

**SCHEME OF INSTRUCTION & EXAMINATION
SEMESTERS I TO VIII**

MBA III - SEMESTER

S. No.	Course Code	Course Title	Scheme of Instruction			Scheme of Examination			
			L	T	Contact Hrs/week	CIE	SEE	Duration of SEE (Hrs)	Credits
Theory Courses									
1	M21PC301BM	Operations Management	4	1	5	30	70	3	5
2	M21PC302BM	Business Analytics	4	1	5	30	70	3	5
3	M21PC303BM	Supply Chain Management	4	1	5	30	70	3	5
4	M21PC304BM	Organizational Behaviour	4	1	5	30	70	3	5
Discipline Elective - I									
5	Major I	Major I	3	1	4	30	70	3	4
6	Major II	Major II	3	1	4	30	70	3	4
7	Minor	Minor	3	1	4	30	70	3	4
8	M21PW381BM	Research Design for Project		1	1	50			1
			25	8	33	260	490		33

PC: Program Core

CIE: Continuous Internal Evaluation

PW: Project Work

DE: Discipline Elective

SEE: Semester End Examination

Discipline Elective-I *		
Code	Specialization	Course
M21DE311BM	Finance	Investment Management
M21DE312BM		Financial Systems and Services (Minor)
M21DE313BM	Marketing	Advertisement and Retail Management
M21DE314BM		Customer and Relationship Management (Minor)
M21DE315BM	HR	Compensation Management
M21DE316BM		Leadership and Change Management (Minor)

***MBA program offers specialization as Major & Minor courses i.e., Dual Specialization.**

For example, if a student selects Finance as Major and Marketing as Minor, needs to study major courses of Finance Specialization i.e., Investment Management, Financial Systems and Services in third semester; Financial Risk Management and International Finance in fourth semester and one subject each from Minor of third and fourth semesters of Marketing i.e., Customer and Relationship Management in third semester; Services and Global Marketing in fourth semester. Similar rule is applicable for other Specializations.

Course Code	Course Title					Core/Elective	
M21PC301BM	Operations Management					Core	
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PC101BM	4	1	-	-	30	70	5

Course Objectives:

- The objective of this course is to provide the student with adequate knowledge regarding the basic manufacturing facilities & how service activities have attained significance and need managerial skills to address the problems. Further a thorough understanding of quality in materials management, manufacturing and services is emphasize.

Course Outcomes

After completing this course, the student will be able to:

1. Understand the types of manufacturing process, operations strategy and process design and recognize the interface of product life cycle and production life cycle.
2. Compute the capacity planning and maintenance management for matching the capacity to the demand and calculate the scheduling of operations.
3. Analyze work study and service management and interpret the value creation through services.
4. Describe the importance of materials management function in an organization, and how it can help in interpreting various plans and reduce the material related costs.
5. Explain the stores and inventory management techniques and calculate EOQ and Re-order point that help in the timing, cost and volume of inventory orders.

Module - I: Introduction

Similarities and Differences between Products & Services. Basic Manufacturing Process: Casting, Machining, Welding, shearing Extrusion, heat treatment and unconventional machining. The transformation Process: Manufacturing, Service & Hybrid Agile Manufacturing. Operations Strategy. Process design – Project, Job, Batch, Assembly and Continuous. Factors effecting Process design. Functions of Production, Planning & Control. Interface of Product Life Cycle & Process Life Cycle.

Module– II: Long – range capacity Planning

Capacity Planning, Line Balancing(Theory), facility location and Facility layout. Service facility layout. **Aggregate Planning:** Aggregate Demand, criteria for selecting Aggregate Plans, Aggregate Plans for Service & mathematical Models for Aggregate Planning.(Theory)

Master Production Scheduling: Objective, Procedure and Time frame.

Sequencing of Operations: n-Jobs with one, two and three facilities.(Problems only)

Maintenance Management: Repair Programmes, Break down, Preventive and Corrective maintenance. Maintenance issues in service organizations.

Module- III: Work Study & Service Management

Work study: Definition and its advantages and the various components. Techniques of methods analysis and work measurement(Problems)

Service Management: Nature of services. Types of Service operations- Quasi manufacturing, customer as participant and customer as product Scheduling challenges in Various service Operations, Value creation through service. Service quality, Culture and innovation

Module- IV: Materials Management

Need and importance of Materials management. Materials Requirement Planning, Manufacturing Resource Planning. Purchase Management: Sources of Supply of Materials, selection, evaluation and rating of Vendors . Methods of vendor rating. Value Analysis: the concept and its role in cost reduction.

Module- V: Stores Management

Objectives and functions Stores Management – Requirements for efficient Management of Stores – safety stock inventory control(Problems) – Different Systems of Inventory Control. Classification, Codification , Simplification and Standardization of materials

Inventory costs - Selective Inventory Control: ABC (Problems), XYZ, VED, FNS and SDE Analysis.

Text Books:

1. S.N.Chary, “Production and Operations Management, 2009, 9th Ed. Tata McGraw-Hill.
2. R.Panneerselvam, Production and Operation Management 3rd edition, PHI.
3. Norman Gaither & Greg Frazier, Operation Management 9th edition, Cengage Learning.

References:

1. Stevenson J. William, “Operations Management”, 2009, 9th Ed. Tata McGraw-Hill.
2. Amol Gore and Robert Panizzolo, Operation Management.
3. Danny Samson and Prakash J.Singh, “Operations Management-An integrated approach”, 2009, 1st Ed. Cambridge press.
4. Ray Wild, “Operations Management, 2003, Thomson Learning.
5. Kanishka Bedi, “Production and Operations Management”, 2007, 3rd Ed. Oxford University Press.
6. Everett. Adam, Jr. and Ronald J. Elbert, “Production and Operations Management Concepts, Models and Behaviour”, 2003, Prentice Hall of India, 5th Ed.
7. N.G. Nair, Production and Operation Management, 2nd edition, Tata-MCGraw – Hill Publishing Company Ltd.

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Course Code	Course Title				Core/Elective		
M21PC302BM	Business Analytics				Core		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PC104BM	4	1	-	-	30	70	5

Course Objectives:

- To introduce the students with the concepts of Business Analytics and Data Sciences role to run the business.
- To gain knowledge on the concepts of data management techniques
- To understand and acquire the basic concepts of machine learning and the applications of Business Analytics
- To understand the basic concept of Data Science Project Life Cycle.

Course Outcomes:

After completing this course, the student will be able to:

1. Understand the historical developments in the fields of business analytics and make a positive contribution to the real-time business establishments.
2. Understand the data and its relevance in the context of business to make better decisions
3. Interpretation of the data is done utilizing the data mining techniques by using association and cluster analysis
4. Understand and analyze machine learning concepts and develop insights on Artificial Intelligence
5. Analyze the application of business analysis techniques in different business domains

Module I:

Introduction: Concept of Business Analytics; Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, Meaning of Data Science, Need for Data Science, Applications for Data Science, Data Scientists Roles and Responsibility

Module II:

Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification

Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.

Module III:

Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis.

Module IV:

Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.

Module V:

Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.

Text Books:

1. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Sesh Adri, Springer
2. Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Miller, Sarah Guido, O'Reilly
3. An Introduction to Business Analytics, GerKoole, Lulu.com, 2019

References:

1. Introduction to Data Science, Laura Igual Santi Seguí, Springer
2. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India

Course Code	Course Title				Core/Elective		
M21PC303BM	Supply Chain Management				Core		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PC103BM	4	1	-	-	30	70	5

Course Objectives:

- To understand the fundamental operations of supply chain and logistics management
- To apply the knowledge and principles of management of cross functional areas for effective supply chain management
- To use modeling to predict and analyze various supply chain parameters
- Optimization of supply chain and network design issues
- Understand the strategic issues and multi-level linkages in logistics management

Course Outcomes:

After completing this course, the student will be able to:

1. Gain a holistic understanding of supply chain management and the role of logistics management
2. Understand the basic drivers that lead to the performance of SCM in effective manner
3. Identify the role of value chain and its integration in the supply chain
4. Sensitize themselves to the role of global sourcing in making Supply Chain cost effective
5. Gain an insight into the role of Information Technology in making Supply Chain Agile.

Module - I: Introduction to supply chain Management

Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, Supply Chain Strategy- Global Supply Chain Management, Value Chain and Value Delivery Systems for SCM, Bull-whip Effect.

Module - II: Supply Chain Structure and Inventory in SC

Logistics Management, Integrated logistics Management, Inbound and Outbound Logistics, Logistics Planning and Strategy, Reverse Logistics. Inventory Management and its Role in Customer Service.

Module - III: Role of Transportation in Supply Chain

Transportation in Supply Chain, Transportation Formats, and Factors Influencing their Choice, Multi Modal Transport, Warehousing – Types of Warehouses, Warehousing Operations, Warehouse Management Systems. Third Party Warehousing, Role and Importance of Handling Systems.

Module - IV: Information Technology in SCM

Information and Communication Technology in SCM, Role of IT in SCM. Current IT trends in SCM, RFID, Bar Coding. Retail SCM – Problems and Prospects, Role of Packaging

Module - V: Key Operation Aspects in Supply Chain

Supply Chain Network Design, Distribution Network in Supply Chains, Channel Design, Factors Influence Design, Role and Importance of Distributors in SCM, Role of Human Resources in SCM. Issues in Workforce Management and Relationship Management with Suppliers, Customers and Employees, linkage between HRM and SCM.

Text Books:

1. Shah, J, "Supply Chain Management", 2009, 1st Ed. Pearson.
2. Crandall, Richard E & others, "Principles of Supply Chain Management", 2010, CRC Press.
3. Mohanty, R.P and Deshmukh, S.G, "Essentials of Supply Chain Management", 2009, 1stEd. Jaico

References:

1. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford, 1stEd.
2. Altekar, V. Rahul, "Supply Chain Management", 2005, PHI. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", 2010, TMH.
3. Coyle, J.J., Bardi E.J. Etc., "A Logistics Approach to Supply Chain Management", 2009 Cengage, 1st Ed.
4. Stapenhurst, T, "The Benchmarking Book: A how-to-guide to best practice for Managers and Practitioners", 2009, Elsevier.
5. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", 1sted, 2009, Cambridge.
6. Power Mark J & others, "The Outsourcing Hand book How to implement a successful outsourcing process", 2007, Kogan page, 1stEd.
7. Gustafsson K & others, "Retailing Logistics & Fresh food Packaging Managing change in the supply chain", 2008, Kogan page, 1stEd.
8. Kachru Upendra, "Exploring the Supply Chain Theory and Practice", 2009, Excel books.
9. Stadtler, H & Kilger, C, "Supply Chain Management and Advanced Planning concepts, Models, Software and Case Studies", 2002, Springer, 2ndEd.
10. Mentzer, Joha, T, "Supply Chain Management", 2005 Response.
11. Gattorna, JL & Walters, DW, "Managing the Supply Chain", 2004, Palgrov.

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Course Code	Course Title				Core/Elective		
M21PC304BM	Organizational Behaviour				Core		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PC101BM	4	1	-	-	30	70	5

Course Objectives:

- The course objective is to provide a foundational learning of the history and development of Organizational Behavior (OB) theories and concepts and also to understand the contemporary challenges and approaches to behavior of the employees working in the organization.

Course Outcomes:

After completing this course, the student will be able to:

1. Define OB levels, models to impart the technology influence on OB.
2. Apply cross culture management in various organizational system.
3. Interpret Personalities and Apply in overcoming perceptual problems
4. Understand group dynamics and Apply motivational strategies, to drive the groups effectively.
5. Understand the management of change and develop the techniques for Organizational Development.

Module - I: The Field of Organizational Behaviour

Introduction to OB- Definition, Objectives and Need of OB, Historical Development of OB, Basic assumptions of OB, Levels of OB, Models of OB – Autocratic, Custodial, Supportive, Collegial and System Models, Impact of technology on OB.

Module - II: Organization and Culture

Concept of Organization - Objectives, Functions, Elements, Process and Stakeholders of an Organization. Organizational Culture- Meaning and Dimensions, Role of founders' values and vision in creating and sustaining culture, Types of organizational cultures, Cross Culture Management.

Module - III: Psychological Contract

Personality- Traits, Big 5 personality traits, MBTI inventory, the process of Perception – Perceptual distortions and errors, Kelly's personal construct theory, Transactional Analysis, Johari's Window. Defining Attitudes, Key elements of Attitudes, Characteristics of attitudes, Attitude formation, Attitude Measurement, Cognitive Dissonance, Changing Attitudes, Attitudes in workplace.

Module - IV: Group Dynamics and Motivation

Group Dynamics: Typology of Groups, Conflicts in groups, Nature of Conflict, Conflict Management Techniques. Motivation – Content Theories: Maslow, Alderfer, Herzberg, McClelland. Process Theories: Vroom, Porter and Lawler, Equity Theory – Goal Theory – Attribution Theory.

Module - V: Emerging aspects of OB

Stress Management and Counseling, Concept of Change Management, Kurt Lewin's model of change management, Transactional and Transformational change management, Change Management impact on Organization Development.

Text books:

1. K. Aswathappa, 2010, Organizational behaviour- Text, Cases and Games, Himalaya Publishing House.
2. Robin Finchen and Peter Rhodes 2010, Principles of Organizational Behaviour, Oxford University Press.
3. B.R. Virmani, 2010, Managing people in Organization, Response Books.
4. Liska, Handbook of Social Psychology [The cognitive perspective].
5. Michener et al; Myers; Social Psychology, edited by Arnold Kahn; "A new look at dissonance theory".
6. Ajzen and Fishbein piece in Contemporary Issues in Social Psychology.

References:

1. Gregory Moorhead and Ricky W. Griffin 2010, Organizational Behaviour, Biztandre.
2. Robbins & Judg, 2015, Organizational Behaviour, Prentice Hall of India.
3. Udai Pareek 2010, Understanding Organizational Behaviour, Oxford University Press

Course Code	Course Title				Core/Elective		
M21DE311BM	Finance Elective Investment Management (Major)				Discipline Elective I		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PC202BM	3	1	-	-	30	70	4
<p>Course Objectives:</p> <ul style="list-style-type: none"> • Understand and differentiate various avenues of investments on the basis of risk and return. • Discussion about various methods of investment analysis. • Acquire knowledge about analysis of bonds, debt and equity instruments • Discuss and illustrate the concept portfolio selection and evaluation methods • Gain an understanding of mutual funds, regulation and their performance evaluation. <p>Course Outcomes:</p> <p>After completing this course, the student will be able to:</p> <ol style="list-style-type: none"> 1. Discuss, illustrate and analyze risks and return on investments and explain approaches to investment analysis 2. Understand, analyze, evaluation and Management of Fixed Income securities. 3. Explain, analyze and evaluation of Common Stocks. 4. Understand Portfolio theories, analyze and synthesize CAPM, SML and APT. 5. Evaluation of Portfolios with performance measures, Outlining and understanding of Mutual funds in India 							

Module – I: Investments

Concept; Real vs. Financial assets; Investment decision process; Sources of investment- information; Investment vs. Speculation; Factors to be considered in investment decision-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. The concept of risk.Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation.Risk-return trade-off.Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis, Behavioural Finance and heuristic driven biases.

Module – II: Fixed Income Securities - Analysis, Valuation and Management

Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement- Current yield, holding period return, YTM, AYTm and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Valuation of compulsorily / optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay’s duration and modified Macaulay’s duration. bond convexity, Considerations in managing a bond portfolio, term structure of interest rates, risk structure of interest rates. Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.

Module – III: Common Stocks - Analysis and Valuation

Basic Features of Common Stock, Approaches to valuation–Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparables-P/E,P/BV, P/S; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

Module – IV: Portfolio Theory

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

Module – V: Portfolio Evaluation

Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns. Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India.

Text Books:

1. Preeti Singh, Investment Management, 2010, HPH, 17th Revised Edition.
2. Punithavathy Pandian, "Security Analysis and Portfolio Management" Vikas Publishing House.
3. S. Kevin, "Analysis and Portfolio Management", PHI.

References:

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI, 3rdEd.
2. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3rdEd.
3. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9thEd.
4. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, Mc Graw Hill
5. Herbert. B. Mayo, "Investments: an Introduction", Thomson – South Western. 9thEd.
6. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.
7. Dhanesh Khatri, "Security Analysis and Portfolio Management", 2010, Macmillan Publishers.
8. Sudhindra Bhat, "Security Analysis and Portfolio Management", 2009, Excel Books.
9. S. Chand "Investment Management: Security Analysis & Portfolio Management".
10. Donald E. Fisher and Ronald J. Jordan: "Securities Analysis and Portfolio Management", Prentice Hall.
11. Graham & Dodd, "Security Analysis and Portfolio Management", Mc Graw Hill.
12. Jack Clark Francis, "Investment", TMH, New Delhi.

Course Code	Course Title				Core/Elective		
M21DE312BM	Finance Elective Financial Systems and Services (Minor)				Discipline Elective I		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PC202BM	3	1	-	-	30	70	4
<p>Course Objectives:</p> <ul style="list-style-type: none"> • The objective of this course is to provide the students with adequate knowledge of financial systems and services which facilitate economic transactions. • To create awareness among the students about career opportunities in the financial sector. <p>Course Outcomes:</p> <p>After completing this course, the student will be able to:</p> <ol style="list-style-type: none"> 1. Understand about the participants, products, services and players in primary and secondary markets and to identify financial innovations in India. 2. Understand the evolution of financial services in India. 3. Understand the activities of merchant banking services, leasing and hire purchase business in India. 4. Understand the performance and latest innovations in the Indian banking sector. 5. Understand the role and importance of insurance, its types, principles and regulation in India. 							

Module- I: Indian Financial System

Financial system: Introduction, functions of financial system and its components.

Financial Markets: Introduction, Types of markets: Capital market and Money market.

Financial Institutions: Introduction, types, role in economic development.

Financial Regulations: Reserve bank of India, its role and functions - SEBI, its role and guidelines -

Stock Exchanges: Constitution, control and functions.

Module- II: Financial Services

Financial Services: Meaning, Scope, Fund based activities and Fee based activities

Financial Innovation: Causes for Financial innovation, New financial products and services, Innovative

Financial Instruments - Present scenario.

Module- III: Merchant Banking, Credit Rating and Leasing and Hire Purchase

Merchant Banking: Definition, functions, guidelines, progress and problems of merchant bankers, Scope of merchant banking in India.

Credit Rating: Definition and meaning, functions of credit rating, credit rating agencies in India.

Leasing and Hire Purchase: Leasing: Definition, meaning, types of leasing, advantages and disadvantages of leasing, financial evaluation of leasing.

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Hire purchase: Definition, meaning, financial evaluation of hire purchase - Differences between leasing and hire purchase.

Module-IV: Banking Services

Indian banking sector: Introduction to banking, structure of banking - Functions of banks: primary and secondary functions - Deposits: types of deposit accounts - Loans and advances: types of loans, features, Loan Pricing, Basic model pricing of Fixed and Floating rate loans – Non-performing assets (NPAs): Problems of NPAs and management of NPAs by banks - Innovations in banking system: Digital banking.

Module- V: Insurance Services

Insurance sector: Introduction to insurance, need, basic characteristics of insurance, principles of insurance - Types of insurance: Life and general insurance - Benefits and costs of insurance - Reinsurance - Prospects of insurance companies - IRDA and recent trends in insurance sector in India.

Text books:

1. Gordon & Natrajan; Financial Markets and Services, Himalaya Publishing House.
2. S Gurusamy, Financial Markets and Institutions, Thomson
3. Banking and Insurance, O.P.Agarwal, Himalaya Publishing, 2010.

References:

1. Insurance – Principles and Practice, M.N.Mishra and S.B.Mishra, S.Chand, 16th Edition.
2. Management of Banking and Financial services, Padmalatha Suresh and Justin Paul, Pearson 2nd Edition.
3. Meir Kohn, Financial Institutions and Markets, Oxford.
4. Bank Management & Financial Services, Peter.S.Rose & Sylvia, C.Hudgins, Tata McGraw hill 2010, 7th Edition.
5. Introduction to Banking, Vijayaraghavan Iyengar, Excel books, 2009.

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Course Code	Course Title					Core/Elective	
M21DE313BM	Marketing Elective Advertisement and Retail Management (Major)					Discipline Elective I	
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PC103BM	3	1	-	-	30	70	4
<p>Course Objectives:</p> <ul style="list-style-type: none"> • To sensitize students on various dimensions of the promotions mix • To help to gain an understanding of the role of advertising in marketing • To explore the various elements relating to an effective advertising strategy • To introduce the concept of organized retailing • To understand the various functions and roles of retailing in India <p>Course Outcomes:</p> <p>After completing this course, the student will be able to:</p> <ol style="list-style-type: none"> 1. Understand the role of promotion mix 2. Understand the importance of advertising in the marketing mix 3. Establish the importance of creativity in an ad campaign 4. Determine the comparative importance of organized retailing sector Vs unorganized sector 5. Determine the role of other functional areas of marketing as a key drivers to the retail sector 							

Module – I

Advertising – Role of Promotion Mix, Objectives of Advertising, Creativity in Advertising, Ad-Copy, Creative Strategy And Process – Implementation and Evaluation, DAGMAR, Types of Ad Appeals, Ad Budget – Establishment & Allocation, Budgeting Approaches

Module – II

Media Planning, Deciding Media Objectives – Media Strategy, Media Mix, Ad Reach Vs Frequency, Evaluation of Media, Internet and Interactive Media, Role of Technology in Media, Media Planning, Role of Technology in Media Planning, Measuring Ad Effectiveness, Copy Testing

Module – III

Introduction to Organized Retailing, Trends in Retail, Types of Retail Format, Behaviour of Organized Retail Markets, Objectives and Function of Retailing, Retailing in India.

Module – IV

Retailing in India, Geographic Spread of Indian Retail Sector, Organized and Unorganized Sector, Types of Retail Formats, Retailing in Services Sector, International Retailing, Cultural Challenges in International Retail, Role Of MNC's

Module - V

CRM in Retail, Retail Pricing Strategies – Key Drivers, Merchandising Management, Store Management, Visual Merchandising – Logistics Management, Developing Retail CRM Programs, Legal and Ethical Concerns in Organized Retailing.

Text Books:

1. Asker, David A, Advertising Management 4th Edition, PHI
2. Bajaj Tuli Srinivatsava, Retail Management, 3rd Edition, Oxford Publication
3. Belch, George E And Bleach, Michael A, Advertising And Promotion, Tata Mcgraw Hill

References:

1. Ogilvy David, Ogilvy on Advertising, Longeman, London
2. Chunawalla, S.A., Advertising, Sales And Promotion Management Himalaya Publishing House
3. Mohan, Mahendra, Advertising Management, Tata Mcgraw Hill
4. Levy & Weitz, Retailing Management, Tata Mcgraw Hill
5. Bary Berman & Evans, Retail Management - A Strategic Approach, Pearson Education
6. Akleshwar Pathak, Legal Aspects of Business, Tata Mcgraw Hill
7. Nicholas Alexander, International Retailing, Blackwell Basin Publishing Lit

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Course Code	Course Title				Core/Elective		
M21DE314BM	Marketing Elective Customer Relationship Management (Minor)				Discipline Elective I		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PC103BM	3	1	-	-	30	70	4

Course Objectives:

This course is focused on the holistic understanding of customer relationship management. It is important that such a course gives students a real world understanding of CRM.

- To understand and describe a customer relationship management application.
- To provide real-time insights into the successfully implemented CRM in various organizations and to ensure a successful implementation
- To Create Awareness in implementation of CRM by understanding the end users and importance of implementing such a system in an organization to retain their customers for long run success.
- To study the role of CRM in decision making, evolved relationships to a higher level of understanding and more meaningful interactions with their target market users.

Course Outcomes:

After completing this course, the student will be able to:

1. Understand and can work with CRM tools to make positive contribution to the organization.
2. Understand the customer life time value and define strategies to derive profit
3. Understand the concepts of CRM and streamline work processes in an organization
4. Analyze the demand and market potential and make informed decisions.
5. Analyze the customer requirements and make them loyal to the brands by taking appropriate decisions

Module -I: Introduction to CRM

CRM, Evolution of CRM, Relationship Marketing, Relationship Process, Customer Defections, Impact of Customer Defections, Types of Defectors, CRM Framework- Satisfaction, Trust, Switching, Commitment and Loyalty, Types of CRM, Benefits of CRM, Emerging trends in CRM: Mobile CRM, Social CRM.

Module -II: Economics of CRM

Evolution of Marketing Practices- Product Centric, Segment Centric, Customer Centricity, Customer Profitability, Customer Equity, Introduction to Customer Lifetime Value (CLV), CLV in services, Activity based costing for customer profitability analysis, Loyalty Strategy, Customer satisfaction tools. Customer Value Management.

Module -III: CRM Applications

Applications of CRM in different industries, Characteristics of Services, Service Quality Dimensions, Cost of losing a customer, Service Recovery, Service Guarantee, CRM practices in Financial Markets, Hospitality, Healthcare, and Airlines, CRM Strategies in Retailing and FMCG industries, Customer Experience Management (CEM).

Module -IV: CRM in Business Markets

Market Structure and Demand, Nature of Buying Unit, Types of Decision and Decision Process, Participants in the Buying Process, Campaign Management, Functionalities of a Campaign Management Solution, Sales Force Automation, Customer Service and Support (CSS), Capabilities of a CSS Solution.

Module -V: CRM implementation

CRM implementation process, issues and challenges in CRM implementation, precautions related to CRM implementation. CRM Implementation Roadmap, Performance Measurement, Customer Centric Organizational Structure, Role of IT and automation in effective implantation of CRM practices.

Text Books:

1. Francis Buttle, “CRM: Concepts and Technologies”, Elsevier, 2015, a division of Redd Elsevier India Pvt Ltd.
2. Alok Kumar Rai, 2008, “Customer Relationship Management: Concepts and Cases, PHI
3. Mukesh Chaturvedi, Abhinav Chaturvedi, 2008, 2nd Ed “Customer Relationship Management: An Indian Perspective”, Excel Books.

References:

1. Githa Heggde and G., Shainesh (Eds.) (2018), ‘Social Media Marketing: Emerging Concepts and Applications’, Palgrave Macmillan.
2. G. Shainesh and Jagdish N. Sheth (2006), Customer Relationship Management - A Strategic Perspective, (Trinity Press, Laxmi Publications).
3. Jagdish N. Sheth, AtulParvatiyar and G. Shainesh (Eds.), Customer Relationship Management - Emerging Concepts, Tools and Applications, (21st Reprint 2017), McGraw Hill Education.

Course Code	Course Title				Core/Elective		
M21DE315BM	Human Resource(HR) Compensation Management (Major)				Discipline Elective I		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PC201BM	3	1	-	-	30	70	4

Course Objectives:

- To impart techniques and methods for competing employer- employee negotiations for arriving at optimal compensation system.

Course Outcomes:

After completing this course, the student will be able to:

1. Remember the basics of Strategic Compensation Management
2. Understand Compensation System and Employee Behaviors.
3. Understand Designing of Compensation System and Adapt the Pay Structures.
4. Understand the Employee Benefits Management and Adapt these Benefits for competing employer- employee negotiations
5. Analyze the issues and challenges in Strategic Compensation.

Module - I: Introduction to Strategic Compensation Management

Concept of compensation-Exploring and defining the compensation context–System of compensating–compensation dimensions-concept of reward–Role of compensation in Organization-Non-financial compensation system–Concept of total reward system-New trends in compensation management–The 3-P compensation concept.

Module – II: Compensation and Employee Behaviour

Bases for Traditional Pay System and Modern Pay System–Establishing Pay Plans–Aligning Compensation Strategy with HR Strategy and Business Strategy-Seniority and Longevity pay-Linking Merit Pay with Competitive Strategy-Incentive Pay-Person focus to Pay–Team Based Pay.

Module – III: Designing Compensation System

Building internally consistent Compensation System - Creating Internal Equity through Job Analysis and Job Valuation - Building Market Competitive Compensation System-Compensation Surveys–Integrating Internal Job Structure with External Market Pay Rates- Building Pay Structures that Recognize Individual Contributions-Constructing a Pay Structure- Designing Pay for Knowledge Program.

Module – IV: Employee Benefits Management

Components-Legally required Benefits–Benefits Administration–Employee Benefits and Employee Services–Funding Benefits through VEBA–Costing the Benefits–Components of Discretionary Core Fringe Compensation-Designing and Planning Benefit Program–Totally Integrated Employee Benefit

Program.

Module – V: Contemporary Strategic Compensation Challenges

International Compensation and Competitive Strategies-Executive Compensation Packages–Compensating Executives-Compensating the Flexible Workforce-Contingent Employees and Flexible Work Schedules–Compensation for Expatriates and Repatriates–Strategic Issues and Choices in Using Contingent and Flexible Workers.

Text Books:

1. Joseph J.Martocchio, “Strategic Compensation”, 2006, Pearson Ed Richard I 3rdEd.
2. Dr. Kanchan Bhatia, “Compensation Management”, 2009, Himalaya PublishingHouse.
3. Tapomoy Deb, “Compensation Management”, 2009, Excel Books, NewDelhi.

References:

1. Handerson, “Compensation Management in a Knowledge Based World”, 2007, Pearson Ed. 9th Ed.
2. Milkovich&NewMan, “Compensation”, 2005, Tata McGraw –Hill, NewDelhi.
3. Dipak Kumar Bhattacharyya, “Compensation Management”, 2009, Oxford UniversityPress.

Course Code	Course Title				Core/Elective		
M21DE316BM	Human Resource(HR) Leadership and Change Management(Minor)				Discipline Elective I		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PC201BM	3	1	-	-	30	70	4

Course Objective:

- To provide conceptual foundation to understand Leadership and to lead change in Organizations.

Course Outcomes:

After completing this course, the student will be able to:

1. Remember the concept of Leadership and gains knowledge of different leadership styles and models.
2. Understand different Leadership Development Programs and Models.
3. Understand the Strategic Change Process and Change Models.
4. Understand the process of initiating the Change.
5. Analyze the Drivers, Methods and Models for Change Management.

Module – I: Introduction to Leadership

Traits, Styles, Skills, Behaviors, Vision, Inspiration and Momentum of Leadership- International Framework for Analyzing Leadership- Personality Types and Leadership- Five Factor Model of Personality- Leadership Perspectives on Cultural Values, Social Responsibility and Organizational Performance- Current Issues in Leadership- Contemporary Leadership Styles.

Module – II: Leadership Development Programs and Models

Characteristics, Types and Evaluation of Leadership Development Efforts- Trait, Behavior, Power Influence, Situational and Integrative Approaches to Leadership- Causal and Normative Models – Leader-Member Exchange Theory- LPC Model- VIM of Self-Leadership- Perspectives on Change: Contingency, Resource Dependence, Population Ecology and Institutional.

Module – III: Strategic Change Process

Hopson’s Change Curve- Virginia Satir Change Model- Noer’s Redundancy Intervention Model- Change Path Diagnostics- Reactive and Proactive Change Path- Nabisco’s Renewal Path- Diagnostic Models for Organizational Change- Methods for dealing with Resistance to Change- Enablers and Barriers to Change- Model of Cognitive, Effective and Behavioral Responses to Change- Five Stages of Planned Change.

Module – IV: Initiating Change

Weinberg's change process, triggers, drivers and tracers of change – Leavitt model- change mapping, change spectrum, Gestalt change cycle – Tropics Test, Behavioral, cognitive, psycho- dynamic and humanistic approaches to change. Bechard's change formula – Buchanan and Mc Calman's Model of perpetual transition management – Types of individual, group and organizational change, Organizational Change matrix.

Module – V: Methods and models for Change management

Warfield 6-3-5 method – Rosemary Stewart's model – Tony Buzan's mind maps – Edward de Bono's six thinking hats – Johari window – Nadler and Tushman's congruence model – Scenario analysis – power – interest matrix – Kotter' 8 step change model – Pendlebury, Nadler, Kanter and Taffinder's planned change models. Dunphy Contingency Model of change.

Text Books:

1. Cameron & Green, "Making sense of change mgt", 2009, Kogan page.
2. Peter Lorange, "Thought leadership", Meets Business", 1st edition, 2009, Cambridge
3. Gary Yukl, "Leadership in organizations", 2006, Pearson.

References:

1. Peter G. Northouse, "Leadership", 2010, Sage.
2. John ADAIR, "Inspiring Leadership", 2008, Viva Books.
3. Mark Hughes, "Change management in organization", 2008, Jaico.
4. N. Sengupta, "Managing change in organizations", 2006, PHI

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Course Code	Course Title						
M21PW381BM	Research Design for Project						Project
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PC206BM	-	1	-	-	50	-	1

Course Objective:

- The Objective of this course is to submit a Research design seminar of the main project. The outline of Research methodology has to be presented

Course Outcomes:

After completing this course, the student will be able to:

1. Start and organize the project work
2. Clear with the research methodology to be followed to carry out the Project work.

Contents of Synopsis:

1. Title of the Project work
2. Company introduction
3. Objectives of the study
4. Scope of the study
5. Statement of the problem
6. Hypothesis (if any)
7. Research Methodology
 - a. Sources of the data
 - b. Data Collection Methods
 - c. Sample method and size
 - d. Period of the study
 - e. Tools for analysis
 - f. Chapterisation (Only names of the chapters)
8. Limitations of the study

MBA IV- SEMESTER

S. No.	Course Code	Course Title	Scheme of Instruction			Scheme of Examination			
			L	T	Contact Hrs/ week	CIE	SEE	Duration of SEE (Hrs)	Credits
Theory Courses									
1	M21PC401BM	Business Policy & Strategy	4	1	5	30	70	3	5
2	M21PC402BM	Business Intelligence	4	1	5	30	70	3	5
3	M21PC403BM	Total Quality Management	4	1	5	30	70	3	5
Discipline Elective - II									
4	Major I	Major I	3	1	4	30	70	3	4
5	Major II	Major II	3	1	4	30	70	3	4
6	Minor	Minor	3	1	4	30	70	3	4
7	M21PW481BM	Project Work		2	2		100		3
8	M21PW482BM	Comprehensive Viva-Voce	-	-	-		100	-	2
			21	8	29	180	620		32

PC: Program Core

CIE: Continuous Internal Evaluation

PW: Project Work

DE: Discipline Elective

SEE: Semester End Examination

Discipline Elective-II *		
Code	Specialization	Course
M21DE421BM	Finance	Financial Risk Management
M21DE422BM		International Finance (Minor)
M21DE423BM	Marketing	Buyer Behaviour
M21DE424BM		Services and Global Marketing (Minor)
M21DE425BM	HR	Performance Management
M21DE426BM		Talent and Knowledge Management (Minor)

***MBA program offers specialization as Major & Minor courses i.e., Dual Specialization.**

For example, if a student selects Finance as Major and Marketing as Minor, needs to study major courses of Finance Specialization i.e., Investment Management, Financial Systems and Services in third semester; Financial Risk Management and International Finance in fourth semester and one subject each from Minor of third and fourth semesters of Marketing i.e., Customer and Relationship Management in third semester; Services and Global Marketing in fourth semester. Similar rule is applicable for other Specializations.

Course Code	Course Title				Core/Elective		
M21PC401BM	Business Policy & Strategy				Core		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
-	4	1	-	-	30	70	5

Course Objective:

- The purpose of the course is to make the students learn about strategic environment and decision making to impart case based for make students knows the real-time decision making.

Course Outcomes:

After completing this course, the student will be able to:

1. Describe the managerial process of crafting and executing strategies.
2. Understand strategic position to gain competitive advantage.
3. Apply strategic formulation and strategy implications pertaining to specific industry and company situations.
4. Analyze strategy alternatives to compete, sustain and grow in the short run and also in long run.
5. Evaluate strategic implementation aspects of strategic policies in the organization.

Module-I: Introduction to Strategic Management

Business Definitions: Business Objectives, Types of Businesses, Strategic planning, Planning process, decision making, Strategy definition, Establishing Corporate direction, Vision, Mission and Objectives-Strategic Intent-Strategic Management & Process, A Model of Strategy and Elements used in strategic positioning-Strategic choice and Strategic action.

Module-II: Environmental Appraisal

Environmental scanning, Introduction, Demographic, Social and Cultural environment, technological environment, Economic Environment, Political Environment, Natural environment and Industry analysis, Portfolio Analysis, BCG, GE and Add Little Models for understanding Competitive position, SWOT Analysis, Porter's Competitive Advantage, Value chain Analysis-Core Competencies and Capability building Strategies

Module-III: Strategy Formulation

Business Strategies: Business Level Strategy, Strategy formulation, Situation Analysis, Growth Strategies, Offensive strategies, Defensive strategies, Generic Strategies, Industry life Cycle Analysis, Emerging Industries , Maturing Industry, Fragmented Industry, Strategy for Leaders ,Challengers, Followers and Niches-Managing Business Crisis.

Module-IV: Alternative Strategies

Strategy analysis and Choices, Strategy Alternatives, Corporate level international strategy,

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Strategies, Mergers & Acquisitions-Strategic Alliances –Outsourcing Strategies, Types of Outsourcing, Benefits, Growth and Drivers of Outsourcing, Managing Strategic Change, Approaches to Organizational Structure, Matching Structure and Strategy with the Use of 7s Structure.

Module-V: Strategy Implementation and Control

Strategy implementation: Strategies Evaluation and Control, Social responsibilities of Business, Business Ethics, Corporate Governance, Good Corporate Citizenship, Understanding Environmental Change and Instilling Corporate Culture for Promoting SMART approach, Re-Designing Organizational Structures and Controls-Corporate Failures, Mechanism for Strategy control and Evaluation, Types of Strategic Controls-Social and Ethical responsibilities of Corporate Organizations

Text Books:

1. Arthur A Thomson Jr, Strickland "Strategic Management concepts and cases" TATA McGraw Hill Company Ltd. Second reprint 2010, NewDelhi.
2. Gerry Johnson, Kevan Scholes, Richard Whittington. "Exploring Corporate Strategy "Pearson Education Ltd. United Kingdom Second Edition.2009
3. P.Subbarao "Business Policy and Strategic Management" Himalaya Publishing House, Revised Edition 2017.

References:

1. Upendra Kachru "Strategic Management " 2008 Concepts and Cases" 2005, EXCEL BOOKS NewDelhi.
2. R.MSrivastava "Management policy and Strategic Management-Concepts, Skills and Practices" 2014 revised edition, HPH, Hyderabad

Course Code	Course Title				Core/Elective		
M21PC402BM	Business Intelligence				Core		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PC106BM	4	1	-	-	30	70	5

Course Objective:

- To understand the concepts of business intelligence and relate topics such as Data Warehousing , Data Mining, Business Performance Management, Business Analytics and Data Visualization

Course Outcomes:

After completing this course, the student will be able to:

1. Emphasize the practical need for good decision support system as Business Intelligence in an Organization
2. Understand the concepts of Data Warehouse and Data Mining tools and helps in realizing the potential of business analysis in decision support
3. Apply the knowledge of Business Performance Measurement concepts to do the auditing of the business and measure the business potential
4. Apply the Business Analytics tools and techniques in the business and help to improve the business
5. Analyze the emerging trends in implementation of the Business Analytics and aligning with the business

Module - I Introduction to Business Intelligence (BI)

Definition, History and Evolution, Styles of Business Intelligence, Benefits of Business Intelligence, Real-time Business Intelligence, Business Intelligence Value Chain, Architecture Business Intelligence.

Module -II Data Warehousing and Data Mining

1. Data Warehousing: - Definition, Characteristic, types, Data warehousing framework, Data Warehousing 3 tier architecture, Alternative Architectures, Data warehousing Integration, Data warehousing- Development Approaches, Real time Data warehousing.
2. Data Mining: - Definition, Characteristic, Benefits, Data Mining Functions, Data Mining Applications, Data Mining techniques and tools. Text Mining, Web Mining.

Module - III Business Performance Measurement (BPM)

Definition, BPM vs BI, Summary of BPM Process, Performance Measurement, BPM Methodologies, BPM Architecture and Applications, Performance Dash boards.

Module - IV Business Intelligence and Analytics

Changing Business Environments and Computerized Decision Support, Managerial Decision Making, Information Systems Support for Decision Making, An Early Framework for Computerized Decision Support, Brief Introduction to Big Data Analytics

Module - V Business Intelligence Implementation

1. Implementing Business Intelligence – Implemental Factors, Critical Success factors of Business Implemental, Managerial Issues related to BI Implementation. Business Intelligence and Integration Implementation – Types, Need, Level of Business Intelligence Integration.
2. Emerging trends in Business Intelligence Implementation- Social Networks and Business Intelligence, Collaborative Decision Making, RFID and Business Intelligence, Reality Mining.

Text Books:

1. Business Intelligence – A Managerial Approach – by Turban, Sharada, Delen, King - Pearson – Second Edition - 2014
2. Decision Support and Business Intelligence Systems – Turban, Aaronson, Liang, Sharada – Pearson, latest Edition
3. Successful Business Intelligence, Cindi Howson, McGraw Hill Education – Indian Edition.
4. Business Intelligence and Analytics Systems for Decision Support, 10th Ed, Ramesh Sharda, Dursun Delen, Efraim Turban

References:

1. Business Intelligence: Data Mining and Optimization for Decision Making, Willey, 2019, Vercellis
2. Business Intelligence Demystified, BPB Publications, 2021, Anoop, V K Kumar
3. Business Intelligence in Decision Making, Buuks, 2019, Dr.Manoj Kumar Patel & Sagar
4. Business Intelligence and Applications, Buuks, Ed1, 2020, Meenakshi Gupta

Course Code	Course Title				Core/Elective		
M21PC403BM	Total Quality Management				Core		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
-	4	1	-	-	30	70	5

Course Objectives:

This course is aimed at orienting the students towards the importance of quality as a management tool towards understanding the principles and practices of total quality management and introducing various tools and techniques used in the measurement of quality. Understanding the importance of six sigma as a quality tool and Sensitizing the participants to the importance of quality in services sector.

Course Outcomes:

After completing this course, the student will be able to:

1. Understand the basic terminologies and metrics that are used to govern quality management
2. Get a better perspective on quality standards like ISO
3. Identify various metrics that govern quality
4. Elucidate the role and importance of Six Sigma as a quality measurement tool
5. Identify the various means and techniques for establishing quality in services sector

Module -I: TQM- History and Evolution

Connotations of Quality, Quality Dimensions – Product and Service. The concept of TQM, Evolution of TQM – Inspection, SQC, QA and TQM. Conventional quality management versus TQM. Customer supplier focus in TQM. Benefits and Costs of TQM. Historical perspectives of TQM. Quality System Awards and Guidelines – ISO, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM).

Module – II: Tools of TQM

Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto’s Chart, Process Capability Measurement. Analytical Tools: Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why’s, Overall Equipment Effectiveness. Improvement Tools and techniques: Kaizen, JIT, Quality Circles, Forced field Analysis, Five S’s. Control Tools: Gantt Chart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management.

Module – III: Techniques of TQM

Quantitative techniques: Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MCT). Qualitative techniques: Benchmarking, The Balanced Scorecard, Sales and Operations Planning, Kanban and Activity Based Costing (ABC). Taguchi methods: Quality loss

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function, Orthogonal arrays, Signal-to-Noise ratio: Nominal- the- best, Target-the-best, Smaller the-best, Larger-the-best. Parameter design, Tolerance design.

Module – IV: Six Sigma

The concept of Six Sigma, Objectives of Six Sigma, The frame-work of Six Sigma programme, Six Sigma Organization: roles and responsibilities, Six Sigma problem solving approach: The DMAIC model, Six Sigma Metrics: Cost of poor quality, Defects per million opportunities and First pass yield. Benefits and costs of Six Sigma.

Module –V: TQM in the Service Sectors

Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and financial services –Banks, Investment Company and Mutual Funds.

Text Books:

1. John L. W. Beckford, “Quality: A Critical Introduction”, 3rd Ed. Routledge – Taylor and Frances Group, NewYork and London.
2. Ron Basu, “Implementing Quality: A Practical Guide to Tools and Techniques”, 2016, THOMPSON.
3. Kanishka Bedi, “Quality Management”, Oxford University Press.
4. Kanji K. Gopal& Asher Mike, “100 methods for TQM“, Response.

References:

1. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield scare, “Total Quality Management”, 2006, 3rd Ed., PHI.
2. “The Six Sigma Instructor Guide”, Green belt Training made easy, 2008, 2nd Ed.Macmillan
3. R. P. Mohanty & R. R. Lakhe, “TQM in the Service Sector”, Jaico Books.2016

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Course Code	Course Title				Core/Elective		
M21DE421BM	Finance Elective Financial Risk Management(Major)				Discipline Elective II		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21DE311BM	3	1	-	-	30	70	4
<p>Course Objectives:</p> <ul style="list-style-type: none"> • Understand the concept of Risk and types of risks that Financial Institutions are exposed • Understand about Asset liability management practices of banks. • Gain knowledge, learn and apply tools and techniques of risk management • Develop knowledge about application of derivative instruments: Forwards, Futures, Swaps and Options in hedging risk. <p>Course Outcomes:</p> <p>After completing this course, the student will be able to:</p> <ol style="list-style-type: none"> 1. Understanding Risk Management and describe Risk management approaches, methods and Risk reporting processes. 2. Application of Value at risk and Cash flow at risk to measure and management of risk and explaining Asset Liability management practices in banks. 3. Describe derivatives and application and analysis of Techniques and tools of Risk management in Forward and Future contracts. 4. Understand Swaps and application of tools and techniques in analysis and evaluation of Swaps in Risk management contracts. 5. Explain options and application of tools and techniques in analysis and evaluation of Options in Risk management contracts 							

Module– I: Introduction

The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk–Product market risk and capital market risk. Possible Risk events, Risk Indicators, Risk Management Process–pre-requisites and fundamentals. Misconceptions of Risk. An integrated approach to Corporate Risk Management. Risk management approaches and methods. A comprehensive view of Risk in Financial Institutions. Risk reporting process–internal and external.

Module – II: Measurement and Management of Risk

Value at risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR(Simple numericals in VaR)

Non-Insurance methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer.

Asset-Liability Management (ALM): evolution & concept, RBI guidelines.

Capital Adequacy. Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

Module – III: Techniques and Tools of Risk Management: Forward contracts and Futures contracts

The concept of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market

Forward contracts: Definition, features and pay-off profile of Forward contract. Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk. Limitations of Forward contract.

Futures contracts: Definition. Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of Futures contract. Differences between forward contracts and futures contracts. Risk management with Futures contracts—the hedge ratio and the portfolio approach to a risk–minimizing hedge. (Simple numericals in forward & future contracts)

Module – IV: Techniques and Tools of Risk Management: SWAPS

Definition, types of swaps. Interest rate swaps, Currency swaps

Interest rate Swaps: Mechanics of Interest rate swaps .Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination.

Currency Swaps: Types of Currency Swaps. Valuation of currency swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination. (Simple numericals in Interest and currency swaps).

Module – V: Techniques and Tools of Risk Management: Options

Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binomial option pricing model (BOPM): assumptions- single and two period models. The Black & Scholes option pricing model (BSOPM): assumptions. (Simple numericals in Options).

Text Books:

1. Dun and Bradstreet, “Financial Risk Management”, 2007, TMH, Delhi.
2. Paul Hopkins, Kogan Page, “Fundamentals of Risk Management”, 2010, Institute of Risk Management.
3. Ravi Kumar, “Asset Liability Management”, Vision Books Pvt. Ltd.
4. David. A. Dubofsky & Thomas. W. Miller, Jr., “Derivatives Valuation and Risk Management”, 2003, Oxford University Press.

Reference:

- 1 Jean-Philippe Bouchaud and Mark Potters, “Theory of Financial Risk and Derivative Pricing”, 2009, 2nd Ed. Cambridge press

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2. John C. Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", 7th Ed, Pearson Education.
3. "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, March 2006, Taxmann
4. Peter S. Rose & Sylvia C. Hudgins, "Bank Management & Financial Services", 7th Ed, Tata McGraw-Hill
5. Rene. M. Stulz, "Risk Management & Derivatives", 2003, Thomson Southwestern.
6. Jayanth Rama Varma, "Derivatives and Risk Management", TMH.
7. Don M. Chance & Robert Brooks, "Derivatives and Risk Management Basics", 2008, Indian Edition, Cengage Learning
8. M. A. H. Dempster, "Risk Management: Value at Risk and Beyond", 2002, Cambridge press.

Course Code	Course Title					Core/Elective	
M21DE422BM	Finance Elective International Finance (Minor)					Discipline Elective II	
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PC202BM	3	1	-	-	30	70	4

Course Objectives:

- Understand the evolution of International Financial system
- Gain knowledge about Foreign Exchange marketing mechanism
- Learn about Exchange rate determination and Risk management techniques in Multinational Corporations
- Study about financial management in MNCs
- Acquire knowledge about International tax environment

Course Outcomes:

After completing this course, the student will be able to:

1. Describe International Financial System
2. Outline Foreign Exchange Markets, types and structure
3. Illustrate and analyze Foreign exchange rate determination and risk management techniques.
4. Understand and analyze Multinational Corporate decisions in Global markets
5. Understand the International tax environment

Module - I: International Financial System: Evolution of international financial system—gold standard, Breton woods standard, floating exchange rate, EMS, currency board, sterilized and unsterilized intervention; international financial markets, Global financial institutions—IMF, Bank for International Settlements; international banking—euro bank, types of banking offices—correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank; international financial instruments—euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs

Module - II: Foreign Exchange Market : Distinctive Features and Types, Major participants, Participants in foreign exchange market, structure of foreign exchange market in India, Exchange Rate mechanism - quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER); currency derivatives— forwards, futures, forward rate agreement, options, swaps; Foreign Exchange Management Act; BOP, BOP trends in India; current account convertibility, capital account convertibility, Tarapore Committee Report

Module – III: Exchange Rate Determination & Risk Management: Theories of exchange rate behaviour, Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory. International debt crises and currency crises—Asian currency crisis, Greek debt crisis; Risk Management in Multinational Corporations - Types of risk—currency risk, transaction exposure, translation exposure, economic exposure and assessment; interest rate risk, country risk assessment—political risk, financial risk; risk management through hedging— natural

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hedges, hedges with currency derivatives–forward market hedge, options market hedge, money market hedge, hedging exposure through swaps, other financial and non-financial methods of hedging.

Module -IV: Multinational Corporate Decisions in Global Markets: Nature of International Finance Functions and the Scope of International Financial Management, IFM and Domestic FM, Foreign investment decision-Foreign direct investment (FDI)–motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment, evaluation of overseas investment proposal using NPV and APV; international cash management, multinational capital structure decision, cost of capital, international portfolio diversification- rationale, barriers, home country bias

Module - V: International Tax Environment: Types of taxation–income tax, withholding tax, value added tax, Tobin tax; tax environment– worldwide approach, territorial approach, Foreign tax Credits; tax havens, Organization Structure for reducing tax liabilities- Branch and subsidiary income, Payments to and from foreign affiliates, Controlled foreign corporation; netting, offshore financial centres, rein voicingcentre, Tax Havens; Objectives of Taxation - tax neutrality tax equity; Double taxation Avoidance, Tax implications of foreign enterprises in India; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning – TP methods, TP rules in India

Text Books:

1. Eun C.S., Resnick B.G., “International Financial Management”, 2010, Tata McGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition.
2. Levi M., “International Finance”, 2009, 5th Ed. Routledge, Taylor & Francis Group.
3. Shailaja G, “International Finance”, 2011, 2nd Ed. Orient Blackswan.

References:

1. Hendrik Van den Berg, “International Finance and Open Economy Macro Economics”, 2009, 1st Ed.Cambridge.
2. Sharan V., “International Financial Management”, 2009, 5th Ed. PHI,EEE.
3. Madura J., “International Financial Management”, 2010, 4th Ed. Cengage Learning.
4. Apte P.G., “International Finance”, 2008, 2nd Ed. McGrawHill.
5. “Risk Management, 2006 Indian Institute of Banking &Finance, Macmillan.
6. MadhuVij, “International Financial Management”, 2010, 3rd Ed. Excel Books.
7. Jain, Peyrard and Yadav“ International Financial Management,” Trinity Press,2010.

Course Code	Course Title				Core/Elective		
M21DE423BM	Marketing Elective Buyer Behavior(Major)				Discipline Elective II		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PC103BM	3	1	-	-	30	70	4

Course Objectives:

- To understand the concept & theories of Consumer buying Behaviour
- To Focus on Learning theories
- To Know the impact of culture on Consumer Behaviour
- To highlight the models of Consumer Behaviour.

Course Outcomes:

After completing this course, the student will be able to:

1. Describe the dimensions of consumer behavior, research process, theories of motivation and personality.
2. Understand the concept of motivation, personality, self-concept and conditioning
3. Understand and apply the concept of culture, sub-culture, cross-culture, family life cycle, reference groups, personality and lifestyle influences
4. Analyze the process of consumer decision making, customer action and disposal of products
5. Explain the models of consumer behavior – Traditional models, howard-sheth model, Engel-blackwell model and Nicosia model

Module – I: Introduction to Consumer Behaviour

Defining Consumer Behaviour, What is CB?, Studying Consumer behavior with simplified decision making process framework. Evolution of Consumer behavior, Customer value, Customer satisfaction, Customer Trust & Retention. The importance of new technology on marketing strategies. Consumer behavior research process. Consumerism.

Module – II: Theories of Consumer Behaviour

Consumer motivation, Maslow’s Hierarchy, motivational research, consumer personality, nature of personality. Theory of personality. Brand personality. Self-concept in consumer behavior. Consumer perception – sensory dynamics of perception. Product positioning, Consumer learning – Elements of Consumer behavior. Concepts of conditioning.

Module – III: Impact of Culture on Consumer Behaviour

Impact of culture on Buyer behavior, Social and cultural settings: Meaning of Culture, Characteristics of culture, functions of culture. Types of culture, Sub-culture and Cross culture and Cross cultural marketing practices. Family Life Cycle-1, 2, 3 and reference groups, role of family

life cycle on the buyer behavior.

Module – IV: Consumer Behaviour Decision

Consumer decision making: Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behavior. Attitude and Consumer Behaviour: Meaning of attitude, nature and characteristics of attitude, types of attitude, learning of attitude, sources of influence of attitude formation.

Module – V: Models of Consumer Behaviour

Models of Consumer Behaviour: Traditional Models, Contemporary Models. Generic Model of Consumer Behavior, Howard Sheth Model, Engel-Kollat- Blackwell model, Nicosia model, Stimulus Response Model.

Text Books:

1. Schiffman and Kannik, “Consumer Behavior”, 2004, Pearson Education /PHI.
2. Black-well, R. Miniard PW and Engel, “Consumer Behavior”, 2005, Thomson Learning.
3. Loudon and Della Bitta, “Consumer Behavior”, 2004, TMH.

References:

1. Dinesh Kumar Consumer Behavior Consumer Behaviour, 2014, oxford University Press
2. Gary Lilien, “Marketing Models”, 2000, PHI.
3. Suja R. Nair, “Consumer Behaviour in Indian perspective”, 2010, HPH.
4. Sheth and Mittal, “Consumer Behavior”, 2004, Thomson Learning.
5. Satish Batra, “Consumer Behavior”, 2009, Excel Books New Delhi.

Course Code	Course Title				Core/Elective		
M21DE424BM	Marketing Elective Services and Global Marketing (Minor)				Discipline Elective II		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PC103BM	3	1	-	-	30	70	4
<p>Course Objectives:</p> <ul style="list-style-type: none"> The objective is to provide students clear understanding of service and global marketing concepts and strategies <p>Course Outcomes:</p> <p>After completing this course, the student will be able to:</p> <ol style="list-style-type: none"> Define the concept of service marketing, industrial services and customer expectation and perception of services. Understand service marketing mix, dimensions of service quality, understanding quality management and measuring service quality. Apply strategies for marketing, service marketing triangle, relationship marketing and interactive marketing. Analyze global markets and the macro environment of global markets include cultural, economic, demographic, political and government and technological environment. Evaluate International products and brands, global product planning and to differentiate between global and domestic marketing. 							

Module – I: Service

Concepts, Scope of Services, Goods-Services continuum. 4Is of Services Goods and Services. Categorization. Industrial Services. Segmentation target Marketing and positioning. Customer expectations and perceptions of services.

Module – II: Service marketing Mix

Product, Pricing, Place, Promotion, People, Physical Evidence and Process. Service Quality-Dimensions of Quality. Understanding Quality Management. Measuring Service Quality.

Module – III: Strategies for Marketing

Overview, strategies for dealing with Intangibility, Inventory, Inconsistency and Inseparability. Building Customer Relationship through Segmentation and Retention Strategies. Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.

Module – IV: Introduction to Global Marketing

Importance of Global Markets–Consumer Markets–The Environment of Global Marketing–Cultural Environment–Economic Environment–Demographic Environment–Political and Government Environment–Technological Environment.

Module – V: International Brands and International Products

Identifying Global Customer Needs–Satisfying Global Customers–Coordinating Marketing Activities–Global Product Planning–Product Objectives–New Products in Global Marketing–Distinction between Global Marketing and Indian Marketing.

Text Books:

1. Govind APTC Services MKT., Oxford Lee & Carter, Global Marketing, Oxford
2. Lovelock, Chatterjee, “Services Marketing People, Technology Strategy”, 2006, 5thEd, Pearson Ed.
3. Rampal M. K and Gupta S. L, “Services Marketing Concepts, Applications and Cases, 2000, Galgotia Publishing Company – NewDelhi.
4. Francis Cherunilam, “International Marketing”, 2008, HPH, Mumbai, 11thEd.

References:

1. Sreeramulu & Neelakantam, International Marketing, Paramount Publications, 2013
2. Dr. Gajendra Sharma, “International Marketing, Test and Cases”, Excel Books, New Delhi.
3. Kate, Jean Pierre, H. David, “International Marketing, 2008, Cengage Learning, India Pvt. Ltd. New Delhi.
4. Svend Hollensen & Madhumita Banergee, “Global Marketing”, 2010, 4th Ed. Pearson Publications.
5. Onkavisit, “International Marketing”, 2008, 5th Ed. Routledge Publications.
6. C. Bhattacharjee, “Services Marketing, Concepts and Planning”, 2010, Excel Books, New Delhi.
7. Philip R Careora, John L Graham, Prashant Salwan, “International Marketing”, Tata McGraw Hill Pvt. Ltd. New Delhi.
8. S.M.JHA, “Services Marketing”, 2009, HPH, Mumbai.
9. P. K. Vasudeva “International Marketing”, 4th Ed Excel Books, New Delhi.
10. Vinnie Jauhari, Kirti Dutta, “Services”, Oxford University Press, New Delhi.

Course Code	Course Title					Core/Elective	
M21DE425BM	Human Resource(HR) Elective Performance Management (Major)					Discipline Elective II	
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PC201BM	3	1	-	-	30	70	4

Course Objectives:

- The objective of the course is to offer an understanding of various approaches to measure performance and facilitates studying different methods of performance appraisal. The course also provides knowledge of the processes performance bench marking and frameworks of competencies and gives understanding of various performance metrics and models.

Course Outcomes:

After completing this course, the student will be able to:

1. Describe Role of Performance Management and approaches to measure performance.
2. Understand Performance Appraisal System and various methods
3. Understand Performance Benchmarking and Operate various Benchmarking techniques.
4. Appraise Competencies by mapping Competencies with Pay Plans.
5. Construct Performance Metrics and Evaluate the Performance by using performance evaluation models.

Module – I: Introduction

Definition, concerns and scope of PM. Performance Appraisals. Determinants of job performance. Mapping, process, sequence and cycle of PM. Performance planning and Role clarity. KPAs-Performance Targets. Trait, Behavior and Results approaches to measuring performance. The impact of HRM practices on performance.

Module – II: Performance Appraisal

Assessment center- psychometric tests. Role Play–Self-appraisal-360 Degree appraisals-Rating-less appraisals for the future of PMS. Critical incidents worksheet, Combining behavior and outcomes, Attribution theory-Causal matrix. Diagnosis and Performance improvement. Performance review, Performance analysis.

Module – III: Performance Bench marking

Human information processing and performance loop, performance shaping factors–Yerkes–Dodson’s Law- Corporate performance management- EFQM Excellence model–Diagnostic and Process bench marking. PM Audit, PM pathway analysis. The impact of Performance Management on Line managers and Employees.

Module – IV: Competency mapping and Pay Plans

Competency Mapping–Mercer’s Human Capital Wheel–Human Asset worth estimator and Accession rate-CIPD Human Capital framework, Performance, Competence and Contribution related pay models. Cafeteria benefits plan, call back pay. The McBer Generic managerial competency model-Competency causal flow model-Competency gap–Competency Assessment-Balanced Score Card.

Module – V: Performance Metrics and Models

Performance measures pyramid. Steps for designing metrics, Wang Lab, Smart pyramid, Conceptual, DHL, RCN Models of PM, Gilbert’s performance matrix and Behavior Engineering model. Direction of trouble shooting with Behavior model–Mager and Pipes trouble shooting model - ATI performance improvement model, Spangenberg’s Integrated model of PM, Sears model for organizational performance.

Text Books:

1. A.S. Kohli& T. Deb, “Performance Management”, 2009,Oxford.
2. H. Aguinis, “Performance Management”, 2009,Pearson.
3. A.M. Sarma, “Performance Management systems”, 2010,HPH.
4. B.D. Singh, “Performance Management systems”, 2010, Excel books.
5. S. N. Bagchi, “Performance Management”, 2010,Cengage.
6. M Armstrong, “Performance Management & Development”, 2010,Jaico.
7. PremChadha, “Performance Management”, 2009,Macmillan.
8. Joe Willmore, “Performance Basics”, 2004, ASTD Press.

References:

1. T.V. Rao, “Performance Management & Appraisal System”, 2008,Sage.
2. Michael Armstrong, “Performance Management”, 2010, kogan Page.
3. Robert L Cardy, “Performance Management”, 2008,PHI.

Course Code	Course Title					Core/Elective	
M21DE426BM	Human Resource (HR) Elective Talent and Knowledge Management (Minor)					Discipline Elective II	
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
-	3	1	-	-	30	70	4

Course Objectives:

- The main objective of the course is to offer knowledge on various approaches to talent and knowledge management in business organizations. The course also facilitates discussion on a variety of institutional strategies and models for dealing with talent and knowledge management.

Course Outcomes:

After completing this course, the student will be able to:

1. Describe the Talent Reservoir and Understand the Talent Management Grid.
2. Understand the Role of Leaders in Talent Management Information System.
3. Understand the Types and Location of Knowledge to process them in Knowledge Intensive Firms.
4. Apply the Knowledge Management frameworks and Operate the Knowledge Management Infrastructure.
5. Analyze the Knowledge Management impact on Organization Resources and Assess those Organization Resources for Knowledge Discovery.

Module – I:

Meaning and importance of Talent Management. Designing and building a Talent Reservoir–Segmenting the Talent Reservoir. Talent Management Grid. Creating a Talent Management System. Institutional strategies for dealing with Talent Management.

Module – II:

Competency–meaning, Characteristics, types–Steps in developing a valid Competency Model. Talent Management Information Systems. Developing a Talent Management Information Strategy. Role of leaders in Talent Management.

Module – III:

The nature of Knowledge Management–Alternative Views of Knowledge. Types of knowledge. Location of knowledge. Rise of the knowledge worker. Features of Knowledge Intensive Firm. Key processes in knowledge intensive firms.

Module – IV:

Knowledge management framework of Hansen–Earl’s seven schools of knowledge management–Alvesson and Karreman’s knowledge management approaches. Knowledge management solutions, mechanisms and systems. Knowledge Management Infrastructure.

Module – V:

Organizational impacts of Knowledge Management- on people, processes, products and organizational performance. Factors influencing Knowledge Management. Knowledge Management Assessment of an organization–importance, types and timing. Knowledge Discovery Systems.

Text Books:

1. Sajjad M Jasmuddin, “Knowledge Management”, 1sted, 2009, Cambridge.
2. Stuart Barnes, “Knowledge Management Systems”, Ed, Cengage Learning
3. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal “Knowledge Management”, 2009, Pearson Education Inc.
4. Sudhir Warier, “Knowledge Management”, Vikas Publishing House Pvt. Ltd.
5. Thorne & Pellant, “The Essential Guide to Managing”, Viva Books.

References:

1. Ed by Lance A. Berger and Dorothy R Berger. “The Talent Management Handbook”, 2004, Tata McGraw Hill edition.
2. Ed by Larry Israelite, “Talent Management”, ASTD Press.
3. Donald Hislop, “Knowledge management in Organizations”, 2009, Oxford University Press, Second edition.

Course Code	Course Title						
M21PW481BM	Project Work						Project
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
M21PW381BM	-	2	-	-	-	100	3

Course Objectives:

- To offer an opportunity to the students to acquire on job the skills, attitudes, and perceptions along with the experience needed to constitute a professional identity
- To give an insight into the working of the real organizations.
- To gain deeper understanding in specific functional areas.
- To appreciate the linkages among different functions and departments.
- To help the students in exploring career opportunities in their areas of interest.

Course Outcomes:

After completing this course, the student will be able to:

1. Understand on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity
2. Apply the theoretical knowledge to solve the real time problem
3. Analyze the situation by using quantitative tools
4. Develop the research aptitude
5. Discover career opportunities to students in exploring in their areas of interest.

Students are required to do Project work in any area of Management under the guidance of Internal faculty assigned to the student. The Project Work consists of choosing a Topic/Problem/Theme in any area of Management, collect data, analyze and interpret the same in a systematic method. The project is a practical, in-depth study of a problem, issue, opportunity, technique or procedure or a combination of these aspects of Business Management.

The project work should demonstrate organizational, analytical and evaluative skills. The student is required to define an area of investigation, carve out research design, assemble relevant data, analyze the data, draw conclusions and make recommendations in the form of Project Report.

It enables the student to apply the conceptual knowledge in a practical situation and to learn the art and science of conducting a study in a systematic way and presenting its findings in the form of report.