovations in design, composition, packaging.

Module -III: Managing Product Life cycle

Stages, strategies and Value Addition. Creating value in product offers through Innovation, Differentiation. Communicating the value to consumers.

Module -IV: Developing new products of higher perceived value

Innovation and Speed, the NPD process for goods and services; Design Thinking Approach to Problem-Solving

Module -V: Create consumer value

By reducing costs, Using consumer insights, digital data and data from frontline stakeholders to co-create value for consumers. Customer Relationship management.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Dubois, P.L., Jolibert, A. and Mühlbacher, H.- Marketing Management: A Value Creation Process, Kindle Edition, Basingstoke: Palgrave Macmillan. 2005.
- Peter Doyle -Creating Customer Value: The Path to Sustainable Competitive Advantage 3rd edition, Routledge 2016
- Alexander Osterwalder, Yves Pigneur, et al., Value Proposition Design: How to Create Products and Services Customers Want Wiley 2014

- https://www.indeed.com/career-advice/career-development/creating-value-for-customers
- https://digitalleadership.com/blog/value-creation/

Semester – IIIMGM4372Retail MarketingPre-requisites-Marketing Management

DSE	Ξ		
L	Т	Ρ	С
3	0	0	3

Course Objectives:

- To familiarize the students with retail management concepts and operations
- To understand various formats of retail in the industry.
- To demonstrate an understanding of how retailers develop a retail mix to build a sustainable competitive advantage.
- To understand the integration of merchandise management and supply chain strategies leading to the application of excellent customer service.
- To demonstrate an understanding of decisions that retailers make to satisfy customer needs in a rapidly changing and competitive environment

Course Outcomes

	Course Outcome	Level*
CO1	Understand various formats of retail in the industry	1
CO2	Comprehend and apply the ways retailers use marketing tools and techniques to interact with their customers.	2
CO3	Analyse how to create a shopping experience that builds customer loyalty.	3
CO4	Analyse decisions retailers make to satisfy customer needs in a rapidly changing and competitive environment	3
CO5	Evaluate effective procedures of how to receive, present and maintain merchandise	4

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction to Retailing

Factors Influencing Retailing, Retail Industry and Structure in India, Modern Retail format & Retailing in rural India. Retail Formats: Types, Ownership structures, E-Tailing.

Module II: Strategic Planning in Retailing & Target Market

Setting up Retail organization, Site analysis, Retail Marketing Mix and Sustainable Competitive advantage. Identifying and Understanding Consumers: Segmentation of consumers, Target Market - Consumer perception and Behaviour & Shopping culture, Profile of Indian Shopper.

Module III: Store Operations

Store Atmosphere, In-store service, Visual Merchandising, Store Design / Layout, Store wise inventory Management-Cost & inventory control

Module IV: Merchandise & Pricing in Retail

Types, Merchandise management process and control. Pricing in Retailing: Factors Influencing Retail Pricing, Types of Pricing- Decoy Pricing, Bundle Pricing, EDLP, High-low Pricing, Loss leader pricing, Dynamic Pricing

Module V: Information Systems and Emerging Issues

Retail Information System, Non-Traditional Retail stores, Web based Retailing, HRM in retail and CRM in retail

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Levy, M. Weitz, B and Grewal D. Retailing Management, Mc Graw Hill, 2021 (9th Ed)
- Berman B. & Evans J.R. Retail Management: A Strategic Approach, Pearson (10th Ed)
- Cullen & Newman: Retailing Environment & Operations, Cengage Learning EMEA
- Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
- Harjit Singh: Retail Management, S. Chand Publication.

- https://examupdates.in/retail-management-notes/#download-retail-management-pdf
- https://nptel.ac.in/courses/110105158

Semester – III	DS	6E		
MGM4373	L	Т	Ρ	С
Digital Marketing and Digital Ecosystem	3	0	0	3

Pre-requisites- Marketing Management

Course Objectives:

- 1. To understand the essential philosophies and practices of digital marketing technologies
- 2. To examine the strategic role of various digital marketing tools
- 3. to be able to design a comprehensive digital marketing plan that helps businesses to build a sustainable competitive advantage.
- 4. To get familiarize with the methodologies, process and tools involved in digital marketing
- 5. To explain and design the key digital marketing activities needed for competitive success.

Course Outcomes

	Course Outcome	Level*
CO1	Understand and apply the digital marketing tools	2
CO2	Understand and apply emerging trends in digital marketing	2
CO3	Analyse the confluence of marketing, operations, and human resources in real-time delivery.	3
CO4	Interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics.	3
CO5	Critically evaluate the use of digital marketing tools by applying relevant marketing theories and frameworks.	4

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module-I: Introduction

Introduction to Digital Marketing, Difference between traditional and digital marketing, recent trends and current scenario of the industry, digital marketing as a tool of success for companies. Digital ecosystem: Digital Ecological approaches, Digital Business Ecosystem, digital publicity platforms.

Module-II: Website Planning

Website planning and Creation, Search Engine Optimisation (SEO), Search Engine Marketing: increasing visibility, cost-per-click (CPC), customer lifetime value (CLV).

Module-III: Social Media Marketing

Target the right audience, build a social media campaign, write ad copies and ad creatives. various metrics involved in SMM like cost-per-click (CPC), cost-per-view (CPV), cost-per- impression (CPM), Keyword advertising, Google web-master and analytics overview

Module-IV: Design Essentials

Typography, colors, and themes. Creating attractive creatives. Mobile Marketing: promote your app, increase app installations, analyze app metrics, and app store optimization (ASO). Understanding the use of in-app advertising, in-app messaging, and push notifications.

Module-V: Digital Media Planning

Digital media Buying, Content Marketing & Strategy. Email Marketing. Adsense, Blogging, and Affiliate Marketing. Marketing Automation, Influencer & Podcast Marketing

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Seema Gupta -Digital Marketing. Published by McGraw Hill; Second edition, 2020.
- V. Ahuja- Digital Marketing, Oxford University Press
- Kamat and Kamat- Digital Marketing, Himalaya Publishing House.

- https://www.techtarget.com/searchcustomerexperience/definition/digital-marketing
- <u>https://sproutsocial.com/insights/digital-marketing-tools/</u>

Semester – III	DSE			
MGM4374	L	Т	Ρ	С
Services Marketing	3	0	0	3

Pre-requisites- Marketing Management

Course Objectives:

- Understand conceptual difference and assimilation between services and manufactured goods and challenges inherent in managing service business operations.
- Identify the difference between services and physical goods and understand how such differences translate into strategic direction.
- Appreciate the marketing mix elements from "cocreation" perspective.
- Design service quality measurements to build customer loyalty and effectiveness of service offerings.
- Explain service blueprinting, integration of new technologies, and other vital issues faced by service providers and managers today.

Course Outcomes

	Course Outcome	Level*
CO1	Understand the Concept of Services and intangible products	2
CO2	To develop an understanding of factors influencing services industry	2
CO3	Analyse the role and relevance of Quality in Services	3
CO4	Identify the major elements needed to improve the marketing of services	3
CO5	Develop and justify alternative marketing approaches that can be used by service managers.	4

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module -I: Basic Concepts and Principles

Introduction to services and services marketing: Service industries, service as a product, Customer service and derived service, Services and Technology, potential for new service offerings, new service delivery mechanisms. Characteristics of services compared to products, Intangibility, Heterogeneity, simultaneous production and consumption, persishability The nature of services marketing mix, role of people, processes and physical evidence. Challenges for service marketers, role of consumer feedback and co-creation of services The Gap model of service quality; The customer gap, The providers gap (not knowing what customer expects), Closing the gap, using the Gaps model to access an organisation's service strategy

Module -II: Focus on the customer

Consumer Behaviour in Services Search, Experience and Credence quality of products and services, Consumer Choice, Need recognition,, information search, importance of customer reviews. Consumer Experience. Services as processes, importance of service co-creation with consumers, post-experience evaluation. Role of culture in designing service experiencesfor consumers across different countries and cultures. Customer Expectation of service, Expected service levels, and factors that affect desired service expectations. Customer Perceptions of Services, Customer satisfaction versus service quality. Service Quality dimensions, quality dimensions across cultures, service encounters and moments of truth

Module -III: Understanding customer requirements

Understanding customer requirements through marketing research: Research objectives for services, and creation of an effective consumer research programme. Customer complaint solicitation, Critical Incident studies. Multi-dimensional scales to capture customer perceptions and expectations of service quality. SERVEQUAL and SERVPERF scales. Analysing and interpreting research findings of customer surveys, Lost customer research , analysis of reasons for customer attrition. Methods of data collection using mystery shopping techniques and customer panels, Building customer relationships and designing customer loyalty programmes. Customer Segmentation based on estimation of customer lifetime value. Numerical Exercises on RFM (Recency, Frequency, and Monetary Value) analysis for customer segmentation. Numerical Exercises on CLTV and RFM and application to customer strategy

Module -IV: Aligning Service Design and Standards

Service development and design and its challenges. Stages in service improvement and new service development, and types of services and evolution of new services. Service Mapping and Service Blueprinting: What is service map and service blueprint, Service Blueprinting components and examples. Exercises on Service mapping and Service Blueprinting. Loyalty Progammes in Service Organisation, how do you define loyalty. Employee role in service, Service culture,; service triangle, Boundary spanning roles; emotional labor, sources of conflict, quality-productivity trade-off, strategies of delivering service quality through people, customer oriented service delivery, Customers' role in service, Importance of customer in service cocreation, Self-service technologies – the ultimate in customer participation, Strategies for enhancing customer participation, Managing service demand and capacity, Yield management. Managing Service Promises, Integrated service marketing communication; Strategies to match service promises with delivery, Pricing of service; Price differentiation across customers, Approaches to pricing services, Linkage of pricing strategies with value definition.

Module -V: Service and the Bottom Line

Financial and economic impact of service; Service and profitability relationship, Offensive marketing effect of service, Defensive marketing effect of service, Customer perceptions of service quality and purchase intention, Key drivers of service quality, Customer retention and profits; Effective nonfinancial performance measurements, Customer equity and return on marketing: key metrics, Strategic customer-centered view of firm, Cost effective service excellence through technologies.

Examination Scheme: Total – 100 marks

For courses with Theor	v and/or Tutorial	Components
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Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Zeithaml and Bitner Services Marketing: Integrating Customer Focus Across the Firm. (2018). Tata McGraw-Hill
- Theodore Levitt Marketing Intangible Products and Product Intangibles
- G. Lynn Shostack Designing Services That Deliver

- https://www.analyticssteps.com/blogs/what-service-marketing-features-and-types
- <u>https://www.marketingtutor.net/service-marketing/</u>

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Semester – III		
MGM4375		
Rural Marketing		
Pre-requisites-	Marketing Management	

Course Objectives:

- To discuss the various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.
- Differentiate the rural market environment from the urban and semi-urban markets.
- Understand the factors influencing the rural consumer behavior and their brand loyalty
- To analyze rural markets through marketing mix while applying t h e marketing concepts suitable to the rural markets.
- To evaluate pricing and distribution strategies for rural consumers

Course Outcomes

	Course Outcome	Level*		
CO1	Acquaint the students with the appropriate concepts and techniques in the area of rural marketing	2		
CO2	Apply adaptations to the rural marketing mix to meet the needs of			
CO3	 Explore & Analyse the various aspects of rural marketing and develop an insight into rural marketing regarding different concepts and basic practices in this area. 			
CO4	Identify & Analyse the challenges and opportunities in the			
CO5	Evaluate the marketing mix variables affecting rural markts and			

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module-I: Basic Concepts and Principles

Introduction to Rural Marketing, Key concepts and marketing orientations. Understanding the rural market of India. Rural economy, population, demographics. Rural-Urban divide, Differences in socio-economic factors in rural versus urban. Rural Environment factors. Assessing the concept of fortune at the bottom of pyramid in context of rural population and rural marketing

Module-II: Gauging the Rural Consumer Behavior

Factors of rural consumer influence, Social classes in rural context and their impact on consumption decisions, Socio-economic classification, Classification system based on socio-economic factors and rural population composition. Researching the mind of rural consumer, Marketing research methods suitable for rural markets

Module-III: Segmentation, Targeting and positioning for rural markets

Segmentation of rural markets, Targeting segments with potential, Positioning for ruralmarkets

Module-IV: Rural Marketing Strategy

Generating ACCEPTABILITY in rural markets. Product Strategy – Concept and significance in rural markets, Product Strategy Scope. Product mix decisions and Product item decisions, Competitive Product Strategies. Pricing Strategy: Ensuring Affordability for rural consumers, Promotion Strategy. Building AWARENESS in rural markets. Exploring media in rural context. Distribution Strategy in Rural context. Ensuring AVAILABILITY for rural consumers-The role of distribution network in rural areas, Models of distribution in rural areas.

Module-V: Social Entrepreneurship

Social Entrepreneurship and Rural Marketing Strategy. Case Discussion-ITC E-choupal: Corporate Social Responsibility in rural India, Ali Farhoomand, ACCH. Study different business models based on social entrepreneurship in rural context

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Kashyap Pradeep- Rural Marketing Pearson Education. 2013.
- Raozada Sumesh and Agarwal Vishal: Scope and Challenges in Rural Marketing In India Excel Books, 2010
- Dogra B. & Ghuman K. Rural Marketing Concepts and Practices, Tata McGraw-Hill. 2010.
- Krishnama charyulu C.S.G. & Ramakrishnan Lalitha. Rural Marketing Text & Cases, Pearson Education, 2011.

- https://www.udemy.com/course/rural-marketing-promote-advertise-and-distribute/
- <u>https://www.mgncre.org/pdf/publication/207%20Rural%20Marketing%20Management.p</u>
 <u>df</u>

Semester – III MGM4341 Basics of FinTech Pre-requisites Basics of Finance and IT

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Course Objectives:

- Understand the key concepts of FinTech and services in the present context.
- Understand the technologies that empower FinTech, and FinTech skills in the new age market.
- Gain a basic knowledge of FinTech landscape, FinTech Architecture, and FinTech Technologies.
- Improve FinTech knowledge of current and future issues in cutting-edge developments in banking, financial markets, and entrepreneurial fields.
- Assess business and regulatory implications: RegTech, FinTech Payments, and Regulations, CBDC.

Course Outcomes

	Course Outcome	Level*
CO1	Examine FinTech firms, scope and recent trends.	1
CO2	Understand digitization of financial services	2
CO3	Know FinTech landscape, FinTech Architecture, and FinTech startups.	2
CO4	Understand BankTech, Central Bank Digital Currency (CBDC), InsureTech.	3
CO5	Analyze FinTech Regulations, Evolution of RegTech, RegTech Ecosystem.	4

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction to FinTech

FinTech: meaning, definition, and types of FinTech Companies. Scope of FinTech in future. E-wallets and payment system. Recent Trends in FinTech. FinTech Transformation: FinTech Evolution 1.0: Infrastructure. FinTech Evolution 2.0, FinTech Evolution 3.0.

Module II: History of Financial Innovation

A brief history of financial innovation. Digitization of financial services. FinTech & Funds. How Al is Transforming the Future of FinTech. Technologies that power FinTech. Essential FinTech skills in the new age market.

Module III: FinTech landscape

Introduction to the FinTech landscape, FinTech Architecture, FinTech Technologies, future of FinTech, Applications of FinTech, Use cases of FinTech in banks, Overview of FinTech startups, FinTech unicorns and business models.

Module IV: FinTech and BFSI

Banking, Financial Services & Insurance (BFSI) Value chain, the role of Financial Analyst. How FinTech changed BFSI. Modern Banking Landscape. Introduction to BankTech, Central Bank Digital Currency (CBDC). Introduction to InsureTech

Module V: FinTech in Wealth Management

FinTech Big Trends - Looking Forward. FinTech Regulations, Evolution of RegTech.

RegTech Ecosystem: Financial Institutions. FinTech in Wealth Management. Technology Disruptions in FinTech. Case studies on Sustainable Finance and FinTech, Financial Markets, and Services.

Examination Scheme: Theory Total – 100 Marks

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Chishti S, The FinTech Book The Financial Technology Handbook for Investors, Entrepreneurs, and Visionaries, John Wiley & Sons Inc. 2022.
- H B, Jaspal Singh, N C, Financial Technology (FinTech) and Digital Banking in India, Publisher, Delhi. 2021.
- Agustin Rubini, FinTech in a Flash: Financial Technology, Zaccheus Entertainment; 3rd edition (1 January 2018).
- Steven O' Hanlon, Susanne Chishti, FinTech for Dummies, Wiley. 2021.

- https://bootcamp.cvn.columbia.edu/blog/what-is-FinTech/
- https://www.cfainstitute.org/en/research/FinTech

Semester – III		DSE						
					L	т	Ρ	С
Financial Derivat MGM4342 Pre-requisites	NA				3	0	0	3

Course Objectives:

- To make students aware of different types of derivatives.
- To develop an understanding among students about financial derivatives and associated regulatory frameworks.
- To have an understanding of the derivative tools such as options, futures, and their application to hedging.
- To have an understanding of speculation and arbitrage with the help of derivatives.
- To have an understanding of the commodity derivative market.

Course Outcomes

	Course Outcome	Level*
CO1	Explain the concept and types of derivatives	1
CO2	Illustrate the functioning and pricing of future and forward contracts	2
CO3	Illustrate the functioning and pricing of options contracts	2
CO4	Analyze concepts and various commodity derivatives contracts traded in India	3
CO5	Explain concept and types of SWAP contract	1

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction: Derivatives Market

Definition, Evolution and features of derivatives, Types of derivatives, Forward, Futures and Options market, Forward market transactions, Forward contracts, Forward market in India, Hedging with forwards.

Module II: Forwards and Futures Contracts

Introduction to forward contracts, Features of forward contracts, Futures contract-types, Functions, the distinction between futures and forward contracts, Pricing of future contracts, Currency Futures, Hedging in currency-futures, Speculation and arbitrage in currency futures, Pricing of futures, Cost of carry model, Application of market index, Index futures in the stock market, Indian derivatives market.

Module III: Options

Introduction to options, Hedging with currency options, Speculation and arbitrage with options, Pricing options, General principles of pricing, Black Scholes option pricing model, Index options, Hedging with index options, Speculation, and arbitrage with index options, Index

options market in the Indian Stock Market, Use of different options strategies to mitigate the risk.

Module IV: Commodity Derivative market

Introduction to commodity markets, History of commodity trading, Major commodities traded in derivatives exchange in India, Participant in commodity derivative markets, Commodity market indices, Commodity futures, Commodity options, Uses of commodity derivativeshedging, speculation, and arbitrage.

Module V: Swaps and other derivatives

Financial swaps, Types of swaps, Derivatives v/s swaps, Managing interest rate exposure, Interest rate swaps, Currency swaps, Forward rate agreement (FRA).

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Gupta S.L. Financial Derivatives: Theory, Concepts, and Practices. PHI. 2016
- Hull John C. Options, Futures, and Other Derivatives. Pearson, 10th Edition. 2017.
- Kumar S.S.S. Financial Derivatives. PHI.
- Chandra R. Derivatives and Risk Management. Mc Graw Hill Education, 1st Edition, 2018.

Web Links:

<u>Futures and Forwards (corporatefinanceinstitute.com)</u> What are Options, Its Features, Types & How it Works | Angel One

DOE Semester – III **Behavioral Finance** MGM4343 Pre-requisites NA

Course Objectives:

- To develop an understanding of finance and enable the students to evaluate the firm's decision areas related to finance.
- To help students to understand the limitations of 'rational' models of investment decision-making.
- To introduce students an alternate framework for understanding price discovery in the markets.
- To help students identify persistent or systematic behavioral factors that influence investment behavior.
- To help students to understand dynamic asset allocation.

Course Outcomes

	Course Outcome	Level*
CO1	Explain the basic concept of behavioral finance	1
CO2	Illustrate various behavioral biases in investment behavior	2
CO3	Explain rationality in investment decisions	1
CO4	Analyze various factors which impact investment behavior	3
CO5	Explain risk-taking as important factor of investment behavior	1

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction: Introduction to Behavioral Finance

Concept, Nature, Scope, Objectives, Difference between standard finance and behavioral finance, Traditional view of financial markets, Anomalies of financial markets, Limitation of efficient market hypothesis, Behavioral financial market strategies, Behavioral indicators, Psychology: Social, Behavioral, Physiological, Applied, Educational, Cognitive psychology, Boom & bust cycles, Prospect theory, Loss aversion theory.

Module II: Behavioral biases theories

Heuristics, Overconfidence bias, Representativeness, Anchoring and adjustment bias, Cognitive dissonance bias, Availability bias, Self-attribution bias, Illusion of control bias, Conservation bias, Endowment bias, Optimism bias, Confirmation bias. Finance & emotions, Investors & types, Characteristics of extremely successful investor.

DSE			
L	Т	Ρ	С
3	0	0	3

Module III: Rationality

Risk aversion and expected marginal utility, Rationality in investment decisions: Concept, Limitation, assumptions for rational decision-making model, Rational decision-making process, Dependency of rationality on time horizon, Herbert Simon and bounded rationality.

Module IV: Factors impacting behavior of investors

Group Behavior: Conformism, Herding, Fatal attractions. Emotion and neuroscience. Factors influencing stock & stock market, External factors and investors behavior, Classification of external and internal factors influencing investors behavior,

Module V: Dynamic Asset Allocation

CRRA investors, Behavioral clients, Mean reversion structured wealth management process, Risk ability, Risk awareness, Risk tolerance and investment style.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Chandra P. Behavioural Finance. McGraw Hill. Latest Edition.
- Parag P. Value Investing and Behavioural Finance. McGraw Hill. Latest Edition.
- Montier J. Behavioural Finance: insights into irrational minds and market.Wiley Finance. Latest Edition.
- Thaler Richard H. Advances in Behavioural Finance. Russell Sage Foundation. Latest Edition.2017.

- Behavioral Finance Definition, Theory, Biases and Examples (wallstreetmojo.com)
- Behavioral Finance (corporatefinanceinstitute.com)

Semester – III		DSE				
MGM4344		LTF		Ρ	С	
BUSINESS VALUATION		3	0	0	3	
Pre-requisites	NA					

Course Objectives:

- This course is designed for students with prior knowledge of accounting who are seeking practical methods to enhance their ability to report and analyze financial information.
- Students will gain ability to evaluate a company's current financial position, assess operating performance, and identify alternate courses of action.
- The course will help students who are going to be involved with the management of a business acquire some knowledge of financial statement analysis, and business analysts ability to effectively assess the results and prospects for a business and make practical decisions
- This course is to teach students about the analysis and valuation of assets (corporations, equity securities, any asset really). In learning the primary valuation techniques used to estimate market or intrinsic values for assets and equity securities, we will pay special attention to financial statement analysis.
- Additionally, the course will highlight the importance of identifying and focusing on key value drivers. We will also focus on the technical and analytical frameworks required to understand and execute valuations, such as equity risk premiums, beta, the weighted average cost of capital, the risk-free rate, the capital asset pricing model, the terminal growth rate, adjusted present value, etc.

	Course Outcome	Level*
CO1	Understand the concept and nature of Overview-Context of valuation	1
CO2	Understand the theories behind Enterprise DCF Model	1
CO3	Apply the Steps involved in Relative valuation	3
CO4	Analysis the process of Advanced issues in valuation	4
CO5	Evaluate how to create Methods and Key premises of VBM- Marakon approach	5

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Business valuation

Business valuation-an Overview-Context of valuation-Approaches to Valuation-Features of the valuation process: Book value approach, Stock and debt approach, discounted cash flow approach, Relative valuation approach, option valuation approach-Features of the valuation process-Corporate valuation in practice.

Module II: Enterprise Discounted Cash Flow (DCF) Model

Enterprise DCF Model-Analysing historical performance-Estimating the cost of Capital-Forecasting performance-Estimating the continuing value-Calculating and interpreting the results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model-Economic profit model-Applicability and Limitations of DCF analysis

Module III: Relative valuation

Relative valuation-Steps involved in Relative valuation-Equity valuation multiples-Enterprise valuation multiples-Choice of multiple-Best practices using multiples-Assessment of relative valuation. Other Non DCF Approaches-Book Value approach-Stock and Debt approach-Strategic approach to valuation-Guidelines for corporate valuation

Module IV: Advanced issues in valuation

Advanced issues in valuation-Valuation of companies of different kinds-valuation in different contexts-Loose ends of valuation-Valuation of intangible assets: Patents, trademarks, copyrights and licenses; Franchises; Brands

Module V: Value Based Management

Value Based Management (VBM)- Methods and Key premises of VBM-Marakon approach-Alcar approach-Mckinsey approach-Stern Stewart approach-BCG approach-Lessons from the experiences of VBM adopters.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

*The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Shannon P. Pratt and Alina V. Niculita. Business Valuation: An Integrated Theory, Second Edition 2020
- Tim Koller, Marc Goedhart, and David Wessels. Valuation: Measuring and Managing the Value of Companies, Fifth Edition 2020
- Mark Zyla, Amaresh Chakrabarti, and Jim Hitchner. The Handbook of Business Valuation and Intellectual Property Analysis, Second Edition 2018
- Shannon Pratt and Roger Grabowski. Business Valuation Body of Knowledge: Exam Review and Professional Reference, Second Edition 2016

Sir Padampat Singhania University, Udaipur

MBA

Detailed Syllabus

Semester – III		DS	E		
MGM4345		L	Т	Ρ	С
Cryptocurrencies and Digital Tokens			0	0	3
Pre-requisites	NA				

Course Objectives:

- To acquaint students with the concepts & amp; knowledge about the blockchain and underlying enabling technology like cryptography.
- To discuss with students about different types of cryptocurrencies and their applications.
- To analyze the importance of tokenization for liquidity and asset management.
- To make students aware of key terms related to crypto finance.
- To make students aware of the digital assets such as tokens and Tokenization.

Course Outcomes

	Course Outcome	Level*
CO1	Gain a solid understanding of cryptographic principles for securing digital transactions and communications.	1
CO2	Explore the key elements of blockchain technology and cryptocurrencies.	1
CO3	Comprehend the concept of tokenization and explore various use cases of tokenization in different industries.	2
CO4	Analyze Cryptocurrency Mining and Regulation and providing students with a comprehensive understanding of the evolving landscape of digital assets.	
CO5	Evaluate the impact of cryptocurrencies on traditional financial systems.	4

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Cryptography Background

Cryptography Background: Encryption, Decryption, Symmetric Key Cryptography, Asymmetric Key Cryptography, Digital Signatures, Difference between private and public key, Hash, Introduction to Blockchain, Key elements of blockchain, Public and private blockchains, Introduction to Web 3.0 technology stack.

Module II: Basics of Cryptocurrencies

Introduction to cryptocurrency, characteristics of cryptocurrency, Advantages of blockchain technology in cryptocurrency, Examples of cryptocurrencies: Bitcoin, Ethereum, Zcash, Monero. Importance of Self-Sovereign Identity in digital mode, Eliminating third party through blockchain.

Module III: Tokenization

Introduction to digital assets as tokens and Tokenization, Tokens as a form of programmable assets, Tokenomics and client engagement, use of tokens to create digital ecosystems, Tokenless blockchains, Fungible and Non-Fungible tokens, social tokens, Tokens in real

estate. Use cases of Tokenization of Assets, Risk and Challenges to adopting Tokenization, Factors to consider before entering Token Economy.

Module IV: Applications of Crypto

Cryptocurrency Mining Work, Comparison of mining pools, Cryptos vs. Stocks, stablecoins, and FD in cryptocurrency, Regulation and Legal Frameworks. The evolution of Bitcoin Hardware, Cases of successful implementation: Ethereum. Real estate, GovTech.

Module V: New Business Models

Proof of Stack, Proof of work, burn cryptocurrency, Regulation of cryptocurrencies, TON vs Libra vs ETH. ICOs as a new way to build financial strategy, Exchanges (Binance), wallets, Decentralized markets, and communities.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Bashir, I. Mastering Blockchain: Distributed Ledger Technology, Decentralization, and Smart Contracts Explained. 2nd Edition. Packt. Publishing. 2018.
- Mukhopadhyay, M. Smart Contract Development: Build Blockchain-based Decentralized Applications Using Solidity. Packt Publishing.2018.
- S. Krishnan, Valentina E. Balas, Julie Golden, Y. Harold Robinson, S. Balaji, H. Raghvendra. Handbook of Research on Blockchain Technology. Academic Press. 2020.
- Mougayar, W. Hoboken. The Business Blockchain: Promise, Practice, and Application of the Next Internet Technology. New Jersey: Wiley. 2016.

- <u>https://www.upgrad.com/blog/cryptography-in-blockchain/</u>
- <u>https://www.simplilearn.com/tutorials/blockchain-tutorial/what-is-cryptocurrency</u>

Sir Padampat Singhania University, Udaipur MBA

Detailed Syllabus

Semester – III	DSE			
MGM4351	L	Т	Ρ	С
Human Resource Metrics & Analytics	3	0	0	3

Course Objectives:

- Relate the importance of using data-based reasoning to support HR decisions.
- Have an understanding of how HR function adds value and demonstrates the value in business terms
- Measure the value of intangibles that HR helps builds for the organization given a particular business context to facilitate decision making.
- Convert soft factors in a people management context into measurable variables across various domains.
- Devise, conduct and analyse a study on employees or any other related to the HR context in an organization.

Course Outcomes

	Course Outcome	Level*
CO1	Understand the importance of using data for HR decisions	1 & 2
CO2	Ability to understand how HR function adds value in business terms	1&2
CO3	Competency to measure the value of intangibles built by HR's contribution	2
CO4	Ability to convert soft factors in people management into measurable factors	3
CO5	Ability to conduct a study on employees in an organization using data	2

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction

Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean), Locating the HR challenge in the system, Valuing HR Analytics in the organizational system

Module II: HRA Frameworks

Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework.

Module III: Basics of HR Analytics

Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics. Predictive Analytics: Steps involved in predictive analytics: Determine key performance indicator, analyse and report

data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.

Module IV: Insight into Data Driven HRA

Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.

Module V: HR Metrics

Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum. HR Dashboards: Statistical software used for HR analytics: MS-Excel, IBM- SPSS, IBM AMOS, and R programming and data visualisation tools such as Tableau, Ploty, Click view and Fusion Charts.

Examination Scheme: Total – 100 marks

For courses with Theory Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Jac Fitzenz, John R. Mattox. Predictive analytics for Human Resources. Wiley. 2014
- Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich. The HR Scorecard: Linking People, Strategy, and Performance. 2001.
- Sakshi Vashisht, Poonam Kaushal. HR Metrics and Analytics. Walnut Publication. 2020
- Anshul Saxena. HR Analytics: Quantifying the Intangible: Linking People, Processes, and Analytics. Blue Rose Publications. 2021

- https://www.nature.com/articles/s41599-022-01109-4
- https://onlinelibrary.wiley.com/doi/full/10.1111/1748-8583.12343

Semester – III	DSE			
MGM4352	L	т	Ρ	С
Contemporary Trends in HRM	3	0	0	3

Course Objectives:

- To learn about trends and challenges in the field of HR
- To make students know about various aspects of effective leadership.
- To make students learn about challenges relating to workforce diversity in organizations.
- To convey those aspects of HR that make a difference in the success of organizations.
- To prepare students with the knowledge of technological changes at the workplace and their impact on HR functions

Course Outcomes

	Course Outcome	Level*
CO1	Be informed about the meaning, concepts and functions related to Human resource management	1
CO2	Understand the impact of different leadership styles and Ethical Leadership	2&3
CO3	Be aware of the evolving context of work and its implications for the workplace.	2
CO4	Understand the present-day requirements related to Diversity, Equality, and Inclusion	2&3
CO5	Be informed of the currents trends in the workplace and demands on Human resource management	2

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction

Human Resource Management: meaning, concept and functions, Emotional intelligence,Work- life balance, International Human Resource Management-Expatriate challenges, Dual career couples.

Module II: Leadership

Generation Y as future leaders, Transformational leadership, Global leader, skills and competencies of successful leaders, contemporary leadership styles, ethical leadership, Talent management.

Module III: Evolving Context of Work

Organizational Change and evolving context of work, CSR (Corporate Social Responsibility), Morality at work; 'ethical' decision-making & whistleblowing, Surveillance & control at work, Organizational & Individual stress, The glass ceiling & implications for organizational effectiveness.

Module IV: Diversity, Equality, and Inclusion

Workforce diversity issues, Other contemporary issues- Hybrid Work Model, Working in the Metaverse, People Analytics, Diversity and Inclusion, DEI in the Spotlight

Module V: New Trends in HRM

Remote Working is New HR, Remote Learning, Upskilling, Virtual Team Building Activities, Digital Collaboration Platform, Digital Tracking, Virtual Employee Experience, Data-Driven HR, Virtual Employee Engagement, Automation of Tasks, Mental Health Support, Mobile- Friendly Recruitment, VR Breakthrough, Productivity. Other recent trends.

Examination Scheme: Total – 100 marks

For courses with Theory Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Mathis. R & Jackson. J.Thomson Human Resource Management. Southwestern. 2003.
- Barker.T. Leadership for Results. Pearson Education. 2006.
- Bohlander. S. Human Resource Management. Cengage learning.2013.
- Edgar Schein. Organizational Culture & Leadership. Jossey Bass. 2010.
- Aswathappa. Human Resource Management. Tata McGraw Hill. New Delhi. 2010
- Garry Dessler & Varkkey. Human Resource Management. Pearson. New Delhi. 2009
- Alan Price. Human Resource Management. Cengage Learning. New Delhi. 2007
- Pravin Durai. Human Resource Management. Pearson. New Delhi.2010
- Snell Bohlander & Vohra. Human Resource Management. Cengage. New Delhi. 2010

- <u>https://www.mbaknol.com/human-resource-management/current-trends-in-human-resource- management/</u>
- <u>https://books.emeraldinsight.com/resources/pdfs/chapters/9781789734607-TYPE23-NR2.pdf</u>

Semester – III MGM4353 Labour Laws
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Course Objectives:

- To learn basics of Labour Laws and their compliance in business.
- To understand the importance of maintaining harmonious Industrial Relations
- To know various industrial Disputes settlement mechanism
- To learn about the retirement benefits under Labour Laws
- To know about compensation related laws

Course Outcomes

	Course Outcome	Level*
CO1	Understand the underlying principles of Labor laws	1
CO2	Information about statutory obligations of employers pertaining to Employee welfare and working conditions	1&2
CO3	Fair understanding of laws related to trade unions and Industrial relations	2
CO4	Awareness of Statutory obligations of employers with respect to social security	3
CO5	Good knowledge of Law of wages and labor codes	2&3

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction

Constitution and Labour Laws: Fundamental rights vis-à-vis labour laws, Equality before law and its application in Labour Laws, Equal pay for equal work; International Labour Organization: Aims and objects; Cooperation between governments and employers' and workers' organizations in fostering social and economic progress; Setting labour standards, developing policies and devising programmes to promote decent work.

Module II: Welfare & Working Conditions

Law of Welfare & Working Condition: The Factories Act, 1948; Contract Labour (Regulation and Abolition) Act, 1970; The Child and Adolescent Labour (Prohibition and Regulation) Act, 1986

Module III: Industrial Relations

Law of Industrial Relations: Industrial Disputes Act, 1947 (downsizing, retrenchment, lay-off, bench employees and termination) & Industrial discipline and domestic inquiry. The Industrial

Disputes (Central) Rules,1957; Industrial Employment (Standing Orders) Act, 1946; Indian Trade Union Act, 1926; The Trade Unions (Amendments) Act, 2001.

Module IV: Social Security Legislations

Social Security Legislations: Employees' Compensation Act, 1923; Employees Compensation (Amendment) Act, 2017; Employees' State Insurance Act, 1948; Employees' Provident Funds and Miscellaneous Provisions Act, 1952; Payment of Gratuity Act, 1972; Maternity Benefit Act, 1961; Maternity Benefit (Amendment) Act, 2017; The Payment of Gratuity Act, 1972.

Module V: Law of Wages and Labour Codes

Law of Wages: Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965. Labour Codes: Labour Code on Wages; Labour Code on Industrial Relations; Labour Code on Social Security & Welfare; Labour Code on Safety & Working Conditions

Examination Scheme: Total – 100 marks

For courses with Theory Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Srivastava S.C. Industrial Relations and Labour Laws. 7th Edition. Vikas Publishing House. 2020
- Mamoria C.B. and Sathish Mamoria. Dynamics of Industrial Relations. Himalaya Publishing House. New Delhi, 2007.
- Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012
- Ratna Sen. Industrial Relations in India, Shifting Paradigms. Macmillan India Ltd., New Delhi, 2007

- <u>https://labour.gov.in/e-book-1</u>
- <u>https://www.icsi.edu/media/webmodules/Labour_Laws&_Practice.pdf</u>
- https://theintactone.com/2021/09/14/kmbnhr02-employee-relations-and-labour-laws/

Semester – III DSE				
MGM4354	L	Т	Ρ	С
Psychometrics	3	0	0	3

Course Objectives:

- Facilitate a theoretical and applied understanding of human behavior at work.
- Equip the HR manager to scientifically assess behavior at work using the methods and tools of psychometry, where standardized tools are available.
- Encourage scientific test construction when the situation demands in areas of behavior where standardized tools are not available.
- Understanding of problematic/controversial aspects of psychometrics
- Understanding of key theoretical concepts

Course Outcomes

	Course Outcome	Level*
CO1	Be familiar with the techniques and methods of Psychological	1&2
	Assessment	
CO2	Assessment of Perception, learning, Intelligence, and abilities in psychological assessment	2&3
CO3	Ability to assess different personality types, values and Interests	2&3
CO4	Basic knowledge of Psychopathology	2
CO5	Understanding of Stress, anxiety, abnormal functioning, and its assessment	2

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction to Psychological Assessment

Psychological Assessment: Parameters of Assessment; Psychophysical Methods; Psychological Scaling. Test Construction: Item Writing; Item Analysis; Reliability; Validity; Norm Development. Psychophysical techniques – Reaction Time; Embedded Figures; Geometric Illusions; Thresholds, Signal Detection

Module II: Perceptions, Learning, Intelligence, and Abilities

Perception: Nature; Perceptual Constancy; Illusions; Perception of Movement; Role of Motivation and Learning in Perception; Perceptual Abnormalities. Learning and Memory: Classical Conditioning; Operant Conditioning; Observational Learning; Human Memory; Memory Distortion and Construction; Forgetting. Problem Solving; Stroop Effect; Short-term Memory. Intelligence: Nature; Measuring Intelligence; Mental Retardation; Emotional Intelligence. Abilities: Assessment of General Abilities – Intelligence, Aptitudes; Assessment

of Special Abilities. Abilities: Standard Progressive Matrices; Emotional Quotient; David's Battery of Differential Abilities.

Module III: Personalities, Values, and Interests

Personality: Freud's Psychoanalytic Approach; Roger's Self Theory; Maslow's Hierarchy of Needs; Trait and Type Approaches; Measuring Personality; Personality Disorders. Personality: Assessment of Values and Interests; Assessment of Interpersonal Behavior; Self-report inventories; Use of semi-projective and projective techniques; Qualitative Methods. Personality: 16 Personality Factor Scale; Multiple Personality Type Indicator; Thematic Apperception Test.

Module IV: Psychopathology

Psychopathology: Neuroses; Psychoses; Psychosomatic disorders; Organic Brain Disorders; Substance Abuse; Stress.

Module V: Abnormal Functioning and its Assessment

Assessment of Abnormal Functioning: Substance Abuse; Stress; Anxiety; Depression and disease-prone personality. Assessment of Abnormal Functioning: CAGE; Presumptive Stressful Life Events; Beck Anxiety Inventory; Beck Depression Inventory; Type A personality test.

Examination Scheme: Total – 100 marks

For courses with Theory Comp	ponents
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Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Rust, J. & Golombok. Modern psychometrics: The science of psychological assessment. 4th ed. New York: Psychology Press. 2020.
- Cohen, J.R., Swerdlik, M. E. & Kumthekar, M.M. Psychological testing and assessment: An introduction to tests and measurement. 9th ed. New York. w-Hill International edition. 2017
- Anastasi, A. & Urbana, S. Psychological testing. Pearson Education Pvt. Ltd. 7th edition. Delhi. 2016
- Gregory, R. J. Psychological Testing: History, principles and applications. 7th edition. Pearson Education. New Delhi. 2017

- <u>https://swayamanalytics.com/2022/11/10/how-to-use-psychometric-assessments-in-recruitment-process/</u>
- <u>https://ivypanda.com/essays/psychometric-tests-in-human-resources-management/</u>

Semester – III	DSE	Ξ		
MGM4355	L	Т	Ρ	С
Negotiation and Conflict Management	3	0	0	3

Course Objectives:

- Judge and select methods of negotiation and alternative dispute resolution.
- Define and critically evaluate the different types of strategies employed to become effective negotiators.
- Describe and assess substantive and affective conflict as well as interpersonal conflict.
- Demonstrate an understanding of how to manage conflicts in a way and manner that leads to constructive outcomes.
- Construct a coherent approach and evidence-backed argument for persuading another.
- The ability to prepare effectively for negotiation and reach mutually beneficial agreements.

Course Outcomes

	Course Outcome	Level*
CO1	Understand theories and concepts related to Conflict. Types and source of conflict in organizations	1 & 2
CO2	Knowledge of the process of conflict management and adoption of multiple approaches to conflict management	1&2
CO3	Apply various approaches to resolve conflict on teams and organizations	2&3
CO4	Develop skills required for managing difficult situations and Negotiation	3
CO5	Informed about various strategies in Negotiation and formal intervention methods	2

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Types and Source of Conflict in organizations

Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, sources of conflict - intrapersonal, interpersonal, group & organizational sources.

Module II: Approaches to Conflict Management

Conflict Management Design: Nature of conflict Management, contingency approach, conflict management process, the conflict domain, conflict trends, conflict distribution, conflict mapping and tracking. Managing Conflict: Managing interpersonal conflict: Thomas conflict resolution approach, behavioral style and conflict handling, the Cosier Schank model of conflict resolution, collaboration & conflict resolution, dealing with difficult subordinates, boss & colleagues, 1 to 1 dispute resolution.

Module III: Conflict Resolution

Managing team & organization conflict: techniques to resolve team conflict, strategies to resolve organizational conflict, effective listening and dialogue skills, humour and conflict resolution, negotiation as a tool for conflict resolution. Conflict resolution and Cost: Conflict resolution models, framework model, classical ideas, new developments in conflict resolution. Environmental conflict resolution, gender and conflict resolution. Assessing the cost of workplace conflict.

Module IV: Negotiation Strategies and formal intervention methods

Negotiations/Negotiation strategies -Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. Negotiation strategies: Strategy and tactics for distributive bargaining, strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Ethics in negotiation. Managing difficult negotiations: Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.

Examination Scheme: Total – 100 marks

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

For courses with Theory Components

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Lewicki, Saunders and Barry. Negotiation. McGraw-Hill.7th edition. 2014.
- Srivastava S.C.Industrial Relations and Labour Laws. 7th Edition. Vikas Publishing House. 2020.
- McShane and Glinow. Organizational Behaviour: Emerging Knowledge, Global Reality. McGraw -Hill. (7th ed.). 2015.
- Lewicki, Roy J., David M. Saunders, and John W. Minton. Essentials of Negotiation. 2nd ed. Irwin. 2000.
- Moore, Christopher W. The Mediation Process. 2nd ed. Jossey-Bass. 1996.
- Ury, William. Getting Past No: Negotiating with Difficult People. Bantam. 1992.

- <u>https://onlinecourses.swayam2.ac.in/cec23 hs07/preview</u>
- https://theintactone.com/2019/02/26/rmbhr05-negotiation-conflict-management/
- <u>https://www.aasurg.org/wp-content/uploads/2019/10/Negotiation-and-Conflict-Management.pdf</u>

Semester – III MGM4321 Food and Beverage Management Pre-requisites NA **DSE L T P C** 3 0 0 3

Course Objectives:

- To know the importance of beverage management.
- To know the basic preparation and operations in Kitchen.
- To understand the importance of preparing menu.
- To know the types of catering services.
- To understand the process of preparations of beverages.

Course Outcomes

	Course Outcome	Level*
CO1	Apply a professional orientation toward the practice of food and beverage management as it applies to business, culinary arts and hospitality.	2
CO2	Illustrate knowledge on kitchen management	2
CO3	Explain skills on preparations of beverages	1
CO4	Explain the role of menu merchandising	1
CO5	Develop the, communication skills and the ability to work with a team	5

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Kitchen Management

Job description – Hierarchy, Attitude and behavior; - Food premises - Kitchen planning – Basic Preparation and operations – Basic principles of food production - Equipments – Fuels - coordination with other departments.

Module II: Menu

Types of menus – menu planning – Beverage menu - Menu designing – menu merchandising – menu balancing – wine and food pairing

Module III: Production

Purchasing procedure – price and quality performance – Purchase specification – Receiving – storing and issuing – stock taking – methods of storage

Module IV: Food And Beverage Production

Food production methods - Beverage production methods – F & B Service areas - Food and beverage service methods – Specializes services

Module V: Catering Management

Types of catering – fast-food and popular catering – hotels and quality restaurants – industrial catering, hospital catering – basic policies – financial marketing and catering – control and performance management

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Bernard Davis, Andrew Lockwood and Sally Stone. Food and BeverageManagement. Third Edition. Elsevier. 1998
- John A. Cousins, David Foskett, Cailein Gillespie. Food and BeverageManagement. Prentice Hall. 2002
- Parvinder S.Bali. Food Production Operations. Oxford. 2009
- Denney G. Rutherford and Michael J. O'Fallon. Hotel and ManagementOperations. Fourth edition. John Wiley & Sons, Inc. 2007

Web Links:

https://www.ihmnotes.in/assets/Docs/Books/Food_and_Beverage_Management.pdf https://www.centennialcollege.ca/programs-courses/full-time/food-beverage-management/

Semester – III		DSE			
MGM4322		L	Т	Ρ	С
Event Manageme	t	3	0	0	3
Pre-requisites	NA				

Course Objectives:

- To understand the process of planning, organizing and conducting variety of events successfully.
- To exhibit the history and evolution of events industry in India.
- To impart knowledge in event management activities like planning, administration and marketing.
- To provide the general outline about the internal communications, public relations, networking and media handling.
- To impart knowledge on the event design, transportation, fund management and promotional activities.

Course Outcomes

	Course Outcome	Level*
CO1	Demonstrate the process of planning, organizing and conducting variety of events and to follow up	
CO2	Explaintheknowledgeineventmanagementactivitieslikeplanning, administration and marketing	1
CO3	Explain the history and evolution of events industry in India	
CO4	Demonstrate the knowledge on event design, fund management, transportation and promotional activities	
CO5	Develop the internal communications, public relation activities, networking and media handling procedures	5

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Event

History and evolution, events industry, impact analysis, participants and spectators, balancing impacts, Handling Unethical Behavior

Module II: Event Marketing

Event planning, pricing and promotion; volunteer team building; sourcing and managing staff Special events-types, traditional, cultural, Riviera, galas, mega- events, trade shows, exhibitions, conferences and conventions, end-to-end tours, excursions, out-door events, social events, seasonal events, environmental impacts, marketing plan; lead-generation, management and follow up

Module III: Event Planning & Administration

Sponsorships, screening, budget and controls, fund-raising, negotiation and contracts; role of Government, Negotiation and contracts; Promotional Items, give- aways, Event planning, space management, use of web technology, Develop In- Office and On-Site Ethics and Business Etiquette Policies.

Module IV: Event Logistics

Transportation; booth/space design, internal communications, public relations, networking, media handling, checklists, safety and precautions, Other considerations-entertainment, photo/video coverage, prizes and gifts, risk assessment, safety and security arrangements, Venue and supplier checklist

Module V: Location & Event Design

Venue Essentials, Creative events concepts, tabletops , other décor props, understanding clients, fundraising galas, Conferences and Conventions, Incentives and Other Special Events, Event Planning Ethics and Etiquette, Protocol, Site selection, requirements and constraints, new venues, ancillaries and amenities, final touches

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Lynn, Brenda R. Carlos, Event Management.
- Judy, Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management, 2009.
- Johnny Allen, William O'Toole, Robert Harris, Ian McDonnell, Festival and Special Event Management.
- Joe Success, Judy, Special Events: A New Generation and the Next Frontier.
- Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series.

Web Links:

https://www.cvent.com/en/blog/events/what-is-event-management

https://www.vfairs.com/blog/what-is-event-management/

Semester – III	DSE			
MGM4323	L	Т	Ρ	С
Travel Agency and Tour Operations	3	0	0	3
Pre-requisites NA				

Course Objectives:

- To comprehend the significance of travel agency and tour operation business.
- To disseminate the students about the current trends and practices in the tourism and travel trade sector.
- To develop adequate knowledge and skills applicable to travel industry.
- To analyze the factors influencing travel operations, itinerary planning and development.
- To understand the objectives, role and responsibility of various Travel Trade Associations and their functions.

Course Outcomes

	Course Outcome	Level*
CO1	Explain the significance of travel agency and tour operation business	1
CO2	Evaluate the current trends and practices in the tourism and travel trade sector	4
CO3	Apply the adequate knowledge and skills necessary to travel industry	2
CO4	Explain the factors that influencing travel operations, itinerary planning and development	1
CO5	Explain the objectives, role and responsibility of various Travel Trade Associations and their functions	1

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction to Travel Trade

Travel Trade - Historical Perspectives - Emergence of Thomas Cook and American Express Company - Types of Tour Operators - Wholesale and Retail Travel Agency business -Linkages and Integration with the Principal Service Providers - the Changing Scenario of Travel Trade.

Module II: Travel Agency and Operations

Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a fullfledged Travel Agency - Sources of Income of a travel agency - Diversification of Business -Travel Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation - Recognition from Government.

Module III: Itinerary Planning

Itinerary Planning & Development - Meaning, Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Dont's of Itinerary Preparation - Tour Formulation and Designing Process - FITs & Group Tour Planning and Components - Special Interest Tours (SITs).

Module IV: Packages and Cost

Tour Packaging & Costing - Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies - Tour packages of Thomas Cook, SOTC, Cox & Kings and TCI.

Module V: Travel Associations and Roles

Role and Responsibility of Travel Trade Associations: Objectives - Roles and functions of UFTAA, PATA, ASTA, TAAI, IATO, ATAOI, ADTOI, IAAI, FIYTO, TAFI.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Chand, M. (2002), Travel Agency Management: An Introductory Text, Anmol Publications Pvt. Ltd., New Delhi.
- Negi. J (2005), Travel Agency Operations: Concepts and Principles, Kanishka, New Delhi.
- Holloway, J.C. (2002), The Business of Tourism, Prentice Hall, London, pp.220-279.
- Roday. S, Biwal. A & Joshi. V. (2009), Tourism Operations and Management, Oxford University Press, New Delhi, pp-164-296

Web Links:

https://www.aito.com/blog/the-difference-between-tour-operators-and-travel-agents https://egyankosh.ac.in/bitstream/123456789/79884/1/Unit-7.pdf

SUMMER INTERNSHIP

Course Code: MGM4384	LTPC
	0004

As a part of the curriculum a student undergoes an internship in an organization for a duration of 6-8 weeks.

Semester – IV		Major Core			
MGM4401		L	Т	Ρ	С
Strategic Mana	agement	3	0	0	3
Pre-requisites	Basics of management, policy and procedure				

Course Objectives:

- Understand the basic concept of strategic management
- Acquaint students with mission, objectives, goals, and core of strategic management
- Know the components of external environment, the concept of strategy formulation
- Understand the basic concepts related to strategy implementation
- Acquaint students with strategy types and its

•			
evaluation	Course	Outcomes	

	Course Outcome	Level*
CO1	To expose students to various perspectives and concepts inStrategic Management.	1
CO2	To understand the meaning and formulation of Mission and its alignment with organization goals	2
CO3	To understand strategy formulation	3
CO4	To help students understand the implementation of strategy and role of strategic leadership	2
CO5	To help students understand the strategy evaluation and control	2

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1-Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highestlevel that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction to Strategic Management

Introduction: Meaning of strategic management, concept of strategy, policy and strategy, strategy and tactic, Strategic plan. The strategic management process, External Environment - Porter's Five Forces Model, PEST analysis.

Module II: Mission, Objectives, Goals

Mission, Objectives, Goals-What is mission, concept of goals, Integration of individual and organization goals: A Challenge, How Objectives are pursued, how mission and objectives are formulated, why do mission and objective change. Corporate Governance - What is Corporate Governance? Board of Directors (BOD). Top Management.

Module III: Strategy formulation

Strategic Objectives: long term - Strategies, types of strategies (business, corporate, functional), Policies. **Business Strategies** - SFAS Matrix. TOWS

Matrix. Porter's Competitive Strategies. Tactics. Cooperative Strategies. Strategic Alliances. **Corporate**

Strategies - Concepts. Growth Strategies. International Entry Options. Stability Strategies. Retrenchment Strategies. Mergers and Acquisitions. Strategic Alliances. Portfolio Analysis. BCG Growth-Share Matrix. GE Business Screen. **Functional Strategies** - Concepts. Core and distinctive competencies. Marketing Strategies. Financial Strategies. Operations Strategies. Human Resources Strategies. Inf. Systems Strategies.

Module IV: Strategy Implementation

Organizational Life Cycle. Organizational Structure. Change Management, organization transformation. Principles of Reengineering: BPR/BPM/BPI/TQM. Job Design, Digital Age, Hiring, firing, redirecting at all organizational levels. Planned and unplanned change, managing planned change, some types of planned change- Corporate Restructuring, various forms of Corporate Restructuring, Objectives of mergers, types of mergers, Horizontal, Vertical, Conglomerate. The Merger and Acquisition Process, Theories of Merger, Success and failure of Merger & Acquisition. De-merger, spin offs, split ups, split offs, Reverse Merger. Difference between Demerger and Reverse Merger. Takeover Tactics and Takeover Defenses. **Strategic leadership:** Strategic leadership, creating a learning organization and an ethical organization.

Module V: Strategy evaluation and Control

Concepts. Financial Measures. Shareholder Value Measures. Controls. Management by Objectives. Activity Based Costing. Balanced Scorecard.

	ineme. Theory Total – Too Marks	
Components	Continuous Internal	External Assessment
•	Assessment (A, CA, TP,	
	Q, MT, CT etc.)	
Weightage (%)	40	60

Examination Scheme: Theory Total – 100 Marks

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. Theattendance will carry 5% weightage, for other assessment components and the

% weightage may vary.

Text & Reference Books:

- C B Rao, Strategic Management: Practice and Philosophy for India Inc, Notion Press; 1stedition. 2021.
- Charles W. L. Hill Melissa A. Schilling/Gareth R. Jones, Strategic Management: AnIntegrated Approach: Theory & Cases, Cengage India Private Limited; 12th edition. 2020.
- L M Prasad, Strategic Management, Sultan Chand, and Sons. 2020.
- Azhar Kazmi and Adela Kazmi, Strategic Management, McGraw Hill; Fifth edition (10December. 2020.
- Frank T Rothaermel, Strategic Management, McGraw Hill; 4th edition, Delhi. 2020.

Semester – IV		DSE L T P			
MGM4471		L	Т	Ρ	С
Nurturing and M	lanaging Brand Equity	3	0	0	3
Pre-requisites-	Marketing Management				

Course Objectives:

- To help the students in understanding how to develop a brand positioning
- To enable the students to analyse and identify the key factors that influences managing total brand experience
- To help students understand how to manage the brand relevancy over time
- To enable students to develop familiarity with the various qualitative and quantitative methodologies that are used to evaluate brand equity
- To help students evaluate the factors affecting brand design and brand messaging and be able to design effective brand strategies.

Course Outcomes

	Course Outcome	Level*
CO1	Understand what role does first P-i.e. Product & Brand plays in the marketing mix.	2
CO2	Apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance.	3
CO3	Apply creative and critical strategies and tactics involved in developing, positioning, leveraging, managing a brand, and measuring its value	3
CO4	Analyze the Brand Portfolio of the companies. Be able to map out areas where the firm need brand extension and cannibalization.	3
CO5	Develop a consumer-centric approach to building, measuring and evaluating strategies that build brand equity for new and existing brands.	4

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module-I: Understanding Brands

Introduction to Brand; Brand and Branding Basics; Relationship of Brands with Customers; Building Successful Brands. Introductory Concepts-Brand Personality, Brand Image, Brand Identity; Brand Loyalty : Types of Brands, Brand Challenges and Opportunities

Module -II: Developing Brands

Brand Evolution; Value of Brand. Brand association, Branding Strategies, Brand-Product Matrix, Brand Hierarchy, Designing Brand Strategies. Co-Branding. Brand Positioning, Brand Personality.

Module -III: Managing Brands

Brand Relationship; Brand Equity-Customer-Based Brand Equity : Concept of Brand Equity, Sources of Brand Equity, Benefits of Brand Equity. Brand Knowledge Structures, Choosing Brand Elements to Build Equity.

Module -IV: Evaluating Brands

Brand Valuation-Measuring Sources of Brand Equity. Measuring Outcomes of Brand Equity- Comparative Methods, Holistic Methods, Brand Equity Measurement System

Module -V: Brand Relevance

Brand Extension, Rejuvenation, Relaunch. Managing brands over time, Brands in crisis. Recent trends in Brands.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

Kevin Lane Keller, Strategic Brand Management: Building, Measuring, and Managing Brand Equity 5th edition, Pearson Education (2011) David A. Aaker, Building Strong Brands. 1st edition, Free Press (1996)

- https://www.exed.hbs.edu/creating-brand-value/?utm_source=google&utm_medium
- <u>https://ebooks.lpude.in/management/mba/term_4/DMGT508_PRODUCT_AND_BRA_ND_MA_NAGEMENT.pdf</u>

Semester – IV	DSE			
MGM4472	L	Т	Ρ	С
Marketing Analytics and Models	3	0	0	3

Pre-requisites- Marketing Management

Course Objectives:

- 1. To explain the importance of marketing analytics for forward looking and systematic allocation of marketing resources.
- 2. To develop an understanding of marketing modelling.
- 3. To impart the information on the key differentiators in optimising the marketing mix variables and use this data to formulate marketing strategies.
- 4. To Know how to use marketing analytics to develop predictive marketing dashboard for organization.
- 5. To be able to analyse data and develop insights from it to address strategic marketing challenges

Course Outcomes

	Course Outcome	Level*
CO1	To understand the key differentiators in optimising the marketing mix variables and use this data to formulate marketing strategies.	2
CO2	To develop an understanding of marketing modelling.	3
CO3	Apply the marketing analytics to develop predictive marketing dashboard for organization.	3
CO4	Analyse data and develop insights from it to address strategic marketing challenges	3
CO5	Evaluate the data and be able to make decisions on that basis.	4

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module-I: Introduction

Basic marketing models, Analytical framework for marketing models. Transformational role of analytics, Introduction to the Marketing Strategic Challenge-Marketing Strategy with Data- Using Text Analytics, Utilizing Data to Improve Marketing Strategy.

Module-II: Customer Analytics

Survival Analysis, Analysing customer life time value. Predicting customer retention and profit, Choice modelling.

Analyzing customer reviews, Social Media reviews analysis, Understating consumer sentiments and emotions.

Module-III: Marketing-Mix Analytics

Measuring ROI, MROI, advertisement elasticity. Product Analytics, Price and Promotion, Price recommendation. Modelling segmentation and Pricing, Market Basket Analysis.

Module-IV: Introduction to Metrics for Measuring Brand Assets

Snapple and Brand Value, Analysing Brand Personality, Developing Brand Architecture, Measuring Brand Value - Revenue Premium as a Measure of Brand Equity, Calculating Brand Value.

Module-V: Digital Analytics

Planning search engine marketing and mobile marketing. Resource Allocation Planning and modelling

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Lilien, Gary L., Arvind Rangaswamy, and Arnaud de Bruyn Principles of Marketing Engineering and Analytics, (3rd edition) .State College, PA: Decision Pro, Inc. (2017)
- Venkatesan Rajkumar, Farris Paul and Wilcox Ronald T Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning. Pearson Education, 2014
- Brea Cesar Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders, FT Press, (2014).

- <u>https://analytics.google.com/analytics/web/provision/#/provision</u>
- <u>https://www.datamine.com/datafix/index.php/2019-6-types-of-analytical-modelling-and-their-uses-for-marketing</u>

Semester – IV		DS	E		
MGM4473		L	Т	Ρ	С
Sales & Distribution Management		3	0	0	3
Pre-requisites-	Marketing Management				

Course Objectives:

- To impart skills and knowledge needed to manage sales force and distribution function so as to gain competitive advantage.
- To get familiarized with concepts, approaches and the practical aspects of the key decision-making variables in sales management and distribution channel management
- To explain the understanding of sales & distribution processes in Organizations.
- To explain Market analysis methods and selling concepts.
- To understand the roles and responsibilities of a sales manager.

Course Outcomes

	Course Outcome	Level*
CO1	Recognize and demonstrate the significant role and responsibilities of sales department	3
CO2	Understand the basic concepts, techniques and theories of selling and their applications to managerial decision-making practice.	3
CO3	Understand the essentials of sales department operations and analyse their effect on sales department functioning	3
CO4	Evaluate the role of Sales manager and his/her responsibilities in recruiting, motivating, managing and leading sales team	4
CO5	Develop awareness and understanding about the inter-dependence and relationship amongst channels of distribution	3

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module -I: Introduction to Sales Management

Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies.

Module -II Selling Theories

Theories of Selling- Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory Sales Organization - Structure, Factors considered while designing structure. Types- Functional based, Product based, Market based, Territory based, Hybrid structure.

Module-III Sales Planning and Budgeting

Sales planning process, sales forecasting methods, sales budget and its uses, Sales quotas-Types & factors affecting Sales quota fixation. Sales Territories assignment, routing and scheduling sales persons.

Module -IV Sales Force Management

Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

Module -V Introduction to Distribution Management

Definition, need for Distribution Channels, Role of intermediaries, designing the Marketing Channels, Motivating and Evaluating Channel Members, Choice of Distribution System – Intensive, Selective, Exclusive Managing Distribution Channels: Conflicts, Reasons for Channel Conflicts, Managing Conflict.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Still Richard R., Cundiff Edward W., Govoni Norman, A.P. -Sales Management: Decision, Strategy and Cases. (5th ed.). New Delhi: Prentice Hall of India.
- Agarwal P.K. and Kumar M. Sales and Distribution Management. Pragati Edition. (2 nd Edition)
- Mallik Pradip K. Sales Management. Oxford University, 2013.
- Panda, Tapan K and Sahadev S.- Sales and Distribution Management Oxford University Press, USA, 2005.

- https://www.edureka.co/blog/sales-and-distribution-management/
- <u>https://www.tutorialspoint.com/sales_and_distribution_management/sales_and_distribution_management_quick_guide.htm</u>

Semester – IV		DSE			
		L	т	Ρ	С
Mergers, Acquisitions and Corpor MGM4441	ate Restructuring	3	0	0	3
Pre-requisites NA					

Course Objectives:

- To help students to understand different types of mergers and acquisitions and the process involved in executing their deals.
- To help students to understand the regulatory environment of mergers and acquisitions in India.
- To help students to assess various case studies to analyze valuation strategies, pre, and post-merger issues, and challenges.
- To help students to understand takeover strategies.
- To help students to understand corporate restructuring.

Course Outcomes

	Course Outcome	Level*
CO1	Explain mergers and types of mergers	1
CO2	Illustrate Industry life cycle and product life cycle analysis in M&A decision	2
CO3	Explain about corporate restructuring	1
CO4	Analyze merger process	3
CO5	Analyze take over process	3

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction: Mergers

Mergers- Types of mergers, Theories of mergers- operating, financial and managerial synergy of mergers, Value creation in horizontal, Vertical, and conglomerate mergers, Internal and external change forces contributing to M & A activities, Impact of M & A on stakeholders.

Module II: M&A

M & A – A strategic perspective, Industry life cycle and product life cycle analysis in M&A decision, Strategic approaches to M&A, SWOT analysis, BCG matrix.

Module III: Corporate Restructuring

Corporate restructuring -Significance, Forms of restructuring – joint ventures, Sell-off and spinoff, Divestitures, Equity carve out, Leveraged buyouts (LBO), Management buyouts, Master limited partnership, Limited Liability Partnership (LLP) in India: Nature and 91 incorporations of LLP, De merger- strategic alliance- buyback of shares.

Module IV: Merger Process

Merger Process: Dynamics of M&A process, Identification of targets, Negotiation, Closing the deal, Five-stage model, Due diligence– Types, Due diligence strategy, and process, Due

diligence challenges, Process of merger integration-Organizational and human aspects, Managerial challenges of M & A.

Module V: Takeovers

Takeovers-Types, Takeover strategies, Takeover defenses – financial defensive measures, Methods of resistance, Anti-takeover amendments, Poison pills, Legal aspects of mergers/amalgamations and acquisitions/takeovers- Combination and competition act-Competition Commission of India (CCI), The SEBI substantial acquisition of shares and takeover code.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Fred Weston, Kwang S Chung, Susan E Hoag. Mergers, Restructuring, and Corporate Control 4/e, Pearson Education. 2009
- Aswath Damodaran. The Little Book of Valuation: How to Value a Company, Pick a Stock, and Profit. Wiley, 3rd Edition, 2018.
- Chandrashekar Krishna Murthy &Vishwanath. S.R. Merger Acquisitions & Corporate Restructuring. Sage Publication, 2010
- Nishikant Jha. Mergers, acquisitions and Corporate Restructuring. Himalaya Publishing House 2011.

- MERGERS AND ACQUISITION & CORPORATE RESTRUCTURING StrictlyLegal
- <u>https://financialmanagement.pressbooks.tru.ca/chapter/module-8-merging-and-acquisitions-and-corporate-restructuring/</u>

Semester – IV	DSE				
MGM4442	L	Т	Ρ	С	
Financial Modelling	3	0	0	3	

Pre-requisites:

Knowledge of financial concepts, proficiency in Excel knowledge of accounting principles, and familiarity with financial statements and analysis.

Course Objectives:

- To provide an understanding of the fundamentals of Financial Modelling and their applications in decision-making processes in the financial sector.
- To equip students with the necessary tools and techniques to create, analyze and interpret financial models for various financial instruments.
- To develop an understanding of the use of Excel and other financial software for Financial Modelling and analysis.
- To provide a practical understanding of financial statements, financial ratios, and valuation techniques.
- To familiarize students with different Financial Modelling approaches used in various industries.

Course Outcomes

	Course Outcome	Level*
CO1	Understand financial modeling's objectives, steps, and types, and recognize its advantages and limitations in decision-making.	1
CO2	Apply advanced Excel functions for modeling, including data cleaning, preparation, and using formulas effectively.	2
CO3	Analyze and model financial statements, including income statements, balance sheets, cash flows, and ratios, to assess company performance.	3
CO4	Apply valuation techniques like discounted cash flow, relative valuation, and forecasting for accurate financial modeling.	2
CO5	Develop expertise in project finance, investment banking, private equity modeling, risk analysis, and capital budgeting, enhancing investment analysis skills.	4

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction to Financial Modelling:

Introduction to Financial Modelling, Objectives of Financial Modelling, Types of Financial Models, Steps involved in Financial Modelling, Advantages of Financial Modelling, Limitations of Financial Modelling.

Module II: Excel for Financial Modelling:

Advanced Excel Functions for Financial Modelling, Building a Financial Model in Excel, Data Cleaning and Preparation, Formulas and Functions for Financial Modelling.

Module III: Financial Statements Analysis and Modelling:

Income Statement Analysis and Modelling, Balance Sheet Analysis and Modelling, Cash Flow Statement Analysis and Modelling, Ratio Analysis and Modelling, Building Integrated Financial Statement Models.

Module IV: Valuation and Forecasting Techniques:

Discounted Cash Flow (DCF) Analysis, Relative Valuation Analysis, Forecasting Techniques and Methods, Scenario Analysis and Sensitivity Analysis, Monte Carlo Simulation for Financial Modelling.

Module V: Financial Modelling for Project Finance

Investment Banking Financial Modelling, Private Equity Financial Modelling, and Financial Modelling for project finance, Risk analysis and mitigation, Capital budgeting and investment analysis.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Lazar G. Literature and Language Teaching: A Guide for Teachers and Trainers. Cambridge University Press. 2008.
- Srinivasa K G. Internet of Things. CENGAGE Leaning India. 2017.
- Dorin N. Power Switching Converters: Medium and High Power. CRC Press, Taylor & Francis. 2006.

Web Links:

https://www.investopedia.com/ https://www.moneycontrol.com/ https://finance.aknowledgeguest.com/

Semester – IV MGM4443		DSE			
		L	. т	Ρ	С
Financial Analyt	CS		3 0	0	3
Pre-requisites	NA				

Course Objectives:

Financial reporting and analysis is a course that will prepare you to understand the business strategy and its financial implications. At the end of the course, the student will:

- Familiarly use accounting terminology and understand it to some extent accounting regulation.
- Understand the economic context of the financial reporting and the interplay between different interested parties in this process.
- Interpret trends and encounter red flags in the four financial statements (balance sheet, income statement, cash flow statement and the statement of shareholder's equity).
- Distinguish the interrelationship between those statements and understand their limitations.
- Understand and interpret all types of ratios related to the company's financial position and profitability.

	Course Outcome	Level*
CO1	Understand the concept and nature of Financial Analysis	1
CO2	Understand the how to Analysis Financial Decisions and Investment	2
CO3	Apply Operating Decisions	3
CO4	Analysis process of Profitability Analysis	4
CO5	Evaluate how to create Returns, Liquidity, and Quality of Financial Information Leverage and suppliers	5

Course Outcomes

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction to Financial Analysis

Introduction to Financial Analysis. Reporting environment. Nature and purpose of financial accounting. Accruals. Fair-value accounting.

Module II: Analysis of Financial Decisions and Investment. Liabilities.

Analysis of Financial Decisions and Investment. Liabilities. Leases. Postretirement benefits. Off-balance sheet financing Accounting for contingencies and commitments Current assets. Inventories. Long-term assets. Depreciation. Intangible assets. Inter-corporate investment.

Module III: Analysis of Operating Decisions

Analysis of Operating Decisions. Income measurement. Nonrecurring items. Revenues recognition. Deferred charges. Income taxes.

Module IV: Profitability Analysis

Profitability Analysis. Importance of return on invested capital. Accounting drivers of performance. Reclassification of financial information Return decomposition. Session

Module V: Returns, Liquidity, and Quality of Financial Information Leverage and suppliers

Returns, Liquidity, and Quality of Financial Information Leverage and suppliers. Financial position and profitability Forecasting. Earnings management. Conservative and aggressive accounting practices. Industry-specific manipulations.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- K. R. Subramanyam and John Wild. Financial Statement Analysis by, 10e, 2009.
- P. Platikanova and G. Bartllori. Custom edition Financial Reporting and Analysis, compiled. 2017
- Stephen Penman. Financial Statement Analysis and Security Valuation. 4e, 2009.
- Burdick, D., Evfimievski, A., Krishnamurthy, R., Lewis, N., Popa, L., Rickards, S., & Williams, P. Financial analytics from public data. In *Proceedings of the International Workshop on Data Science for Macro-Modeling* (pp. 1-6). 2014
- Tangsucheeva, R., & Prabhu, V. Stochastic financial analytics for cash flow forecasting. *International Journal of Production Economics*, *158*, 65-76. 2014
- Dubofsky, D., & Sussman, L. The changing role of the financial planner part 1: From financial analytics to coaching and life planning. *Journal of Financial Planning*, *22*(8), 48-57. 2009

Semester – IV	DSE			
MGM4451	L	Т	Ρ	С
Training and Development	3	0	0	3

Course Objectives:

- Introduction to the concept of human resource development and exploring various types of training, cost-benefit analysis and ROI.
- Introduction to training, structure, need assessment and evaluation of training.
- Methods of planning & organizing conferences, seminar etc.
- Introduction to preparation of training budget, calendar and training modules.
- Understanding the process of training needs assessment and training audit.

Course Outcomes

	Course Outcome	Level*
CO1	Understand various training and development practices. Perform training needs analysis	1&2
CO2	Ability to design training and development programs	3 & 4
CO3	Understand and apply the concept of Learning and feedback in making training programs more effective	2&3
CO4	Align training methods and trainer competencies with Training objectives	3
CO5	Understand different approaches for training evaluation and the need for training audit	2

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction to Training and Development

Introduction: Training-Meaning and Scope, Objectives and Beneficiaries of training, a snapshot of training practices, stakeholders in training and development, the role of trainee in the transfer of training, problems and future trends in training. organizational factors influencing training, training needs in different strategies, redefining HR role, the economic rationale for investing in training, organisation of training, models of organizing training department.

Need assessment- training needs: concept, scope and importance, methods and techniques of training need assessment, training need assessment process, designing the training needs analysis process, conducting the needs assessment, classification of needs, training need assessment-organizational and operational analysis, training forecast, training needs analysis.

Module II: Designing Training and development programs

Training Design: objectives, introduction, factors affecting training design, considerations in designing effective training programs, advantages of designing training and development programme, budgeting- budget allocation, budgeting process, justification on investment, types

of cost involved, deriving the formula, identification of alternative methods of instructions, outcomes of design, operational design of on-the-job training, material design, types of training approach, operational design of off-the-job training.

Module III: Learning and Feedback

Training Implementation: objectives introduction, implementation approach, implementation of the in-house programme, blocking the dates, mobilizing the resources, managing contingencies, executing the programme, logistical arrangements, and physical arrangements. Learning in training introduction, the concept of learning, principles of learning, cognitive learning, the instructional emphasis for learning outcomes, designing effective training programs, major conditions for training to be effective, factors affecting the learning process, the learning cycle, principles of the learning process, learning process, how do trainees learn? factors affecting the learning process, feedback, and purposes of feedback.

Module IV: Training methods and trainer competencies

Training Methods: introduction, types of training, presentation methods, the demonstration method, the lecture, training with magic, on-the-job training methods/hands-on methods, job instruction training, job rotation, syndicate groups, mentoring, apprenticeship, group building methods, committee assignments, discussion method, the debate, fishbowl exercise, choosing a training method, selection criteria for training methods, the process of selection of training methods. Trainer Competencies, characteristics of a trainer, technical competencies, business competencies, interpersonal competencies, intellectual competencies, trainer's skills, communication skills, presentation skills, effective questioning skills

Module V: Training Evaluation and Audit

Training Evaluation: objectives introduction, factors influencing transfer of training, reasons for evaluating training, evaluation process, pre-training evaluation, evaluation during training, post-training evaluation-determining outcomes, evaluation techniques, models of training evaluation, Hamblin model of evaluation, Kirkpatrick's design of evaluation, Warr's framework of evaluation, Peter Bramely's model of evaluation, David Reay's approach to evaluation, training audit; process, cost-benefit analysis

Technology in Training

Examination Scheme: Total – 100 marks

For courses with Theory Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- B. Janakiram, Training and Development. Dreamtech Press, 2007
- P. Nick Blanchard, James W Thacker. Effective Training Systems, Strategies and Practices. 2nd ed. Pearson Education.
- Lynton P. Rolf & Pareek, Udai. Training for Development. Vistaar Publications.
- Rao. P. L. Enriching Human Capital through Training and Development. Excel Books.
- Naik, G. P. Training and Development: Text, Research and Cases. Excel Books.
- Sahu R. K. Training for Development. Excel Books, New Delhi.

Web Links:

- https://onlinecourses.nptel.ac.in/noc22_hs63/preview
- <u>https://www.studocu.com/in/document/rajiv-gandhi-university/mba/training-and-</u> development-in-hrm-notes/24607155

Semester – IV	DSE			
MGM4452	L	Т	Ρ	С
Strategic HRM	3	0	0	3

Course Objectives:

- To learn the basics of Strategic HRM and have an understanding of how HR function adds value and demonstrates the value in business terms
- To make students understand HR strategies in national and international contexts.
- To acquaint students with talent management and its application.
- To learn the basics of competencies and competency-based HR practices.
- To learn about strategies for improving organizational effectiveness

Course Outcomes

	Course Outcome	Level*
CO1	Understand how HR can act as a Strategic partner in the organization	1 & 2
CO2	Learn to formulate HR strategies in harmony with business goals	3
CO3	Learn to use tools for career planning and succession planning	2
CO4	Application of Competency mapping in Performance and potential assessment and development	3
CO5	Learn HR Strategies for contemporary organizational settings and challenges	1 &2

*Level of Learning- Use the number from 1 to 5 for indicating the level.

Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyze, Level 4- Evaluate,

Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction

Strategic Human Resource Management: Introduction, Strategic HRM- Definition, Aims, Approaches, Challenges. Role of HR as a Strategic Partner in an Organisation

Module II: HR Strategies

Definition, Types of HR Strategies, Criteria for an Effective HR Strategy, Formulation of HR Strategies, Conducting a Strategic Review, Implementing HR Strategies Impact on Organizational Performance, Strategic role of Top Management, Strategic role of Line Management

Module III: Talent Management

Career Planning and Succession Planning: Evolution of Careers, Career Planning Perspectives Organization-Centred Career Planning, Individual-Centred Career Planning Succession Planning: Definition and Approaches, Elements of Succession Planning,Relationship between Career Planning and Succession Planning, Challenges of Succession Planning, Global Practices in Career and Succession planning.

Module IV: Competency and Potential Development

Competencies defined and types of Competencies, Difference between Competency and Potential, Potential Development, Difference of Competencies from Skills and Knowledge, Integrated HR Practices through Competency Development, Benefits from Competency-Based HR Practices, Outcomes for Employees' Development, Developing a Skill Matrix, Retention Strategies

Module V: HR Strategies for Present day challenges

Strategies for Improving Organizational Effectiveness, Strategies of Organizational Transformations-Cross border HR issues in Mergers & Acquisitions and the role of HR Strategies for Culture Management, Strategies for Developing Learning Organizations Employee Engagement Strategies. Global Dimensions of HR Strategies- HR Strategies in International Context

Examination Scheme: Total – 100 marks

For courses with Theory Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Charles R. Greer. Strategic Human Resource Management. Pearson Education. 2003
- Luis R. Gomez-Mejia, David B. Balkin and Robert L. Cardy. Managing Human Resources. PHI. 2001
- Tanuja Agarwala. Strategic Human Resource Management. Oxford Publications.
- Das Pulak. Strategic Human Resource Management. Cengage Learning.

Web Links:

- https://onlinecourses.nptel.ac.in/noc23_mg64/preview
- <u>https://theintactone.com/2019/12/10/kmbhr04-strategic-human-resource-management/</u>

Semester – IV MGM4453 Talent Management
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Course Objectives:

- To understand the attraction, acquisition, and retention process of talent in organizations.
- To learn about the alignment of the talent management process with business strategy, culture, and people.
- It will aim to discuss the issues from two perspectives: managing talent in organizations as well as managing one's own talents as an individual.
- To understand the basics of competency mapping and its utility in organizations
- To study the strategic perspective of talent management

Course Outcomes

	Course Outcome	Level*
CO1	Understand the role of talent Management in an organization and the key processes	1
CO2	Knowledge of progressive steps in the Recruitment and selection process	1 & 2
CO3	Apply talent management and employee engagement strategies in different contexts	2&3
CO4	Basic Understanding of how Competency framework can be used in talent management	2
CO5	Information about Real life applications of talent management	3

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction

Introduction to Talent Management, Meaning & Objectives, Role of Talent Management in building the sustainable competitive advantage to a firm, Key Processes of Talent Management, Human Resource Planning, Recruitment, Selection, performance monitoring, Retention, Talent vs. knowledge people, Source of Talent, Consequences of Failure in Managing Talent, some suggestive tools for Managing Talent.

Module II: Talent Acquisition

Job analysis-Method of collecting information, developing questionnaires, interviews, developing job descriptions & job specifications. Developing HR planning process (using MS Excel and quantitative tools Recruitment Process, Strategic Trends in Talent Acquisition,

Talent acquisition management solutions; Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profiles by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy (specifically for Managerial/Executive jobs), Selection process, Use of assessment centres, selection errors & minimising selection errors, Reliability & Validity tests, Choosing the types of interviews

Module III: Elements of Talent Management

The element of Talent Management-The resourcing strategy- Attraction and retention policies and programs – Talent Audit – Role Development – Talent relationship management – Performance management – Total reward - Learning and development - Career management Talent Management Strategy Building the talent pipeline; Employee engagement; Employee engagement strategies; Talent management to drive a culture of excellence, Leadership development

Module IV: Employee Retention and Competency Mapping

Employee Retention: Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model Contemporary Talent Management Issues and challenges.

Competency Mapping- Methodology of competency mapping: competency model development, competency models, people capability maturity model, developing competency framework, competency profiling, competency mapping tools, use of psychological testing in competency mapping, competency-based interviewing, assessment of competencies through 360-degree feedback, BEI, CIT, validation of competencies.

Module V: Applications

Practical Application with reference to strategic perspective; Functional skills measurement, Laying the foundation of critical thinking, Developing students to strategically formulate talent management tools, Developing an analysis of multiple perspectives of Talent Management, developing an understanding of how to manage other people (i.e. their subordinates or peers) and themselves with regard to career-related issues

Examination Scheme: Total – 100 marks

For courses with Theory Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Hasan, M., Singh, A. K., Dhamija. Talent management in India: Challenges and opportunities. Atlantic Publication. 2017.
- Lance A Berger, Dorothy R Berger. Talent Management Handbook. Mc.Graw Hill. 13th edition. 2004
- Dessler Gary. A Framework for Human Resource Management. Pearson 7th edition.
- Collings, D.G., Mellahi, K., and Cascio, W. F. The Oxford Handbook of Talent Management. Oxford University Press. 2017.

- Karin A. King, & Vlad Vaiman. Enabling effective talent management through a macro- contingent approach: A framework for research and practice. Business Research Quarterly. 2019.
- Marina Latukha. Talent Management in Emerging Market Firms. Palgrave Macmillan.2016.
- Phillips, J. J., & Edwards, L. Managing Talent Retention: An ROI Approach. San Francisco: Pfeiffer. 2009.

Web Links:

- <u>https://onlinecourses.nptel.ac.in/noc21_mg34/preview</u>
- https://theintactone.com/2019/05/25/kmbhr01-talent-management/

Semester – IV		
MGM4421		
Hospitality Laws	5	
Pre-requisites	NA	

DSE			
L	Т	Ρ	С
3	0	0	3

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Course Objectives:

- To prepare the students to understand the various laws involved in the hospitality industry.
- To provide technical knowledge on Commercial and Corporate Law with relate to corporate governance.
- To acquaint the rights of guests as buyers of goods, and services including rights of passengers and tourists.
- To provide the latest amendments on Industrial Laws, Consumer Protection Act and VAT.
- To understand about IT Act, Cyber Laws, IPR and Copy Rights in Hospitality Industry.

Course Outcomes

	Course Outcome	Level*
CO1	Explain the various laws involved in the hospitality industry and the present Scenario of Remedies and Settlement.	1
CO2	Evaluate the various essential elements of Indian contract act, sale of goods act, negotiable instruments act and relevance of these laws to the hospitality industries	4
CO3	Develop and facilitate the rights of guests as buyers of goods, and services including rights of passengers and tourists.	5
CO4	Evaluate the IT Act, Cyber Laws, IPR And Copy Rights with relate to Hospitality Industry	4
CO5	Illustrate the latest amendments on Industrial Laws, Consumer Protection Act and VAT.	2

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Introduction to Hospitality Laws

Definition of law – classification of law – Source of law – Definition of Industry, Employers, Workers and Consumers (Guests) – Their rights and duties – Definition of Hospitality industry – Procedural law – Indian Judicial System- Remedies and Settlement.

Module II: Commercial and Corporate Law of Hospitality Industry

Company Law - Definition of Company- Nature and Types of Companies - Formation -Powers, Duties and Liabilities of a Director - Corporate Governance. Essential Elements of Contract – Indian Contract Act, 1872. Definition of Sale – Sale of Goods Act, 1930. Salient Features of Negotiable Instruments Act, 1881- Relevance of these Laws to the Hospitality Industries.

Module III: Travel and Tourism Laws

Rights of Guests as Buyers of Goods, Consumer of Goods and services including rights of passengers and tourists. Standard of Care for their life, body and property. Hospitality

practices- compensation for injury for loss- health and safety laws- Essentials of Food and Drug laws. Passport and Visa Laws- Laws related to Foreign Guests.

Module IV: Industrial Laws, Consumer Protection Act and Vat

The provident fund and miscellaneous provisions act 1952-the payment of gratuity act 1972- Industrial Disputes Act – Payment of Wages Act – Payment of Bonus Act – Consumer Protection Act – VAT –Service tax- Corporate Tax-FEMA-Customs-RBI guidelines

Module V: Cyber Laws, IPR And Copy Rights In Hospitality Industry

Cyber Crimes– IT Act 2000 – Environmental protection Laws – Definition of Intellectual Property Rights – Copy rights – Trademarks –International Tourism Laws.

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Legal Aspects of Business, Texts, justiceprudence and cases, Daniel Alburquerque, Oxford University press
- Legal Aspects of Business, Akileshwar Pathak, Tata McGraw –Hill, Fourth Edition
- N.D.Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2006.
- Twomey & Jennings, Business Law: Principles for Today's Commercial Environment. 1st Edition.

Web Links:

https://enterslice.com/learning/laws-related-to-the-hotels-and-hospitality-industry-ofindia/

http://hotelmanagement.subharti.org/pdf/Hotel%20Law.pdf

Semester – IV		DSE			
MGM4422		L	Т	Ρ	С
Food Safety and Quality Management		3	0	0	3
Pre-requisites N	A				

Course Objectives:

- To understand the importance of food safety, personal cleanliness; sanitary practices in food preparation.
- To train the students on investigation, control of illness caused by food contamination (Hazard Analysis Critical Control Points); and work place safety standards.
- To gain comprehensive understanding on food standards, food adulteration & Additives and prevention of food adulteration.
- To analyze general principles of food hygiene, general hygiene practices for commodities, equipment, work area and personnel hygiene practices.
- To acquaint with the recent trends and development in food packaging and technology.

Course Outcomes

	Course Outcome	Level*
CO1	Explain the food hazards, risks associated with food hazards, contaminants, food hygiene and food preservation.	1
CO2	Demonstrate the infirmity caused by food contamination and work place safety standards.	2
CO3	3 Explain the food standards, food adulteration & Additives and prevention of food adulteration.	
CO4	 Illustrate the general principles of food hygiene, general hygiene practices for commodities, equipment, work area and personnel hygiene practices. 	
CO5	Summarize the recent trends and developments in food packaging and technology.	3

*Level of Learning- Use the number from 1 to 5 for indicating the level. Level 1- Remember & Understand, Level 2- Apply, Level 3- Analyse, Level 4- Evaluate, Level 5- Create. Mention the highest level that will be attained in the particular Course Outcome.

Course Contents:

Module I: Food Safety

Introduction - Food Hazards – Risks – Contaminants - Food Hygiene - Food preservation, Physical agents, Chemical agents, Use of low temperature in food preservation, Preservation by drying, Preservation of meat, fish & egg using different methods

Module II: Food Microbiology

General characteristics of micro-organisms - common food borne microorganisms-Bacteria, Fungi, Viruses, Parasites; - micro-organisms that bring about useful changes in food, fermentation, vinegar, anti-biotic; - Food poisoning - Food infections - Food borne diseases - preventive measures.

Module III: Food Quality

Food standards - need for food laws; - Food adulteration & Additives - Detection of food adulterants, Prevention of food adulteration act standards; - Fruit product order standards - Agmark standards - Indian standards institution - International – Codex Alimentarius, ISO, Regulatory agencies; - HACCP

Module IV: Hygiene And Sanitation

General principles of food hygiene - general hygiene practices for commodities, equipment, work area and personnel; - Hygiene storage – Food spoilage – Food contamination due to pests, cross contamination; - cleaning and disinfection - safety aspects of processing water, waste water & waste disposal.

Module V: Recent Trends

Emerging pathogens - Genetically modified foods - Food labelling - Newer trends in food packaging and technology - BSE (Bovine Serum Encephalopathy)

Examination Scheme: Total – 100 marks

For courses with Theory and/or Tutorial Components

Components	Continuous Internal Assessment (A, CA, TP, Q, MT, CT etc.)	External Assessment
Weightage (%)	40	60

* A-Attendance, CA-Class Assignment, TP-Term Paper, Q-Quiz, MT-Mid Term, CT-Class Test etc. The attendance will carry 5% weightage, for other assessment components and the % weightage may vary.

Text & Reference Books:

- Jacob M. Safe Food Handling: A Training Guide for Managers of Food Service Establishments
- James M. Jay, Martin J. Loessner, David A. Golden. (2005). Modern Food Microbiology. Seventh edition. Springer
- Hobbs Betty. Food Processing
- Rangana S. Handbook of analysis and Quality Control for fruits and vegetables. Tata Mc Graw Hill

Web Links:

https://fssai.gov.in/upload/media/FSSAI News quality FNB 17 09 2019.pdf

https://www.ifsqn.com/pdf/iso22000-1.pdf

INDUSTRY/RESEARCH BASED PROJECT

Course Code: MGM4483

L T P C 0 0 0 15

A student would pursue an industry-based project or a survey-based project and will be evaluated on the basis of analysis, presentation and report writing.