



ST. JOSEPH'S

COLLEGE OF ENGINEERING
AND TECHNOLOGY,
- PALAI -

AUTONOMOUS



SJCET MBA S3 SYLLABUS

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Core and Elective Course Structure Semester 3

Exam Slot	Course No.	Course Name	L-T-P	Internal Marks	End Semester Marks	Exam Duration (3 hours)	Credits
A	24SJ MBA201	International Business	4-0-0	40	60	3	4
B	24SJ MBA203	Business Analytics	4-0-0	40	60	3	4
C	24SJ MBA---	Elective I	3-0-0	40	60	3	3
D	24SJ MBA---	Elective II	3-0-0	40	60	3	3
E	24SJ MBA---	Elective III	3-0-0	40	60	3	3
F	24SJ MBA---	Elective IV	3-0-0	40	60	3	3
G	24SJ MBA---	Elective V	3-0-0	40	60	3	3
	24SJ MBA351	Internship	0-0-6	40	60		3
		TOTAL	23-0-6	320	480		26

Course No.	HR Electives	Semester	Exam Slot
24SJ MBA213	Discovery of Self & Others	S3	C
24SJ MBA217	HRM Policies & Strategies	S3	D
24SJ MBA219	Industrial Relations and Labour Law	S3	E
24SJ MBA221	Global HRM	S3	E
24SJ MBA225	Leadership, Influence & Power	S3	F
24SJ MBA229	Negotiations & Conflict Resolutions	S3	G

Course No.	Finance Electives	Semester	Exam Slot
24SJ MBA231	Financial Markets and Services	S3	C
24SJ MBA235	Cost Accounting and Budget Control	S3	D
24SJ MBA237	Security Analysis and Portfolio Management	S3	D
24SJ MBA239	Managing Banks and Financial Institutions	S3	E
24SJ MBA243	International Finance	S3	F
24SJ MBA249	NBFCs & Micro Finance	S3	G

Course No.	Marketing Electives	Semester	Exam Slot
24SJ MBA253	B2B Marketing	S3	C
24SJ MBA255	Consumer Behaviour	S3	D
24SJ MBA257	Services Marketing	S3	D
24SJ MBA259	Integrated Marketing Communications	S3	E
24SJ MBA263	Retail Management	S3	F
24SJ MBA267	Brand Management	S3	G

Course No.	Operation Electives	Semester	Exam Slot
24SJ MBA271	Supply Chain Management	S3	C
24SJ MBA275	Quality Management	S3	D
24SJ MBA277	Six Sigma & TQM	S3	D
24SJ MBA281	Services & Operations Management	S3	E
24SJ MBA283	Healthcare Management	S3	F
24SJ MBA289	Advanced Project Management	S3	G

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA201	INTERNATIONAL BUSINESS	Core	4	0	0	4

Preamble: The course on International Business provides a holistic view of business environment for organizations doing business in the international markets and their interrelationships with multi-lateral agencies that have a bearing on performing their business operations. This course is designed to prepare the students for global as well as domestic markets. It would help students to become familiar with the core aspects of international business and apply emerging concepts to real business situations. Students will understand how strategies are developed based on international business environments and firm characteristics.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Recall various concepts of the International Business Environment for an Enterprise.
CO 2	Explain the Importance of socio-cultural environments in international business.
CO 3	Identify various International market entry strategies.
CO 4	Analyze various trends in global trade and growth of foreign trade in India
CO 5	Evaluate the foreign investment and technological development in international business.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	2	-	-	-	3	-
CO 2	2	2	-	-	-	-	2	-
CO 3	3	2	2	-	1	-	1	-
CO 4	3	2	1	-	-	-	3	-
CO 5	2	3	2	-	-	-	2	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions).

Syllabus	
Module 1	International Business - Nature, Importance and Scope of International Business - Types of International Business; Reasons for companies going International; Major decisions in International Business; Factors influencing International Business decisions; Indicators of growth of International Business - Trade/GDP ratio; FDI/GDP ratio, FDI/Capital formation ratio, Growth of International production, Growth of global supply chains and Global sourcing.
Module 2	International Business Environment - Importance of socio-cultural environments in international business; Regulatory bodies and Legal environment of International Business - Kinds of legal systems, Categories of laws, Indian laws affecting International Business; Double taxation avoidance treaties; Trade barriers – Tariff and non-tariff barriers. Regional Economic Integration Schemes - Objectives, Types, EU, Euro; NAFTA, SAARC/SAFTA, ASEAN and AFTA, India–Sri Lanka FTA, Comprehensive economic partnership, Cooperation agreements involving India. Types of international firms and their strategies – International corporation, Multinational corporation, Global corporation, Transnational corporation; International orientations – Ethnocentric, Polycentric, Regio centric and Geocentric orientations.
Module 3	Market Selection Process and Market Entry Strategies - International market selection process; Market entry strategies- Exporting, Licensing, Franchising, Strategic alliance, Contract manufacturing, Management contracting, Assembly operations, Joint ownership ventures, Wholly owned subsidiaries, Mergers and acquisitions; Market entry strategies of Indian companies.
Module 4	Global Trade - Trends in growth of merchandise trade; Composition of merchandise trade; Regional pattern and Distribution of merchandise trade. Trends in growth of services trade; Composition of services trade; Regional pattern and distribution of services trade. Trade of developing countries; South – South trade. Analysis of foreign trade of India; Trade policy and promotion.
Module 5	Foreign Capital and Technology - Theories of foreign investment; Factors affecting International investment; Advantages and disadvantages of foreign investment; Trends in foreign investment, FDI and production linkages; Portfolio investments; Foreign investment by Indian companies. Technological environment of international business; Transfer of technology.

Text Book

1. Ajeet N. Mathur (2016). *Strategies for Future: Understanding International Business*, Indian Institute of Management (IIM), Ahmadabad.
2. Francis Cherunilam (2010). *International Business: Text and Cases*, PHI Learning Pvt. Ltd., New Delhi.
3. Rakesh Mohan Joshi (2009). *International Business*, Oxford University Press India;

4. J. Stewart Black and Anant K. Sundaram (1994). <i>International Business Environment</i> , Pearson Education.
References and Suggested Readings
1. Ray A. August (2012). <i>International Business Law Text, Cases and Readings</i> , (4th Edition) Prentice Hall.
2. Helen Deresky (2017). <i>International Management: Managing Across Borders and Cultures</i> , International Edition, Pearson Education.
3. F. Adhikary, Manab (2000). <i>Global Business Management</i> , Macmillan, New Delhi
4. Aswathappa K. (2020). <i>International Business</i> , McGraw Hill Education India Pvt. Ltd.
5. Carole Murray, Schmothoff (2012). <i>The Law and Practice of International Trade</i> , Sweet & Maxwell Publishers
6. Fred Luthans, Jonathan Doh (2017). <i>International Management: Culture, Strategy and Behavior</i> , McGraw Hill Education India Private Limited, New Delhi.
7. Hill C, Arun K (2017). <i>International Business: Competing in the Global Marketplace</i> . (10th ed) McGraw Hill Education India Private Limited
8. UNCTAD, World Investment Report (Annual)
9. WTO, World Trade Report (Annual).

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	International Business	
1.1	Nature, Importance, Scope/Type	3 Hours
1.2	Reasons for Companies going International; major decisions in an International Business; Factors influencing International Business decisions	4 Hours
1.3	Indicators of growth of International Business; global sourcing	3 Hours
2	International Business Environment	
2.1	Socio-cultural Environment; Regulatory bodies and Legal Environment;	2 Hours
2.2	Kinds of legal systems	2 Hours
2.3	Regional economic Integration	2 Hours
2.3	Types of International Firms and their strategies	4 Hours
3	Market selection Process and Market entry Strategies	
3.1	International Market selection Process	2 Hours
3.2	Market entry strategies	4 Hours
3.3	Market Entry strategies of Indian Firms	2 Hours
4	Global trade	
4.1	Merchandise Trade	3 Hours
4.2	Services Trade	2 Hours
4.3	Trade of Developing countries	2 Hours
4.4	Foreign trade of India- Analysis; Policy	3 Hours
5	Foreign Capital and Technology	
5.1	Theories of Foreign Investment	4 Hours
5.2	FDI and Production Linkages	1 Hour
5.3	Portfolio Investment	2 Hours
5.3	Foreign Investments by Indian Companies	1 Hour

5.4	Technological environment and technology transfer	2 Hours
	Total	48 Hours



Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA203	BUSINESS ANALYTICS	Core	4	0	0	4

Preamble: This course Business Analytics offers a perspective to the business needs and trends in analytics space. The objective of the course is to assist the student in gaining a basic understanding of Business Analytics and its application in various functional areas.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Recall various business analytical models and concepts.
CO 2	Explain business analytical tools and techniques in Finance and Operations Management.
CO 3	Apply business analytical tools and techniques in Human Resource Management.
CO 4	Analyze business analytical tools and techniques in Marketing and Web Analytics.
CO 5	Evaluate business situations using predictive models and analytics.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3	3	-	-	-	3	-
CO 2	3	3	3	-	-	-	3	-
CO 3	3	3	3	-	-	-	3	-
CO 4	3	3	3	-	-	-	3	-
CO 5	3	3	3	-	-	-	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	<p>Business Analytics: Business Analytics, evolution and scope, Business Analytics process, Business Intelligence.</p> <p>Decision models. Spreadsheets modelling, Datasets, data cleaning, outliers and outliers' diagnostics. Data Visualization -Tools and techniques, Applications. Big Data Analytics, Machine learning algorithms, Data Mining process, Quality of predictions, optimizing complex decisions, Challenges in data driven decision making.</p>
Module 2	<p>Financial Analytics and Operations Analytics: Understanding Risk, credit risk analysis, fraud detection and prevention analytics, analytics in banking and financial services - analytics in retail banking and wealth management</p> <p>Demand Planning – Forecasting, Model building, Supply chain analytics- Supply planning - Procurement and Strategic Sourcing, Inventory Modeling - Aggregate planning and resource allocation decisions, Make/Buy decision.</p>
Module 3	<p>Human Resource Analytics: Basics of HR analytics, HR Metric and HR Analytics, Intuition versus analytical thinking; People analytics, Recruitment Analytics- Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover, On Boarding Analytics, Staffing Analytics, Performance & Skill Gap Analytics, Compensation & Benefit Analytics, Training & Learning Analytics, Promotion and Succession Planning Analytics, Compliance Analytics, Attrition & Retention Analytics, HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21 Model.HR dashboards, Power BI.</p>
Module 4	<p>Marketing Analytics: Basics of marketing analytics, marketing decisions models, characteristics, types and benefits of marketing decisions models, Market Intelligence, Text analysis and search analysis, Customer profiling, Statistical programming, Choice Models and Logistic Regression, data mining and visualization, Response Models Concept, Factor segmentation, clustering algorithms, perceptual maps, Use of Excel to solve business problems, Google Analytics.</p> <p>Web Analytics: Click stream analytics, anonymous vs. registered users analysis, Social Media Analytics - User generated content – Page tagging, Server log files, Data abstractions. Sentiment Analysis, Analytics in digital decoding consumer intent, decoding customer sentiments from comments, Text mining from opinion platforms.</p>
Module 5	<p>Predictive Analytics and Application of Analytics in Business:</p> <p>Logic driven predictive models – single-period purchase decisions, multiple time period models, overbooking decisions. Data Driven predictive models - retail pricing markdowns, modeling relationships and trends Models involving uncertainty - what-if analysis, scenario manager, goal-seek.</p> <p>Applications in other business areas - Analytics in telecom and location-based intelligence marketing, analytics in consumer-packaged goods (CPG), analytics in utilities, analytics in healthcare, analytics in online retail.</p>

Text Book	
1.	Evans, J.R. (2013). <i>Business Analytics: Methods, Models, and Decisions</i> , 3rd ed. Pearson India.
2.	Malhotra, N.K. and Dash, S. (2011). <i>Marketing Research</i> , 6th ed. Pearson India
3.	Baesens, B., Vlasselaer, V.V. and Verbeke, W. (2015). <i>Fraud Analytics Using Descriptive, Predictive and Social Network Techniques</i> , (1 st ed). Wiley India,
4.	Prasad R.N. & Acharya S. (2011). <i>Fundamentals of Business Analytics</i> , (1 st ed.) Wiley.
5.	Davenport, T.H. and Harris, J.G. (2007). <i>Competing on Analytics: The New Science of Winning</i> , 1st ed. Harvard Business Review Press
6.	Damodharan, A. (2007). <i>Strategic Risk Taking</i> , 1st ed., FT Press
7.	Davenport, T.H., Harris, J.G., and Morison, R. (2010). <i>Analytics at Work: Smarter Decisions, Better Results</i> , 1st ed., Accenture
References and Suggested Readings	
1.	Raman, A and Fisher, M. (2010). <i>How Analytics Are Transforming the Supply Chain and Improving Performance</i> , 1st ed. HBS Press
2.	Fitz-enz, J. (2010). <i>The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments</i> , 1 st ed., American Management Association
3.	Peterson, E. (2004). <i>Web Analytics Demystified: A Marketer's Guide to Understanding How Your Web Site Affects Your Business</i> , 1st ed. Celilo Group Media & Café Press
4.	Lilien, G.L. and Rangaswamy, L. (2004), <i>Marketing Engineering: Computer Assisted Marketing Analysis and Planning</i> , 2nd ed. Revised, Trafford Publishing.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Business Analytics:	
1.1	Business Analytics	3 Hours
1.2	Decision models and Spreadsheet modeling	3 Hours
1.3	Data Visualization	3 Hours
2	Financial Analytics and Operations Analytics	
2.1	Financial analytics	3 Hours
2.2	Fraud analytics	3 Hours
2.3	Demand planning and supply chain analytics	3 Hours
3	Human Resource Analytics:	
3.1	Human resource analytics, Recruitment analytics	3 Hours
3.2	On boarding analytics, Skill Gap analytics	3 Hours
3.3	Attrition and retention analytics	3 Hours
4	Marketing Analytics	
4.1	Marketing analytics basics	3 Hours
4.2	Tools and models, Factor segmentation	4 Hours
4.3	4B and web analytics	3 Hours
5	Predictive Analytics and Application of Analytics in Business:	
5.1	Predictive modelling	3 Hours
5.2	Problems	4 Hours

5.3	Case study with industry data	4 Hours
	Total	48 Hours



Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA351	INTERNSHIP	Core	0	0	6	3

Preamble

Internship will be considered as a core course in the third semester. Every student is expected to do the Summer Internship Training (SIT) outside the college/ institution for a duration of 6 to 8 weeks. The Summer Internship Training is to be conducted in a Public/Private/Cooperative sector organization during the summer period after the second semester. The internship helps the student to get an understanding of business functions like Marketing, Finance, Operations and Information Systems with special emphasis on management functions like planning, organizing, controlling, coordinating and budgeting of business activities.

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Apply knowledge and skill sets acquired from the internship in organizational Functions
CO 2	Develop real-world problem-solving skills by analyzing work environment
CO 3	Build professional capabilities including right work attitude, self-confidence, interpersonal skills and team work

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	1	2	1	2	3	3
CO 2	3	2	1	1	1	3	3	3
CO 3	2	1	3	1	2	3	3	3

Assessment Pattern

The external evaluation will be conducted by the examiners appointed by the college/institute and the internal evaluation by a panel constituted by the department. The criteria for evaluation will be as detailed below:

Internal Evaluation 40 marks (by an internal committee)

Criteria	Marks
Progress of work	10
Log Book/Work Diary	10
Internship Presentations	20
Total	40

External Evaluation 60 marks (by the University)

Criteria	Marks
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Final Report	30
Internship Viva Voce	30
Total	60



Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA213	DISCOVERY OF SELF & OTHERS	Elective	3	0	0	3

Preamble: The goal of this course is to understand how the effective manager should be in an organization in order to improve both efficiency and quality of employee life. The course will give the students insight into the psychological factors of employee which will directly and indirectly impact their work life or personal Life

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Analyse the competencies that constitute an effective manager
CO 2	Examine and develop the framework for effective time management
CO 3	Apply and perceive emotional intelligence at the workplace
CO 4	Manage stressors and subsequent stress
CO 5	Evaluate and facilitate change and crisis management

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	3	-	-	-	3	-
CO 2	3	1	3	3	-	-	3	-
CO 3	3	2	3	-	-	-	3	-
CO 4	3	2	3	-	-	-	3	-
CO 5	3	3	3	-	-	-	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Concept of self, Carl Rogers self-concept, Managerial effectiveness- characteristics of an effective manager- basic managerial skills, productivity, effective decision making, effective communication, participation, interpersonal skills-Transactional Analysis-, ethical managers.
Module 2	Importance of time management- analysis of time, urgency –priority matrix, planning time and resource, setting goals and objectives, planning to achieve goals, creativity, importance of being Creative, developing creativity, enhancing creativity.
Module 3	Emotional intelligence in management; the nature of emotional intelligence; evolution of emotional intelligence; components of emotional intelligence; analyzing the impact of emotions in the workplace; applications of emotional intelligence in the workplace; emotional intelligence in Indian organization; improving emotional intelligence; Interpersonal skill; concept and relevance, introduction to interpersonal skills; methods for developing interpersonal skills.
Module 4	Stress management; kinds of stress- sources of stress, effects of stress strategies for coping with stress maintaining work –life balance spiritually and stress management -managing stress-burnout management-yoga and meditation, trends in stress management- Concept of employee wellness.
Module 5	Remaining relevant: Techniques for Updating Knowledge, Updating Skills Change management skills- assertiveness skills- leadership skills- project management skills-crisis and disaster management skills- teaming skills, identifying and preventing a crisis- resolving the crisis-communication in crisis management.

Text Book
<ol style="list-style-type: none"> 1. Schermerhorn Jr. J. R., Hunt, J. G. & Osborn, R. N. (1991). <i>Managing organizational behavior</i>. Wiley. 2. Luthans, F., (2005). <i>Organizational Behaviour</i>, McGraw Hill International Edition. 3. Daniel Goleman, (2005). <i>Working with Emotional Intelligence</i>. USA: Bantam Books.
References and Suggested Readings
<ol style="list-style-type: none"> 1. Prasad, Colonel V.R.K. (2006). <i>Managerial Effectiveness-Concepts and Cases</i>, ICFAI University Press. 2. Rastogi, P. N. (1996). <i>Managing creativity for corporate excellence</i>. Macmillan India Ltd.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Managerial Effectiveness	
1.1	Concept of Self - Managerial Effectiveness- Characteristics of an Effective Manager- Basic Managerial Skills.	2Hours
1.2	Productivity, Effective Decision –Making, Effective Communication, Participation.	3 Hours
1.3	Interpersonal Skills-Transactional Analysis-Personality structure, Ego states, transactions, life positions, Ethical managers.	2Hours
2	Time Management	
2.1	Importance of Time Management- Analysis of Time, urgency –priority matrix, Planning Time and Resource.	3 Hours
2.2	Setting Goals and Objectives, planning to Achieve Goals, Creativity, importance of being creative, developing creativity, enhancing creativity.	2 Hours
2.3	Creativity, Importance of Being Creative, Developing Creativity, Enhancing Creativity.	2 Hours
3	Emotional Intelligence	
3.1	The nature of emotional intelligence; evolution of emotional intelligence; components of emotional intelligence.	3 Hours
3.2	Analyzing the impact of emotions in the workplace; applications of emotional intelligence in the workplace; emotional intelligence in Indian organization.	2 Hours
3.3	Improving emotional intelligence; interpersonal skill; introduction to interpersonal skills; Developing interpersonal skills.	2 Hours
4	Stress Management	
4.1	Kinds of stress- sources of stress, effects of stress strategies for coping with stress maintaining.	3 Hours
4.2	work –life balance spiritually and stress management -managing stress- burnout management.	2 Hours
4.3	Yoga and meditation, Employee wellness.	2 Hours
5	Change Management	
5.1	Remaining relevant: Techniques for Updating Knowledge, Updating Skills Change management skills-	2 Hours
5.2	Assertiveness skills- leadership skills- project management skills- -teaming skills,	3 Hours
5.3	Crisis and disaster management skills- Identifying and preventing a crisis- resolving the crisis- communication in crisis management	3 Hours
Total		36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA217	HRM POLICIES & STRATEGIES	Elective	3	0	0	3

Preamble:

HR policies provide guidelines on how key aspects of people management should be handled. Such guidelines facilitate properly designed efforts to accomplish the strategic intent. The aim is to ensure that any HR issues are dealt with consistently in accordance with the values of the organization in line with certain defined principles. All organizations have HR policies. Policy is not a strategy or a tactic. Policy relates to general character or nature which an enterprise intends to adapt while Strategy is used in bringing about such intended features. This course exposes the students to different aspects of managing the organization's human assets, and teaches what needs to be done to implement these policies and to achieve competitive advantage.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to

CO 1	Understand business strategies and HRM strategies in global context
CO 2	Evaluate strategic management approaches in human resource management
CO 3	Develop competency models that can be integrated into HRM systems
CO 4	Appraise performance and reward management practices
CO 5	Design HR Information and Management System to compute HR costs

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	3	-	1	-	3	-
CO 2	3	2	3	3	1	-	3	-
CO 3	3	2	3	-	1	-	3	-
CO 4	3	2	3	-	1	-	3	-
CO 5	3	2	3	-	1	-	3	-

Assessment Pattern

Bloom’s Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)



Syllabus	
Module 1	Business Strategy and HR Strategy Concepts: Understanding of strategic management concepts, strategy development process, peculiarities of global strategic management, organizational and HRM strategies, formulation of alternative business unit level strategies, collaborative strategies, strategic planning & HR planning steps, MNC's business strategies and HRM strategies; Paradigm Shifts (post-recession) – Shifts in global business, shifts in HRM, shifts in industrial relations; downsizing and rightsizing.
Module 2	Strategic Human Resources Management: Concept of SHRM-objectives, scope, functions; strategic role of SHRM; difference between traditional HRM and SHRM; essential elements of SHRM; approaches to SHRM; strategic fit; strategic HRM Models; HRM structures and policy, HR Policy formulation in alignment with business strategy; strategic staffing -business and staffing strategies, legal context of staffing strategic, identifying recruits, recruiting, assessing external candidates, assessing internal candidates, choosing and hiring candidates, managing workforce flow, staffing system evaluation and technology and outsourcing.
Module 3	Competency based HRM: Types of competencies, coverage and content of competency framework, competency models used to enhance HRM system, developing a competency model, validating competency models, integrating competency models into HRM systems; competency assessment centre (CAC), establishing CAC, communicating and implementing competency models.
Module 4	Strategic Performance Management (PM) and reward practices: PM system, characteristics of an ideal PM system; six-step performance management process, linkage of PM systems to the strategic planning process of an organization; performance and approaches to the measurement of performance, performance dimensions, behaviour, results, and traits approaches to measuring performance; measuring results vs. behaviours; comparative systems vs. absolute systems; recording of performance information is gathered; various forms and characteristics of performance appraisal documents; 360 degree feedback systems; prevention of rating distortion through rater training and appeals process
Module 5	HR Information and Management System (HRIMS): HRIMS – need, benefits, types of HRIMS data; productive HRIMS; calculation of turnover, computing the turnover rate, computing absenteeism rates, costs of absenteeism.
Text Book	
1. Phillips, J.M. and Gully, S.M., (2019). <i>Strategic Staffing</i> . Pearson 4 th edition. 2. James N. Baron and David M. Kreps, (2009). <i>Strategic Human Resources-Frameworks for General Managers</i> , Wiley.	
References and Suggested Readings	
1. Scott Snell, George Bohlander and Veena Vohra, (2010). <i>Human Resources Management – A South Asian Perspective</i> , Cengage Learning. 2. Merchant A. K. & Van der Stede W. A., (2011). <i>Management Control Systems: Performance Measurement, Evaluation and Incentives</i> , Financial Times/ Prentice Hall.	

3. Tanuja Agarwala, (2007). *Strategic Human Resource Management*, Oxford.
4. Charles R Greer, (2000). *Strategic Human Resource Management – A General Managerial Approach*, Pearson Education.
5. Appa Rao C., (2014). *Strategic Human Resource Management*, Dreamtech Press.
6. Lipe, M. G. & Salterio, S., *A note on the Judgmental Effects of the Balanced Scorecard's Information Organization*, Accounting, Organization and Society 27, 2002, 531 – 540.
7. *Five Levers of Effective Change in HR*, <http://www.bsherman.net/change.htm>.
8. Taking HR to Next Level, Deloitte http://public.deloitte.com/media/0524us_bnet_takinghrnextlevel_Feb08.pdf.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Business Strategy and HR Strategy Concepts	
1.1	Understanding of strategic management concepts	2 Hours
1.2	organizational and HRM strategies	3 Hours
1.3	Paradigm Shifts (post-recession) – Shifts in global business, shifts in HRM	2 Hour
2	Strategic Human Resources Management	
2.1	Approaches to SHRM, Strategic HRM Models	3 Hours
2.2	HRM structures and Policy	2 Hours
2.3	Strategic Staffing, Managing Workforce Flow	3 Hours
3	Competency based HRM	
3.1	Competency framework	2 Hours
3.2	Developing a competency model, Validating competency models	2 Hours
3.3	Competency Assessment Centre (CAC) – establishing, communicating and implementing competency models	3 Hours
4	Strategic Performance Management (PM) and reward practices	
4.1	Linkage of PM systems to the strategic planning process of an organization	2 Hours
4.2	Measuring results vs. behaviors; comparative systems vs. absolute systems	2 Hours
4.3	Performance appraisal, 360-degree feedback systems	2 Hours
5	HR Information and Management System (HRIMS)	
5.1	HRIMS - need, benefits	2 Hours
5.2	Types of HRIMS data	3 Hours
5.3	Calculating HR costs	3 Hours
Total		36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA219	INDUSTRIAL RELATIONS AND LABOUR LAW	Elective	3	0	0	3

Preamble: This course provides insights on all the dimensions of industrial relations and labour laws. The course focuses on the history and theories relating to the industrial relations and provides detailed on specific provisions of labour laws being enforced in India.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Evaluate the significance of industrial relations and trade union
CO 2	Differentiate between Strikes- Lockout and Lay-off and Retrenchment
CO 3	Asses and apply various mechanisms of dispute settlement machineries
CO 4	Examine Social justice and welfare issues and its management
CO 5	Appraise and practice various Acts and Laws related to industrial relations

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	3	-	1	-	3	-
CO 2	3	2	3	3	1	-	3	-
CO 3	3	2	3	-	1	-	3	-
CO 4	3	2	3	-	1	-	3	-
CO 5	3	2	3	-	1	-	3	-

Assessment Pattern

Bloom’s Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Industrial Relations and Trade Unions Concept of Industrial Relations - Factors affecting industrial relations, importance of Industrial Relations, Collective bargaining; International Labour Organisation: Genesis, development and dimensions, aims and objectives, Organs of the International Labour Organisation; Role of the Trade Unions in Modern Industrial Society of India - Trade Union of Employers and Workers, their forms and types in India.
Module 2	Strikes, Lockout, Lay-off and Retrenchment Strike and Lockout - Legal and illegal strikes and lockouts, Justified and unjustified strikes and lockouts, Strike and lockout in public utility services and other industries, Distinction between lockout and closure, strike and lockout. Lay-off and Retrenchment –difference between lay-off and Retrenchment their application, necessary preconditions for their application, lay-off and retrenchment compensation, special provisions relating to lay-off, retrenchment and closure in certain establishments, penalty and punishment for illegal lay-off or retrenchment, consequences of illegal lay-off or retrenchment.
Module 3	Dispute settlement machineries Reference of industrial disputes for settlement - Settlement machinery for Industrial Disputes, Conciliation Officer, Board of Conciliation, Court of Enquiry, Labour Court, Industrial Tribunal and National Tribunal and Arbitration, their composition, powers, and duties, different modes of settlement, Distinction between conciliation arbitration and adjudication, their merits and demerits, compulsory and voluntary arbitration.
Module 4	Social justice and welfare Concept of Social Justice, Working conditions in Organised and Unorganised sectors; Origin and growth of concept of Labour Welfare; Scope of Labour Welfare within and outside Factory premises; Theories of Labour Welfare; Role of Government, employers and worker trade union vis-a-vis Labour Welfare; Role of Labour Welfare Officer.
Module 5	Acts and Laws (objectives and key provisions) The Industrial Disputes Act, 1947 The Industrial Employment (Standing Orders) Act, 1946 The Maternity Benefit Act, 1961 The Payment of Bonus Act, 1965 The Payment of Gratuity Act, 1972 The Payment of Wages Act, 1936 The Trade Unions Act, 1926 The Employees Provident Fund and Miscellaneous Provisions Act, 1952 The Employees Compensation Act, 1923 The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 The new Indian Labour Code 2020

Text Book

1. Ghosh, P., & Nandan, S. (2015). *Industrial Relations and Labour Laws*. McGraw-Hill Education.
2. Srivastava, S. C. (2012). *Industrial relations and labour laws*. Vikas Publishing House.

References and Suggested Readings

1. Mamoria, C. B., Mamoria, S., & Gankar, S. V. (2008). *Dynamics of industrial relations*. Himalaya Publishing House.
2. Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). *Industrial Relations, Trade Unions and Labour Legislation*. Pearson Education India.
3. Mishra, S. N. *Labour and Industrial Laws*, 25th Edn.-2009., Central Law Publication.
4. Ratnam, C. V. (2003). Industrial Relations and Increasing Globalization: A Case Study of India. In *The Knowledge Economy in India* (pp. 214-259). Palgrave Macmillan, London.
5. Ministry of Labour and Employment, India, <http://labour.nic.in/>
6. *Making India a Better workplace for All*, Ebook, Ministry of Labour and Employment, India
7. International Labour Organization, www.ilo.org

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Industrial Relations and Trade Unions	
1.1	Concept of Industrial Relations - Factors affecting industrial relations, importance of Industrial Relations.	2 Hours
1.2	Collective bargaining; International Labour Organisation - Genesis, development and dimensions, aims and objectives, Organs of the International Labour Organisation.	3 Hours
1.3	Role of the Trade Unions in Modern Industrial Society of India - Trade Union of Employers and Workers, their forms and types in India.	2 Hours
2	Strikes, Lockout, Lay-Off and Retrenchment	
2.1	Strike and Lockout - Legal and illegal strikes and lockouts, Justified and unjustified strikes and lockouts, Strike and lockout in public utility services and other industries, Distinction between lockout and closure, strike and lockout.	3 Hours
2.2	Lay-off and Retrenchment –difference between lay-off and Retrenchment their application, necessary preconditions for their application, lay-off and retrenchment compensation.	2Hours
2.3	Special provisions relating to lay-off, retrenchment and closure in certain establishments, penalty and punishment for illegal lay-off or retrenchment, consequences of illegal lay-off or retrenchment.	2 Hours
3	Dispute settlement machinery	
3.1	Reference of industrial disputes for settlement - Settlement machinery for Industrial Disputes, Conciliation Officer, Board of Conciliation, Court of Enquiry, Labour Court.	2 Hours

3.2	Industrial Tribunal and National Tribunal and Arbitration, their composition, powers, and duties.	2 Hours
3.3	Different modes of settlement, Distinction between conciliation arbitration and adjudication, their merits and demerits, compulsory and voluntary arbitration.	3 Hours
4	Social justice and welfare	
4.1	Concept of Social Justice, Working conditions in Organised and Unorganised sectors.	2 Hours
4.2	Origin and growth of concept of Labour Welfare; Scope of Labour Welfare within and outside Factory premises.	3 Hours
4.3	Theories of Labour Welfare; Role of Government, employers and worker trade union vis-a-vis Labour Welfare; Role of Labour Welfare Officer.	2 Hours
5	Acts and laws (objectives & key provisions)	
5.1	The Industrial Disputes Act,1947 The Industrial Employment (Standing Orders) Act,1946 The Maternity Benefit Act,1961 The Payment of Bonus Act,1965 The Payment of Gratuity Act,1972 The Payment of Wages Act,1936	2 Hours
5.2	The Trade Unions Act,1926 The Employees Provident Fund and Miscellaneous Provisions Act,1952 The Employees Compensation Act,1923 The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act,2013	3 Hours
5.3	The new Indian Labour Code 2020	3 Hours
Total		36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20SJ MBA221	GLOBAL HRM	Elective	3	0	0	3

Preamble:

The role of HR professionals is coming to the fore as firms continue to globalize at a pace. Information and communication technologies are transforming organizational structures and business processes, breaking down organizational and geographic boundaries. Businesses have realized that without attention to foreign markets and competitors their prosperity and very survival may be at stake. Anytime a company expands internationally, they are faced with a number of challenges. A strong global human resources team is a vital component of international expansion. Some people have the misconception that HR is similar in every country. While there are similarities from one country to the next, there are a number of differences that need to be considered. This course will enable the students to recognize the impact of political, economic and cultural forces on HR practices of an organization and how it will impact on the role of an HR manager.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to

CO 1	Apply conceptual frameworks for assessing human resources management (HRM) systems in different cultural / national settings.
CO 2	Examine the policies and operations of HR practices in multinational enterprises.
CO 3	Analyse the influence of international forces on HRM discipline.
CO 4	Assess contemporary issues and future trends of HRM in an international context.
CO 5	Assess the viability of transferring HRM practices across countries.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	3	-	1	-	3	-
CO 2	3	2	3	3	1	-	3	-
CO 3	3	2	3	-	1	-	3	-
CO 4	3	2	3	-	1	-	3	-
CO 5	3	2	3	-	1	-	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Globalization in HR Perspective - Introduction to global HRM drivers of globalization, Difference between HRM and global HRM — Role of culture in global HRM, Domestic & MNC Perspectives, Global HRM trends and future challenges, HR practices and standards in SAARC nations, Gulf Cooperation Council Countries, BRIC Nations, ASEAN, Multi cultural orientation to employees - Careers in International Business.
Module 2	HR Policies and Operations in a Global Setting - Recruitment function and selecting staff for international assignment: issues in staff selection, factors - head hunters, cross-national advertising, e Recruitment, types of international assignments, Training & development of international staff, types of expatriate training, developing staff through international assignment - Approaches of international compensation, key components of International compensation, executive compensation – Reporting Relationships – Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices. Grievance Handling - Expatriate Management.
Module 3	Employee and Labor Relations - Key issues in International Industrial Relations, The global legal and regulatory context of MNE, The International framework of Ethics and Labor standards Employment policies and practices, discrimination, affirmative action and equal employment opportunity, Diversity in the workforce as an enhancer of learning and effectiveness within groups and organizations.
Module 4	Resolving disputes and complaints - Understanding of selected laws and acts governing employment relationships in US – Fair Labor Standards Act of 1938 (FLSA), Family and Medical Leave Act of 1993 (FMLA), Occupational Safety and Health of 1970 (OSHA), Consolidated Omnibus Budget Reconciliation Act (COBRA), Health Insurance Portability and Accountability Act of 1996 (HIPPA) and Employee Retirement Income Security Act of 1974 (ERISA).
Module 5	HR issues and challenges - Safety and security of employees, surveillance and privacy concerns, prevention of workplace violence, sexual harassments, Protection from retaliation, illegal harassment (expat and locals), HR data security, maintaining appropriate and required HR records in different countries. HRM in cross border mergers and acquisitions - Motives behind mergers and acquisitions, HR Interventions.

Text Books

1. Punnett Betty Jane (2009). *International perspectives on Organizational Behavior and Human Resource Management*. Routledge.
2. Monir Tayeb (2005). *International HRM*. Oxford University Press.
3. Dowling & Welch (1999). *International HRM: Managing people in Multinational*, Cengage Learning.
4. James N. Baron and David M. Kreps (2009). *Strategic Human Resources – Frameworks for General Managers*. Wiley.
5. Scott Snell, George Bohlander and Veena Vohra (2010). *Human Resources Management – A South Asian Perspective*. Cengage Learning.
6. Arup Varma, Pawan S. Budhwar (2013). *Managing Human Resources in Asia-Pacific*. Routledge.
7. K. Aswathappa (2020). *International Business*. McGraw Hill Education India Private Limited.
8. P. SubbaRao (2020). *International Human Resources Management*. Himalaya Publishing House.
9. Vikas Banger (2013). *Human Resource Management Global Trends and Essence*. Enkay Publishing.

References and Suggested Readings

1. Ruth V. Aguilera, John C. Dencker (2004). *The role of human resource management in cross-border mergers and acquisitions*, The International Journal of Human resource Management, Volume15, Issue 8 Pages 1355-1370.
2. Hugh Scullion, Paula M. Caligiuri, David G. Collings (2018). *Specifications of Global Talent Management*. Routledge.
3. Liza Castro Christiansen, Michal Biron, Elaine Farndale, Bård Kuvaas (2017). *Global Human Resource Management Casebook*. Routledge.
4. The Fair Labor Standards Act of 1938, as amended.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Globalization in HR Perspective	
1.1	HRM drivers of globalization, Cultural differences affect HRM	2 Hours
1.2	HR practices and standards in SAARC, BRIC, ASEAN, GCC	2 Hours
1.3	Trends in challenges in Global HRM	2 Hours
2	HR Policies and Operations in a Global Setting	
2.1	Recruitment & Selection in international staffing	2 Hours
2.2	Training & Development in International Assignment	2 Hours
2.3	Approaches of International compensation	2 Hours
2.4	Performance Management and Expatriate Management	2 Hours
3	Employee & labour Relations	
3.1	Legal and regulatory content	2 Hours
3.2	Framework of Ethics and labour standards	2 Hours
3.3	Managing workforce diversity	3 Hours
4	Resolving disputes and complaints	
4.1	Fair Labor Standards Act of 1938 (FLSA), Family and Medical Leave Act of 1993 (FMLA)	2 Hours
4.2	Occupational Safety and Health of 1970 (OSHA), Consolidated Omnibus Budget Reconciliation Act (COBRA)	2 Hours
4.3	Health Insurance Portability and Accountability Act of 1996 (HIPPA) and Employee Retirement Income Security Act of 1974 (ERISA)	3 Hours
5	HR issues and challenges	
5.1	Safety and Security of employees, prevention of workplace violence	2 Hours
5.2	HR data security and maintenance of HR records	3 Hours
5.3	Mergers and Acquisitions – HR interventions	3 Hours
Total		36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA225	LEADERSHIP, INFLUENCE & POWER	Elective	3	0	0	3

Preamble: In contemporary business landscape marked by technological disruption and rapid change, industry leaders play an increasingly important role in shaping an environment that ensures continuous growth. This course exposes students to the skills to lead with power and influence, through the opportunity to investigate different leadership styles and frameworks. The course will also help them to explore new perspectives and strategies of high impact leadership in the individual, team, and organisational contexts. The syllabus is designed with the intention to impart leadership traits among students and to equip them to successfully navigate the challenges and dynamics of leadership in their career.

Prerequisite: NIL

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Understand the nature of Leadership and compare the theories of leadership.
CO 2	Apply ethical leadership and value- based decision making.
CO 3	Identify crisis management strategies.
CO 4	Analyse the sources of power, influence and women leadership in organizations.
CO 5	Develop team building and problem-solving skills.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	3	-	1	-	3	-
CO 2	3	2	3	3	1	-	3	-
CO 3	3	2	3	-	1	-	3	-
CO 4	3	2	3	-	1	-	3	-
CO 5	3	2	3	-	1	-	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Leadership - Definition of Leadership, Leader vs. Manager, Trait Approach to Leadership, Behavioural / style Approach to Leadership, Situational Approaches to Leadership, Emerging Leadership Approaches- Charismatic, Transformational, Servant, Team, Psychodynamic and Emergent.
Module 2	Leadership and ethics - values at a personal level, organizational level, Value-Based Decision Making, Approaches to Ethics Management, The Moral Development of Organizations, Cultural and Team Manifestations. Cross cultural Leadership - Leadership and Dimensions of Culture, Universally Desirable and Undesirable Leadership Attributes.
Module 3	Stewardship and crisis Management - Stewardship – Governance and Leadership – Ensuring rational result- Collective Serving vs. A Self-Serving Agent. Risk - Break-Even Analysis – Organizational views on risk, Trust-Vulnerability and Performance, Important Characteristics Crisis handling - Crisis Management and Leadership, Business Continuity Team, Immediate Response - Physical Crisis, Reputational Crisis.
Module 4	Influence and Power - Styles of Influence, Influence tactics, Unethical Influence Styles Organizational politics. Power- Definition and forms of power, Leadership and organizational learning and adaptation, Woman Leadership - Leadership styles and effectiveness, The Glass Ceiling, Leadership in 21st century organizations.
Module 5	Leadership - Decision making and problem-solving skills - Decision Making Frameworks, Skilful Discussion, Team building, Focusing, Storytelling, System Thinking Models. Driving Accountability, Engaging People, empowering people, Building Personal Strengths, Problem Solving Skills, Leadership and change management.

Text Book
<ol style="list-style-type: none"> 1. Northouse. P. G. (2010). <i>Leadership: Theory and Practice</i>. 5th edition, Sage Publications. 2. Daft, R L. (2018). <i>Leadership Experience</i>. 7th edition Cengage Learning.
References and Suggested Readings
<ol style="list-style-type: none"> 1. Dorfman, P W, Mobley W. (2003). <i>Advances in Global Leadership</i>. (Vol. 3) Emerald Group Publishing. 2. Kouzes, J. M., & Posner, B. Z. (2017). <i>The leadership challenge</i> (3rd edn) John Wiley & Sons. 3. Lubar K., Halpern B. L. (2004). <i>Leadership Presence</i>. Penguin Publishers. 4. Pedler, Mike, Burgoyne, John, Boyde, Tom (2010). <i>A Manager's Guide to Leadership</i>. 2nd edition McGraw-Hill Education. 5. Yukl, G. A. (2013). <i>Leadership in organizations</i>. 8th edition, Pearson Education India. 6. Burns, J M, (1978). <i>Leadership</i>. 1st edn., Harper and Row. 7. Ciulla, J B. (2003). <i>The Ethics of Leadership</i>. Cengage Learning. 8. Rost, J.C. (1991). <i>Leadership for the twenty-first century</i>. Praeger.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Leadership	
1.1	Definition of Leadership, Leader vs. Manager	2 Hours
1.2	Trait Approach to Leadership, Behavioural/style Approach to Leadership, Situational Approaches to Leadership	2 Hours
1.3	Emerging Leadership Approaches- Charismatic, Transformational, Servant, Team, Psychodynamic and Emergent.	2 Hours
2	Leadership and ethics	
2.1	Values at a personal level, organizational level, Value-Based Decision Making	2 Hours
2.2	Approaches to Ethics Management, The Moral Development of Organizations, Cultural and Team Manifestations.	3 Hours
2.3	Cross cultural Leadership - Leadership and Dimensions of Culture, Universally Desirable and Undesirable Leadership Attributes	3 Hours
3	Stewardship and crisis Management	
3.1	Stewardship – Governance and Leadership – Ensuring rational result- Collective Serving vs. A Self-Serving Agent.	2 Hours
3.2	Risk- Break-Even Analysis – Organizational views on risk, Trust-Vulnerability and Performance, Important Characteristics	2 Hours
3.3	Crisis handling- Crisis Management and Leadership, Business Continuity Team, Immediate Response - Physical Crisis, Reputational Crisis.	3 Hours
4	Influence and Power	
4.1	Influence- Styles of Influence, Influence tactics, Unethical Influence Styles Organizational politics.	2 Hours
4.2	Power- Definition and forms of power, Leadership and organizational learning and adaptation	3 Hours

4.3	Woman Leadership - Leadership styles and effectiveness, The Glass Ceiling, Leadership in 21st century organizations	3 Hours
5	Leadership- Decision making and problem-solving skills	
5.1	Decision Making Frameworks, Skilful Discussion, Team building, Focusing, Storytelling	2 Hours
5.2	System Thinking Models. Driving Accountability, Engaging People, empowering people, Building Personal Strengths, Problem Solving Skills	3 Hours
5.3	Leadership and change management	2 Hours
	Total	36 Hours



Course Code	Course Name	Category	L	T	P	Credit
20MBA229	NEGOTIATIONS & CONFLICT RESOLUTIONS	Elective	3	0	0	3

Preamble: The purpose of this course is to understand how to be more effective in negotiating to help you secure more of what you want in life. A basic premise of the course is that while a manager needs analytic skills and a psychological approach to discover optimal solutions to problems, negotiation expertise opens the way for these solutions to be implemented.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Assess the various principles of Negotiation.
CO 2	Analyse the strategies and tactics involved in different types of negotiation.
CO 3	Apply the requisite skills used in Bargaining
CO 4	Assess the tactics of conflict resolution and maintenance of industrial relations
CO 5	Adapt and modify to the trends in Industrial conflicts.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	3	-	1	-	3	-
CO 2	3	2	3	3	1	-	3	-
CO 3	3	2	3	-	1	-	3	-
CO 4	3	2	3	-	1	-	3	-
CO 5	3	2	3	-	1	-	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		

Create	Can be done through Assignments/ Seminars/Mini Projects
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Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Syllabus	
Module 1	Intergroup Relations and Conflicts: Overview, History of negotiations, Common elements of negotiations, Nature of conflict in organisations, Changing view of conflict, Types of Conflicts in organisations- Interpersonal, intrapersonal, Intergroup, Inter-organisational.
Module 2	Negotiations: Negotiation - Definition, Nature of Negotiation, Efficient and Effective Negotiators, Distributive Negotiation, Integrate negotiation – The Harvard Method, Obstacles in negotiation, international negotiation, cross cultural negotiation, rationality and cognition, multi-party negotiation, negotiation strategies; Third party negotiation. Multilateral and Coalition Negotiations - Epistemic communities, ratification, constituencies, multi-stakeholder frameworks; Problem-Solving Negotiations - Interests, assumptions and perceptions, alternatives, options development BATNA / WATNA, Circle Chart analysis; Issues in Negotiation - Gender, Culture and other factors. Interest based Negotiations - Active listening, communication skills, interest assessment, body language, information flow, and needs assessment.
Module 3	Collective Bargaining and Distributive Bargaining: Causes of Industrial Disputes, their Settlement & Prevention Mechanism, Formulas, types of agreements, and role of legal advisors; Role of Tripartism, Current Trends in Collective Bargaining, Industrial Democracy and Industrial Peace, Collective bargaining: Concept, Nature, functions and Types of; Collective bargaining in the Indian context; Negotiating a collective bargaining agreement. Distributive Bargaining - Concessions, bargaining range, resistance point, tactics, games, avoiding, yielding, contending, problem-solving.
Module 4	Conflict and Disputes Resolution: Conflicts; Conflict management - Conflict Management Strategies, improving group, organizational or team dynamics when conflict occurs– Collaborating, Compromising, Accommodating, Competing, Avoiding, Johari window. Industrial Relations Machinery in India; Provisions under the Industrial Disputes Act, 1947, Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Methods of industrial disputes resolution; Code on Industrial relation 2020, Forms of industrial conflicts; Labour turnover; workplace practices and cooperation.
Module 5	Trends in industrial conflict: Dynamics of conflict and collaboration; Nature, causes and types of recent industrial disputes, handling interest and rights disputes, Impact of Public Sector disinvestments, Emergence of MNCs, IT enabled work environment, Work from home strategy, Surveillance and privacy issues.

(1x20 marks = 20 marks)

Text Book

1. Wheeler, M. (2010). *Harvard Business Essentials: Guide to Negotiation*.
2. Fisher, R., Ury, W. L., & Patton, B. (2011). *Getting to yes: negotiating agreement without giving in*. Penguin.
3. Malhotra, D., & Bazerman, M. (2007). *Negotiation genius: How to overcome obstacles and achieve brilliant results at the bargaining table and beyond*. Bantam

References and Suggested Readings

1. Schuster, M. H. (1984). *Union-Management Cooperation. Structure, Process, Impact* WE Upjohn Institute for Employment Research, 300 South Westnedge Avenue Kalamazoo, MI 49007.
2. Mnookin, R. H., Peppet, S. R., & Tulumello, A. S. (2000). *Beyond winning: Negotiating to create value in deals and disputes*. Harvard University Press.
3. Dwivedi, R. S. (2002). *Managing human resources & industrial relations in Indian Enterprises*. Galgotia Publishing Company
4. Druckman, D. (2009). *Intuition or counterintuition? The science behind the art of negotiation*. *Negotiation Journal*, 25(4), 431-448.
5. Ury, W. L., Brett, J. M., & Goldberg, S. B. (1988). *Three approaches to resolving disputes: interests, rights and power*.
6. Funken, K. (2001). *The Pros and Cons of Getting to Yes-Shortcomings and Limitation of Principled Bargaining in Negotiation and Mediation*. Available at SSRN 293381.
7. Hopmann, P. T. (1995). Two paradigms of negotiation: Bargaining and problem solving. *The Annals of the American Academy of Political and Social Science*, 542(1) 24-47

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Intergroup relations and Conflicts	
1.1	Overview, History of negotiations, Common elements of negotiations.	2 Hours
1.2	Nature of conflict in organizations , Changing view of conflict.	2 Hours
1.3	Types of Conflicts in organisations- Interpersonal, intrapersonal, Intergroup, Inter- organizational.	3 Hours
2	Negotiations	
2.1	Negotiation - Definition, Nature of Negotiation, Efficient and Effective Negotiators, Distributive Negotiation, Integrate negotiation – The Harvard Method, Obstacles in negotiation, international negotiation, cross cultural negotiation, rationality and cognition, multi-party negotiation, negotiation strategies.	3 Hours
2.2	Third party negotiation; Multilateral and Coalition Negotiations - Epistemic communities, ratification, constituencies, multi-stakeholder frameworks; Problem-Solving. Negotiations - Interests, assumptions and perceptions, alternatives, options development BATNA / WATNA.	2 Hours
2.3	Circle Chart analysis; Issues in Negotiation - Gender, Culture and other factors. Interest based Negotiations - Active listening, communication skills, interest assessment, body language, information flow, and needs assessment.	2 Hours
3	Collective bargaining and distributive bargaining	
3.1	Causes of Industrial Disputes, their Settlement & Prevention Mechanism, Formulas, types of agreements, and role of legal advisors; Role of Tripartism, Current Trends in Collective Bargaining.	2 Hours
3.2	Industrial Democracy and Industrial Peace, Collective bargaining: Concept, Nature, functions and Types of; Collective bargaining in the Indian context.	2 Hours
3.3	Negotiating a collective bargaining agreement; distributive bargaining - concessions, bargaining range, resistance point, tactics, games, avoiding, yielding, contending, problem-solving.	3 Hours
4	Conflicts and dispute resolution	
4.1	Conflicts; Conflict management - Conflict Management Strategies, Improving group, organizational or team dynamics when conflict occurs– Collaborating, Compromising, Accommodating, Competing, Avoiding, Johari window.	3 Hours
4.2	Industrial Relations Machinery in India; Provisions under the Industrial Disputes Act, 1947, Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Labor code on Industrial Relations 2020.	3 Hours
4.3	Methods of industrial disputes resolution; Forms of industrial conflicts; Labour turnover; workplace practices and cooperation.	2 Hours
5	Trends in Industrial conflicts	
5.1	Dynamics of conflict and collaboration	2 Hours

5.2	Nature, causes and types of industrial disputes	2 Hours
5.3	Handling interest and rights disputes, Influence of disinvestment, MNC and IT enabled work environment	3 Hours
Total		36 Hours



Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA231	FINANCIAL MARKETS AND SERVICES	Elective	3	0	0	3

Preamble:

This course helps at providing detailed understanding of the nature and scope of financial system and innovations in financial services sector. The objective of this course is to provide an understanding of the structure, operations and trends in the Capital market and Money market. This will also help the student to understand the various financial products and their innovations in the financial markets.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Recall all the concept of Indian Financial System
CO 2	Illustrate the role of financial services in economic development
CO 3	Identifying the structure of merchant banking firms
CO 4	Analysing various approaches & process of credit rating
CO 5	Determine various financial service instrument

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	1	-
CO 2	3	-	-	-	-	-	1	-
CO 3	3	-	-	-	2	-	3	-
CO 4	3	3	3	-	2	-	3	-
CO 5	3	-	2	-	-	-	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Module 1	Indian financial system – an overview. Money market – call money market – commercial paper market – commercial bill market – certificates of deposits – treasury bill market – gilt edged securities market. Capital market – an overview – capital market instruments – capital market reforms – primary markets – methods of raising funds from primary market – public issue global markets – issue of American depository receipts and global depository receipts – guide lines on their issue – emerging trends.
Module 2	Financial services - nature – characteristics – role of financial services in economic development – relevance of the study of financial services – factors influencing the growth and development of financial services industry – types of financial services. Financial innovation- causes of financial innovation- Innovative Financial Instruments- Challenges Facing the Financial Services Sector.
Module 3	Merchant banking – historical perspective – nature of services provided by Merchant bankers – structure of merchant banking firm – setting up and managing a merchant bank – SEBI regulations on merchant banks – under writing – stock broking – depositories – tax planning services – portfolio management services – factoring services and practices – card business – credit cards and debit cards.
Module 4	Credit rating: approaches and process of rating – credit rating agencies – CRISIL and ICRA, CARE ratings for financial instruments – methodology of rating. Stock exchange business and practices – insurance – role of insurance in financial frame work – general insurance – life insurance – marine insurance and others.
Module 5	Leasing: concepts and classification of leasing – present legislative frame work of leasing – lease evaluation (lessor's and lessee's point of view)- tax aspects of leasing. Hire purchase: introduction – concepts and characteristics – legal aspects and tax implications – financial evaluation. Bill discounting and Factoring- Forfeiting- Securitization- Mutual Funds- Venture capital funds

Text Book

1. Pandian P., (2009). *Financial Services & Markets*, Vikas publishing.
2. Gordon. E and Natarajan K., (2016). *Financial Markets and Services*, Himalaya Publishing House.

References and Suggested Readings

1. Batra G.S. (2002). *Financial Services & Markets*, Deep & Deep Publications Pvt. Ltd.
2. Khan M.Y. (2007). *Financial Services*, Tata McGraw Hill, New Delhi.
3. Chandra P. (2011). *Financial Management: Theory and Practice*, Tata McGraw Hill, New Delhi.
4. Kothari C. R. (1991). *Investment Banking and Customer Service*, Arihand Publishers.
5. Fama E. F., *Foundations of Finance*, Basic Books Inc., New York.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Indian financial system	
1.1	Money market	3 Hours
1.2	Capital market	2 Hours
1.3	Primary market	2 Hours
2	Financial Services	
2.1	Nature and characteristics	3 Hours
2.2	Factors, Types, Financial Innovations	2 Hours
2.3	Financial Innovations & Challenges	2 Hours
3	Merchant Banking	
3.1	History, Nature and Structure	2 Hours
3.2	SEBI regulation	2 Hours
3.3	Portfolio management	2 Hours
3.4	Factoring, Cards	2 Hours
4	Credit Rating	
4.1	Approaches and process	3 Hours
4.2	Stock exchanges & Business	2 Hours
4.3	Insurance	2 Hours
5	Leasing	
5.1	Leasing	2 Hours
5.2	Hire purchase	1 Hour
5.3	Factoring, forfeiting, Securitization	2 Hours
5.4	Mutual funds & Venture capital	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA235	COST ACCOUNTING AND BUDGET CONTROL	Elective	3	0	0	3

Preamble: The course on cost accounting and budget control will help students to have a good understanding of how corporate value creation is measured in practice, how business plans models are developed and what day-to-day business process looks like with respect to cost.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Recall all the concepts pertaining to Cost accounting and budget control covered in the course syllabus.
CO 2	Explain the basic concepts and processes in determination of cost of products and services
CO 3	Apply marginal costing in decision making
CO 4	Analyse the concept of Standard Costing for variance analysis
CO 5	Estimate various activities of the organization on the basis of budgets.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PO7	PO8
CO 1	2	2	3	1	1		2	
CO 2	2	2	1	1	2		1	
CO 3	1	2	3	1	2		1	
CO 4	2	1	3	1	1		1	
CO 5	3	2	1	1	2		1	

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions).

Syllabus	
Module 1	Nature and Scope of Cost accounting: meaning, importance & limitations of cost accounting, Costing- An Aid to management, distinction between Cost and Financial accounting, costing system- characteristics of an ideal costing system, steps for installation, difficulties while installation and how to overcome these difficulties, role of cost accountant.
Module 2	Methods / Types of Costing: Unit or Output costing – Statement of Cost; Tender price, Quotation price and Estimation price - Estimation of tender price; Contract costing; Job and batch costing; Process costing – valuation of work-in progress; Operating costing.
Module 3	Marginal Costing: Calculation of marginal cost – make or buy decisions – product-mix decisions – pricing decisions – market expansion decisions – Divesting decisions; Breakeven analysis – cost-volume-profit analysis-P/V ratio-Margin of safety.
Module 4	Budgeting and budgetary control: budgeting and budgetary control – Classification of budgets – Sales budget, production budget, raw material budget, Labour budget, overhead budget, cash budget - Fixed and flexible budget – zero based budgeting –responsibility accounting.
Module 5	Standard costing: Advantages and limitations of standard costing – application of standard costing – standard costing and budgetary control. Variance Analysis: Managerial uses of variance analysis –causes of variances – computation of material cost variances, Labour cost variances.

Text Book

1. Jain S.P. & Narang K.L. (2012). *Cost and Management Accounting*; Kalyani Publishers, New Delhi.
2. Maheshwari S.N., (2016). *Cost Accounting - Theory & Problems (27th Edn.)*, Mahavir Publications.
3. Arora M.N., *Cost and Management Accounting: Theory, Problems and Solutions*, Himalaya Publishing House, Mumbai.

References and Suggested Readings

1. Gupta M. P., (2007). *Cost Accounting Text and Problems*, S Chand & Co.
2. Saxena V.K. & Vashist C.D., (2011). *Cost and Management Accounting*, Sultan Chand & Sons.
3. Jaya Prakash Reddy R., *Cost Accounting and Control Systems*, APH publishing Corporation, Delhi
4. Ashish K. Bhattacharya, *Principles and Practices of Cost Accounting*, A. H. Wheeler publisher.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Nature and Scope of Cost accounting:	
1.1	Definition, Scope, objectives and significance of cost accounting, its relationship with financial accounting and management accounting	3 Hours
1.2	Cost Objects, Cost centres and Cost Units	2 Hours
1.3	Elements of cost	2 Hours
2	Methods / Types of Costing:	
2.1	Unit costing/output costing	3 Hours
2.2	Estimation of tender price	2 Hours
2.3	Job costing, Batch costing, contract costing, process costing	2 Hours
3	Marginal Costing:	
3.1	Application of marginal costing	3 Hours
3.2	Break even analysis	2 Hours
3.3	Cost Volume profit analysis, Margin of safety	3 Hours
4	Budgeting and budgetary control:	
4.1	budgeting and budgetary control	2 Hours
4.2	Types of budgets	2 Hours
4.3	Zero based budgeting, Responsibility accounting.	3 Hours
5	Standard costing:	
5.1	Advantages and limitations of standard costing	2 Hours
5.2	Application of standard costing	2 Hours
5.3	Variance analysis	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA237	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	Elective	3	0	0	3

Preamble: The course Security Analysis and Portfolio Management provides the basic knowledge and techniques to evaluate the stock performance in the security market and to enable the students to evaluate and give recommendations about the performance of stock to the various investing communities

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Recall all the concepts of Security Analysis
CO 2	Choose the various tools of Technical Analysis for stock valuation
CO 3	Understand the concepts of Efficient market Hypothesis
CO 4	Examine various model relating to portfolio selection
CO 5	Evaluate various models of Revising and Evaluating portfolio

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	1	1	-	-	-	1	-
CO 2	3	3	3	-	1	-	3	-
CO 3	3	2	1	-	-	-	1	-
CO 4	3	3	3	-	1	-	3	-
CO 5	3	3	3	-	1	-	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Introduction to SAPM Meaning and Relevance of Investment –Various Investment Avenue - Security Market –various types of security –Equity share, Government Security and Mutual Funds -Security Analysis –Fundamental Analysis - concept of intrinsic value –calculation of EPS and PE ratio –Share valuation model –Constant Growth model –Multiple Growth Model.
Module 2	Technical Analysis of Security Introduction to Dow Theory, Relevance of Elliot wave theory in Technical Analysis –Various tools and technique of Technical Analysis -line charts, bar charts – Japanese candlestick –EMA - Oscillators-Rate of Change Indicators – Relative Strength Index- calculation of Support and Resistance level -The On-Balance-Volume indicator-Average Directional Index.
Module 3	Efficient Market Theory Efficient market Hypotheses - Random walk theory - forms of market efficiency –weak form, semi-strong form and strong form of market efficiency – empirical tests of market efficiency-comparison of Efficient Market Hypothesis and Fundamental Analysis-Efficient Market Hypothesis and Repudiation of Technical Analysis.
Module 4	Portfolio analysis and selection Measurement of return and risk of portfolios – two assets model of portfolio – Risk reduction through portfolio diversification – Relationship between portfolio –Covariance and Correlation coefficient- portfolio selection – Markowitz Portfolio Theory (MPT) – feasible set – efficient frontier – Sharpe’s single index model – Capital Asset Pricing Model (CAPM) – pricing of securities with CAPM and Security Market Line – multifactor models – Arbitrage Pricing theory.
Module 5	Portfolio Revision and Evaluation Portfolio revision – need –factors affecting portfolio revision – Portfolio revision strategies – Formula plans - portfolio evaluation – need – benchmarks-Relationship between security return and market return expressed in terms of Beta- concept of Risk-free return and Risk Adjusted Return -Sharpe ratio or Reward to variability ratio and Treynor ratio or Reward to volatility ratio – Differential return using Jensen’s measure – Fama’s decomposition model.

Text Book

1. Kevin S., (2006). *Security Analysis and portfolio Management*, PHI, New Delhi.
2. Punithavathy Pandian, (2012) *Security Analysis and Portfolio Management*, Vikas Publications
3. Donald E. Fischer and Ronald E. Jordan, (2018). *Security Analysis and Portfolio Management*, Pearson Education

References and Suggested Readings

1. Avadhani V. A. *Securities Analysis and Portfolio Management*, Himalaya Publishing.
2. Graham B., & David Dodd, *Security Analysis*, Whittlesey House, McGraw-Hill.
3. Farrell James L., *Portfolio Management: Theory and Application*, McGraw- Hill.
4. Prasanna Chandra, *Investment Analysis and Portfolio Management*, TMH.
5. Francis J. C., *Investment Analysis and Management*, McGraw- Hill, New York.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Introduction to SAPM	
1.1	Meaning and Relevance of Investment –Various Investment Avenue	1 Hours
1.2	Security Market –Equity share, Government Security and Mutual Funds	2 Hours
1.3	Security Analysis –Fundamental Analysis - concept of intrinsic value	1 Hours
1.4	EPS and PE ratio –Share valuation model –Constant Growth model – Multiple Growth Model	3 Hours
2	Technical Analysis of Security	
2.1	Introduction to Dow Theory, Relevance of Elliot wave theory in Technical Analysis	2 Hours
2.2	Line charts, bar charts – Japanese candlestick –EMA	2 Hours
2.3	Oscillators-Rate of Change Indicators –Relative Strength Index	2 Hours
2.4	Support and Resistance level -The On-Balance-Volume indicator-Average Directional Index	2 Hours
3	Efficient Market Theory	
3.1	Random walk theory - forms of market efficiency –weak form, semi-strong form and strong form of market efficiency	3 Hours
3.2	empirical tests of market efficiency	2 Hours
3.3	Fundamental Analysis-Efficient Market Hypothesis and Repudiation of Technical Analysis	2 Hours
4	Portfolio Analysis and Selection	
4.1	Measurement of return and risk of portfolios – two assets model of portfolio	2 Hours
4.2	Relationship between portfolio –Covariance and Correlation coefficient	1 Hours
4.3	portfolio selection –Markowitz Portfolio Theory (MPT) – feasible set efficient frontier - Sharpe's single index model	2 Hours
4.4	Capital Asset Pricing Model (CAPM) – pricing of securities with CAPM and Security Market Line and – Arbitrage Pricing theory	3 Hours
5	Portfolio Revision and Evaluation	
5.1	Need –factors affecting portfolio revision – Portfolio revision strategies – Formula plans	3 Hours
5.2	Portfolio evaluation – need – benchmarks, calculation of Beta, Risk Adjusted Return -Sharpe ratio and Treynor ratio	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA239	MANAGING BANKS AND FINANCIAL INSTITUTIONS	Elective	3	0	0	3

Preamble: The course on Managing Banks and Financial Institutions provides basic knowledge of banking and its regulatory aspects. The course gives an insight to the students with the latest banking landscape and understand the banking products and services. It helps in understanding the risks involved in banking operations and the methods of mitigation. This course also introduces the all-India financial institutions and merchant banking.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Explain the concepts of Banking system and its functions
CO 2	Study the functions of commercial banks
CO 3	Understand the role of technology in Banking
CO 4	Analyse the risks involved in banking sector
CO 5	Assess the newer developments in banking business

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	1	-
CO 2	3	-	-	-	-	-	1	-
CO 3	3	-	1	-	2	-	3	-
CO 4	3	3	3	-	2	-	3	-
CO 5	3	-	-	-	-	-	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Banking System in India Overview of Banking System in India: Evolution of banks–Structure of Banking in India–Whole sale banking–Retail banking –Fund based and Non-Fund Based Income –Ancillary Services – Agency Services –Credit Creation –Priority Sector Lending –Regulatory Provisions governing Banks, Important Provisions of Banking Regulation Act and RBI Act. Role of RBI- Constitution, Objectives, Functions of RBI; Tools of Monetary Control; Regulatory measures- Restrictions on Lending.
Module 2	Functions of Commercial Banks Functions of Commercial Banks- Agency Services – General utility services- Credit Creation- Banker Customer Relationship-Bankers as a Trustee & an Agent- Appropriation of Payment- Right of Lien & Set off–Garnishee Order-Law of Limitation. Different Deposit Products & Services offered to Customers. Bankers’ Special Relationship Mandate; POA; KYC/ AML norms, PMLA Act; KYC Norms Garnishee Orders; Banker’s Lien; Right of Set off; Opening accounts of various types of customers, Operational Aspects of opening and Maintaining Accounts of different types of customers; Banking Ombudsman Scheme; Cash Operations, Cash Management Services and its Importance.
Module 3	Technology in Banking Evolution of technology in bank operation: Bank computerization, Banking Software, Core Banking – Opportunities and Challenges, Any Where Banking, ATM, Cashless Banking – Tele Banking, SMS Banking, Internet Banking and Mobile Banking, ECS, CTS Cheque, Plastic Money, Remittance Facilities & Clearing System, Fund Transfer – NEFT/RTGS/SWIFT. E wallet, White Label ATM.
Module 4	Risk Management and Credit Monitoring Evaluating Banking Performance – ROE Model – CAMEL Rating-GAAP Probability Analysis- Balance Score Card- Risk Management Various risks in Banking- credit risk, market risk and operational risk, Asset Liability Management- Non-Performing Assets (NPA) – IRAC Norms BASEL Norms. CIBIL Rating, Principles of Lending, Working Capital Assessment and Credit Monitoring-Cardinal Principles; Non-fund Based Limits; WC; Term Loans; Credit Appraisal Techniques; Credit Monitoring & Its Management; Base Rate, MCLR.
Module 5	Trends in Indian Banking Sector Recent trends in Indian Banking Sector: Financial inclusion- Branchless banking, Universal Banking, Small Finance Banks and Payment Banks, Fee Based Income – Banking: changing dynamics in banking industry Role and functions of Financial institutions- SIDBI, NABARD, NHB, HDFC, LIC Housing Corporation, EXIM Bank; Import-Export finance – LCs, Forfaiting, Pre shipment and Post shipment finance; Role and functions of Merchant Banks.

Text Book

1. Gorden E. and Natarajan K., (2019). *Banking Theory, Law and Practice*, Himalaya Publishing House, Mumbai.
2. Indian Institute of Banking and Finance, (2017). *Principles and Practices of Banking*, 3rd edition, MacMillan Education, Mumbai.
3. Dutta Vinay and Singh Kanhaiya, (2013). *Commercial Bank Management*, Tata McGraw- Hill Education India, Mumbai.

References and Suggested Readings

1. Muraleedharan D., (2014). *Modern Banking: Theory and Practice*, PHI Learning Pvt. Ltd., Mumbai.
2. Shekhar K.C. and Lekshmy Shekhar, (2013). *Banking- Theory and Practice*, 21st edition, Vikas Publishing House Pvt. Ltd.
3. Suresh Padmalatha & Paul Justin, (2017). *Management of Banking and Financial Services*, Person Education, Mumbai.
4. Shelagh, Hefernan, (2004). *Modern Banking*, Wiley Publications, London.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Banking System in India	
1.1	Overview of Banking System in India: Evolution of banks	3 Hours
1.2	Regulatory Provisions governing Banks,	2 Hours
1.3	Functions of RBI; Tools of Monetary Control	2 Hours
2	Functions of Commercial Banks	
2.1	Banker Customer Relationship	3 Hours
2.2	Different Deposit Products & Services offered to Customers	2 Hours
2.3	Cash Management Services and its Importance	3 Hours
3	Technology in Banking	
3.1	Evolution of technology in bank operation	2 Hours
3.2	Opportunities and Challenges	3 Hours
3.3	Remittance Facilities & Clearing System	2 Hours
4	Risk Management and Credit Monitoring	
4.1	Evaluating Banking Performance	3 Hours
4.2	Risk Management Various risks in Banking	2 Hours
4.3	Working Capital Assessment and Credit Monitoring	2 Hours
5	Trends in Indian Banking Sector	
5.1	Recent trends in Indian Banking Sector	3 Hours
5.2	Changing dynamics in banking industry	2 Hours
5.3	Role and functions of Merchant Banks	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA243	INTERNATIONAL FINANCE	Elective	3	0	0	3

Preamble: The course International Finance provides the basic knowledge and techniques to evaluate the importance of Foreign Exchange in International business. It enables the students to evaluate and give recommendation about International Financial Environment.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Remember the concepts of International Financial Environment
CO 2	Apply the concepts of Foreign Exchange Market
CO 3	Understand the fixed and floating exchange rate
CO 4	Explain the concept of Purchasing power parity and Interest rate parity
CO 5	Understand the concept of International Financial Markets

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3	-	-	-	-	1	-
CO 2	3	3	2	-	-	-	1	-
CO 3	3	3	-	-	-	-	3	-
CO 4	3	3	2	-	-	-	3	-
CO 5	3	3	1	-	-	-	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Introduction to International Financial Environment Global economy-Financial Globalization experiences from India- Functions of International Financial Manger-International financial transaction – Balance of payment, meaning and structure-Emergence of International Banks- Euro banks-Banks for International settlements (BIS) – IMF its functions- Special schemes of lending – IMF role in providing international liquidity SDR's
Module 2	Foreign Exchange Market Evolution of foreign exchange market and foreign exchange system-Foreign exchange rates- Types of foreign exchange transaction- Types of Forex market participants- Hedger- Speculator- Arbitrageurs – Foreign exchange markets in India- RBI intervention in Forex market- Vostro and Nostro accounts- forward markets – Forward margins- Factors affecting forward rates- Exchange rate Quotations
Module 3	International Monetary System Introduction to International monetary system- Gold standard – Paper currency standards- Bretton woods system- Exchange rate- Fixed and Floating – Theories of Exchange rate- Currency Board system- Basket system- Currency Risk Management- Macro economic factors affecting exchange rates- Foreign exchange operations of banks
Module 4	Purchasing Power Parity and Interest rate Parity Fisher effect- International Parity conditions and Indian foreign exchange market integration- Exchange rate forecasting- Foreign exchange contract- Spot forex transaction- Forward forex transaction – Forex future contract- Foreign currency swap – Foreign currency option – Forex transaction in India
Module 5	International Financial Markets Introduction – Participants of International Financial Markets- International Financial institutions- Euro market- International Equity market and Indian ADRs and GDRs- International Bond market- Types of International Bond market-Bonds issued by Indian companies- Financing international trade- Letters of Credit- Pre and Post Shipment Export Finance- Export Credit Insurance

Text Book	
1. Jain P.K., Josette Peyrard, Surendra S. Yadav, (2016). <i>International Financial Management</i> , Macmillan India Ltd. 2. Sharan V., (2012). <i>International Financial Management</i> , PHI, New Delhi. 3. Madhu V.I.J., (2010). <i>International Financial Management</i> , Excel books, New Delhi. 4. Apte P. G., (2006). <i>International Financial Management</i> , Tata McGraw-Hill.	
References and Suggested Readings	
1. Borio C., McCauley R., McGuire P., Sushko V., <i>Bye-bye covered interest parity</i> , Voxeu.org, 28 September 2016. 2. Borio C., McCauley R., McGuire P. and Sushko V., (2016), “ <i>Covered interest parity lost: understanding the cross-currency basis</i> ”, <i>BIS Quarterly Review</i> , September 2016. 3. Adolfo Barajas, Andrea Deghi, Salih Fendoglu, and Yizhi Xu, <i>Global Financial</i>	

Stability Notes: The Strains in Offshore US Dollar Funding during the COVID-19 Crisis: Some Observations, Monetary and Capital Markets. IMF July 2020.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Introduction to International Financial Environment	
1.1	Global economy-Financial Globalization experiences from India- Functions of International Financial Manger-International financial transaction	3 Hours
1.2	Balance of payment, meaning and structure-Emergence of International Banks- Euro banks- Banks for International settlements (BIS)	2 Hours
1.3	IMF its functions- Special schemes of lending – IMF role in providing international liquidity SDR's	3 Hours
2	Foreign Exchange Market	
2.1	Evolution of foreign exchange market and foreign exchange system-Foreign exchange rates- Types of foreign exchange transaction	3 Hours
2.2	Types of Forex market participants- Hedger- Speculator- Arbitrageurs – Foreign exchange markets in India	2 Hours
2.3	RBI intervention in Forex market- Vostro and Nostro accounts forward markets – Forward margins- Factors affecting forward rates.- Exchange rate Quotations	2 Hours
3	International Monetary System	
3.1	Introduction to International monetary system- Gold standard – Paper currency standards- Bretton woods system	2 Hours
3.2	Exchange rate- Fixed and Floating –Theories of Exchange rate - Currency Board system- Basket system	2 Hours
3.3	Currency Risk Management- Macro economic factors affecting exchange rates- Foreign exchange operations of banks	3 Hours
4	Purchasing Power Parity and Interest rate Parity	
4.1	Fisher effect- International Parity conditions and Indian foreign exchange market integration- Exchange rate forecasting	3 Hours
4.2	Foreign exchange contract- Spot forex transaction- Forward forex transaction – Forex future contract- Foreign currency swap	2 Hours
4.3	Foreign currency option – Forex transaction in India	2 Hours
5	International Financial Markets	
5.1	Introduction – Participants of International Financial Markets- International Financial institutions- Euro market- International Equity market and Indian ADRs and GDRs	3 Hours
5.2	International Bond market- Types of International Bond market- Bonds issued by Indian companies- Financing international trade	3 Hours
5.3	Letters of Credit- Pre and Post Shipment Export Finance- Export Credit Insurance	3 Hours
	Total	36 hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA249	NBFCs & MICRO FINANCE	Elective	3	0	0	3

Preamble: The course on NBFCs and Micro Finance helps the students to familiarize with the concepts of Non-Banking Financial Companies (NBFCs), Financial Inclusion. The course equips students with a balanced exposure in Micro finance and its implication on the economy. Also gives an understanding of emerging trends in financial inclusion plans of the government.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Understanding the structure, Organization, and the legal frame work of NBFCs
CO 2	Identifying the various services offered by NBFCs in India
CO 3	Applying and evaluating the methodologies and models of Micro finance
CO 4	Analyzing the various financial services offered by the micro finance clients in India
CO 5	Analyzing the need of alternate suppliers of capital and importance of Financial inclusion in India.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PO7	PO8
CO 1	3	2	1	1	2		1	
CO 2	3	3	1	1	2		1	
CO 3	3	3	2	2	3		1	
CO 4	3	3	2	1	2		1	
CO 5	3	3	1	1	1		1	

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions).

Syllabus	
Module 1	Introduction to NBFCs Indian financial system - Structure of Indian Financial System– Formal Financial System and Informal Financial System–Evolution of Financial Services- Financial markets-Financial Institutions-Role of financial institutions - History of Non-Banking Financial Companies– Evolution of NBFCs in India-Classification of Non-Banking Companies –Classification of Activities of Non-Banking Finance Companies - Fund Based Activities – Fee Based Activities – Concepts, Growth and Trends of Fee Based And Fund Based Activities.
Module 2	Sources of Finance of NBFCs Difference Between Banks and NBFCs- Sources of Finance- Functions of NBFCs -Investment Policies of Non-Banking Financial Institutions in India- RBI Guidelines on NBFCs- Products offered by different NBFCs in India-Features of these Financial Products-Prospects of NBFCs in India- Trends- Legal frame work Procedure of application to the Reserve Bank for NBFC Registration- Section 45-IA of the RBI Act,1934 - Companies Act Section3.
Module 3	Meaning and models of Micro finance Meaning of Micro finance-The nature of credit policies in India- Relevance and needs of micro finance in India-products offered by micro finance-Savings, credit, insurance, pension, micro-remittance, micro securitization, franchising- Income generating activities of Micro Finance- Micro finance Models - Grameen model, co-operative model, SIDBI model, NMDFC model, urban primitive model-credit lending models and associations (Bank grantee, community banking, co-operatives, credit unions, SHG
Module 4	Demand and supply of Micro finance Demand and supply of Micro finance- Micro enterprise market analysis-financial analysis, Technological analysis, Socio-economic analysis, environmental analysis-Logical framework-implementation and monitoring credit delivery methodologies of Micro finance intermediaries in India.
Module 5	Analyzing the performance of MFI Analyzing the performance of MFI- Social and performance Matrix, Fund structure, value-added services, Financial Viability of MFIs - Sustainability of MFIs- Commercial micro finance-Credit rating of MFIs - Management of MFIs transforming of Micro Finance Industry- Constraints on MFI growth. Social relevance of Micro finance activities-Emerging practices of micro finance in India-Emerging global micro finance practices

Text Books

- 1) Rana O.C. and Hem Raj (2016). *Microfinance*, Himalaya Publishing House, Mumbai.
- 2) Khan M. Y. (2017). *Financial Services*. Tata McGraw-Hill, New Delhi.

References and Suggested Readings

- 1) Beatriz Armendáriz and Jonathan Morduch (2010). *The Economics of Micro Finance*. MIT Press, Cambridge.
- 2) *Statutory Guide for NBFCs* (2020). Taxmann Publications Pvt. Ltd, New Delhi.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Introduction to NBFCs	
1.1	Structure of Indian Financial System	3 Hours
1.2	Evolution of NBFCs in India	2 Hours
1.3	Concepts, Growth and Trends of Fee Based and Fund Based Activities.	2 Hours
2	Sources of Finance of NBFCs	
2.1	Difference Between Banks and NBFCs	2 Hours
2.2	Products offered by different NBFCs in India	2 Hours
2.3	Legal frame work Procedure of application to the Reserve Bank for NBFC Registration	3 Hours
3	Meaning and models of Micro finance	
3.1	The nature of credit policies in India	3 Hours
3.2	Products offered by micro finance	2 Hours
3.3	Credit lending models and associations	3 Hours
4	Demand and supply of Micro finance	
4.1	Micro enterprise market analysis	3 Hours
4.2	Technological analysis, Socio-economic analysis, environmental analysis-	2 Hours
4.3	Implementation and monitoring credit delivery methodologies of Micro finance intermediaries in India.	2 Hours
5	Analyzing the performance of MFI	
5.1	Social and performance Matrix	2 Hours
5.2	Credit rating of MFIs	2 Hours
5.3	Emerging practices of micro finance in India	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA253	B2B MARKETING	Elective	3	0	0	3

Preamble: The course enables the student to have a thorough understanding of the industrial market, its consumer buying behaviours and means to segment, target and position the business users to develop the most appropriate marketing communications depending upon the product life cycle.

Prerequisite: NIL

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	To identify the distinction between B2B and B2B Product and Services
CO 2	To classify different form of B2B demand patterns
CO 3	To identify the role of Partnering/Relationship in business marketing and select suitable firms for B2B collaboration
CO 4	To develop an understanding about Industrial Marketing Communication and choose an appropriate training programme for sales force performance
CO 5	To examine the special meaning of price in industrial marketing and also know the product life cycle theory and its application to marketing strategies.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3	2	3	2	-	-	-
CO 2	3	3	2	2	-	-	-	-
CO 3	3	2	3	2	2	-	-	-
CO 4	3	3	2	2	3	-	2	-
CO 5	3	2	2	2	2	-	1	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions).

	Syllabus
Module 1	Overview of B2 B Marketing Meaning and scope of B2B Marketing; classification of business goods; industrial customers; components of industrial market; comparison between industrial and consumer market/marketing - why and what of business marketing; product and demand characteristics; customer characteristics; product/service mix characteristics; market characteristics; marketing mix characteristics.
Module 2	Demand for Industrial Goods and Buyer Behaviour Demand for Industrial Goods - derived demand; joint demand; price insensitivity; price sensitivity; reverse elasticity; cross elasticity. Industrial Buying and Buyer Behaviour - purchasing practices of industrial customers, purchasing objectives of industrial buyer, purchasing activities of industrial buyers, Factors affecting industrial buying decision; environmental factors; organizational environment; buying centre factors; roles in buying process; structural dimensions; individual factors; buying objectives/criteria; non-economic objectives; Webster-Wind model; Sheth model; the Buygrid model; buy classes; buy phases; appropriate marketing strategies over various buying situations and phases; business buying process complexity, modern purchasing activities
Module 3	Industrial Market Segmentation, Targeting & Positioning and Relationship Marketing Industrial Market Segmentation - requirements for effective segmentation; macro and micro segmentations; intermediate segmentation; nested approach to segmentation; other bases of segmentation; benefits of market segmentation; criteria for segmentation variables; market targeting; differentiation; positioning. Partnering/Relationship Marketing and CRM - Characteristics of adversarial and partnership models; lifecycle models of buyer-supplier relationship; stages of buyer seller relationship models; selection of firms for collaboration; production linkages and industrial marketing; CRM.
Module 4	Industrial Marketing Communication and Logistics Industrial Marketing Communication - Communication mix; salient features of business marketing communication; major decisions in industrial marketing communication; trade fairs and exhibitions. Personal Selling - Types of industrial salesmen; management of sales force; knowledge/training for sales force; organising sales force; personal selling process; summary. Industrial Marketing Logistics - Components of logistics; importance of logistic; business-to-business logistical services; supply chain management; types of distribution; channel systems; multi-channel marketing system; channel conflicts; factors influencing channel design.
Module 5	Industrial Product and Pricing Decisions Product Decisions – Industrial product; product lifecycle; new product development; classification of new products; product revitalisation/ elimination. Industrial Pricing - Characteristics of industrial prices; factors affecting pricing; pricing objectives; costs in industrial pricing; pricing methods/approaches approaches; new product pricing; pricing over the PLC; pricing policies; geographic pricing; transfer pricing; leasing.

Text Book

1. Havaladar, K. K. (2005). *Industrial marketing: text and cases*. Tata McGraw-Hill Education.
2. Cherunilam, F. (2011). *Industrial Marketing*. Himalayan Books.

References and Suggested Readings

1. Peter M. Chisnall (1985), *Strategic Industrial Marketing*, Prentice-Hall International.
2. Woodruffe, Helen (2000), *Service Marketing: Operation, Management and Strategy*, Macmillan India Limited, New Delhi.
3. Robert R. Reeder, Edward G. Brierty & Betty H. Reeder (2001), *Industrial Marketing (2nd ed.)*, Prentice-Hall of India Private Limited, New Delhi.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Overview of B2B Marketing	
1.1	Meaning and scope of B 2 B Marketing; classification, Comparison between B2B and B2C	2 hours
1.2	Components of industrial market	1 hour
1.3	Product and demand characteristics; customer characteristics	2 hours
1.4	Marketing mix characteristics	1 hour
2	Demand for Industrial Goods and Buyer Behaviour	
2.1	Demand for Industrial Goods & Factors affecting industrial buying Decision	2 hours
2.2	buying centre factors; roles in buying process	1 hour
2.3	buying objectives/criteria; non-economic objectives	1 hour
2.4	Webster-Wind model, Sheth model, the buygrid model	1 hour
2.5	Buy classes; buy phases, appropriate marketing strategies over various buying situations and phases	2 hours
2.6	Business buying process complexity, modern purchasing activities	1 hour
3	Industrial Market STP and Relationship Marketing	
3.1	Market Segmentation – Meaning, benefits, requirements for effective Segmentation	1 hour
3.2	Macro and micro segmentations; intermediate segmentation; nested approach to segmentation	1 hours
3.3	Criteria for segmentation variables; market targeting; differentiation; positioning.	1 hours
3.4	Adversarial and partnership models & lifecycle models of buyer-supplier relationship	1 hours
3.5	Stages of buyer seller relationship models; selection of firms for collaboration;	2 hours
3.6	Production linkages and industrial marketing	1 hour
4	Industrial Marketing Communication and Logistics	
4.1	Industrial Marketing Communication mix; salient features of business marketing communication	1 hours
4.2	major decisions in industrial marketing communication; trade fairs	1 hours

	and exhibitions.	
4.3	Personal Selling - Types of industrial salesmen; management of sales force;	1 hour
4.4	knowledge/training for sales force; organising sales force; personal selling process	1 hour
4.5	Industrial Marketing Logistics - Components; importance of logistic; business-to-business logistical services;	1 hours
4.6	Supply chain management; types of distribution; channel systems; multi-channel marketing system;	1hours
4.7	channel conflicts; factors influencing channel design.	1 hour
5	Industrial Product and Pricing Decisions	
5.1	Industrial Product Decisions; product lifecycle	1 hours
5.2	new product development; classification of new products; product revitalisation/elimination	1 hours
5.3	Industrial pricing - Characteristics; factors affecting pricing; pricing objectives;	2 hours
5.4	Costs in industrial pricing; pricing methods/approaches; new product pricing;	2 hours
5.5	Pricing over the PLC; pricing policies; geographic pricing; transfer pricing; leasing;	2 hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA255	CONSUMER BEHAVIOUR	Elective	3	0	0	3

Preamble: The objective of the course is to acquaint the students with latest trends in consumer behaviour. The different paradigms discussed in the course are careful blend of several theories and practices propagated by behavior theorists in understanding the contemporary practices of consumer behavior. The course also gives due importance in discussing the various models of consumer behavior which shall be helpful in building a concrete basement for the student understanding.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Understand the concepts of consumer behaviour and its application in marketing Management
CO 2	Assess the environmental and individual determinants of consumer behaviour.
CO 3	Analyse the intricacies of consumer buying behaviour and strategies of consumer attitude formation and change
CO 4	Explain the concept of diffusion of innovation
CO 5	Appraise the various consumer decision making models.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	1	3	1	-	-	1	-
CO 2	3	1	2	-	-	-	-	-
CO 3	3	3	1	1	1	-	1	-
CO 4	3	1	1	1	-	-	1	-
CO 5	3	3	3	2	3	-	2	-

Assessment Pattern

Bloom’s Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions).

Syllabus	
Module 1	<p>Introduction to Consumer Behaviour: Consumer Behaviour-Scope and Application of Consumer Behaviour, Evolution of Consumer Behaviour as a Field of Study and its relationship with Marketing, The Interdisciplinary Nature of Consumer Behaviour.</p> <p>Market Research and Consumer Behaviour: Approaches to Consumer Behaviour Research, Quantitative Research, Qualitative Research;</p> <p>Market Segmentation and Positioning: Demographics and Market Segmentation, Lifestyle and psychographic segmentation, Usage Segmentation, Benefit Segmentation, Product Positioning</p>
Module 2	<p>Environmental Influence on Consumer Behaviour: Culture, Subcultures, Social Class, Reference Groups, Opinion leadership- Dynamics of Opinion Leadership Process - Measurement of Opinion Leadership - Traits and Characteristics of Opinion Leaders -Relevance of Opinion Leadership for a Marketer, Celebrity Endorsement, Family</p> <p>Individual Determinants of Consumer Behaviour: Consumer's Needs & Motivation, Emotions and Mood, Consumer Involvement, Consumer Learning, Personality, Self-concept and Self-image, Consumer Perception, Risk and Imagery.</p>
Module 3	<p>Consumer Attitude Formation and Change: Structural Models and Theories, Attitude Formation, Strategies of Attitude Change.</p> <p>Consumer Decision Making Process: Problem Recognition- Search and Evaluation – Purchasing Process- Post Purchase Behaviour; Buying Motives, Buying Roles, Types/levels of Consumer Decision Making, Perspectives to Consumer Decision Making, Online buying behaviour</p>
Module 4	<p>Diffusion of Innovation: Diffusion Process, Adoption Process, Categories of adopters, Consumer Innovators, Profile of Consumer Innovator, Buying Decision Process towards new Products.</p>
Module 5	<p>Models of Consumer Behaviour: The Economic model, Learning model, Psychoanalytic model, The sociological model, The Howard Sheth model, The Nicosia model, EBM Model, Consumer Black Box Model</p>

Textbook
<ol style="list-style-type: none"> 1. Schiffman L.G., Kanuk, L. L. & Kumar S. R (2015). <i>Consumer Behaviour (10th edn)</i>. Prentice Hall. 2. Loudon D. L., Della Bitta A. (1992). <i>Consumer Behaviour</i>, Tata McGraw-Hill 3. Batra S, K. & Kazmi S.H.H. (2009). <i>Consumer Behaviour</i>, Excel Books. 4. Nair Suja R. (2015). <i>Consumer Behaviour</i>, Himalaya Publishing House, Mumbai.
References and Suggested Readings
<ol style="list-style-type: none"> 1. Majumdar R., (2010). <i>Consumer Behaviour: Insights from Indian Market</i>. Prentice Hall India. 2. Hawkins Del I., Best R. J. and Mothersbaugh D. L. (2007) <i>Consumer Behaviour – Building Marketing Strategy</i>, Tata McGraw-Hill.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Introduction to Consumer Behaviour, Market Research & Market Segmentation	
1.1	Consumer Behaviour-Scope and Application of Consumer Behaviour, Evolution of Consumer Behaviour as a Field of Study and its relationship with Marketing, The Interdisciplinary Nature of Consumer Behaviour.	2 Hours
1.2	Approaches to Consumer Behaviour Research, Quantitative Research, Qualitative Research	2 Hours
1.3	Demographics and Market Segmentation, Lifestyle and psychographic segmentation, Usage Segmentation, Benefit Segmentation, Product Positioning	3 Hours
2	Consumer Behaviour - Environmental Influence & Individual Determinants	
2.1	Culture, Subcultures, Social Class, Family	2 Hours
2.2	Reference Groups, Opinion leadership- Dynamics of Opinion Leadership Process - Measurement of Opinion Leadership - Traits and Characteristics of Opinion Leaders -Relevance of Opinion Leadership for a Marketer, Celebrity Endorsement	2 Hours
2.3	Consumers Needs & Motivation, Emotions and Mood, Consumer Involvement, Consumer Learning,	2 Hours
2.4	Personality, Self-concept and Self- image, Consumer Perception, Risk and Imagery.	2 Hours
3	Consumer Attitude Formation & Consumer Decision Making Process	
3.1	Consumer Attitude Formation and Change: Structural Models and Theories, Attitude Formation, Strategies of Attitude Change.	2 Hours
3.2	Consumer Decision Making Process: Problem Recognition- Search and Evaluation – Purchasing Process- Post Purchase Behaviour;	3 Hours
3.3	Buying Motives, Buying Roles, Types/levels of Consumer Decision Making, Perspectives to Consumer Decision Making, Online buying behaviour	2 Hours
4	Diffusion of Innovation	
4.1	Diffusion Process, Adoption Process, Categories of adopters,	2 Hours
4.2	Consumer Innovators, Profile of Consumer Innovator,	2 Hours
4.3	Buying Decision Process towards new Products.	2 Hours
5	Models of Consumer Behavior	
5.1	The Economic model, Learning model, Psychoanalytic model, The sociological model	3 Hours
5.2	The Howard Sheth model, The Nicosia model,	2 Hours
5.3	EKB Model, EBM Model, Consumer Black Box Model	3 Hours
Total		36 hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA257	SERVICES MARKETING	Elective	3	0	0	3

Preamble: Services marketing is increasingly assuming importance in today's world as marketers have identified whether its products or services, relationship is the key to making profits in business. Services marketing focus on how to make such relationships and every point of contact with customers meaningful and generate opportunities. So the course holds a prominent place both in academia as well as in business. Service sector accounts for 60% of GDP in India and 54% globally (Statisticstimes.com, 2020). So this has to be taught at much deeper level in a service dominant economy like ours. The course thus exposes the students to understanding the service products, consumers and markets how to apply the 4Ps of

marketing to services, manage the customer interface and implement profitable service strategies.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO1	Apply knowledge of management theories and practices to solve business problems
CO2	Foster Analytical and critical thinking abilities for data-based decision making.
CO3	Develop Value based Leadership ability
CO4	Understand, analyze and communicate global, economic, legal, and ethical aspects of business
CO5	Develop the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3	3	-	1	-	3	-
CO 2	3	3	3	-	1	-	2	-
CO 3	2	-	-	3	2	2	-	-
CO 4	2	-	-	2	-	-	1	-
CO 5	2	2	-	3	1	-	2	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions).

Syllabus	
Module 1	Understanding Service Products: New perspective on marketing in service industry- Four board categories of services, Traditional marketing mix applied to Services, The extended services marketing mix for managing the customer interface, Characteristics of services- Product vs Services- Tangibility Spectrum; Services Sector in Indian Economy- Characteristics of Services Sector Industries.
Module 2	Consumer Behaviour in Services Context- Three stage model of Service consumption- Servuction Model - Expectation Development by Consumers- Zone of Tolerance- Determinants of Maximum Service Level, Minimum Service Level, Maximum and Minimum Service Levels, Service Perception; Market Segmentation in Services Sector – Undifferentiated marketing, differentiated marketing, Bases of Market Segmentation- Services Attributes and levels- Developing and effective positioning strategy.
Module 3	Service Demand Management: Demand Situation- Demand Patterns, Demand Variations- Demand Forecasting Methods- Demand Management –Capacity Management; Developing service products: Planning and creating service products- The flower of service - Branding service products and experiences - New Service Development-Steps in development of a New Service. The Service Product Mix- Service Differentiation-Service Lifecycle Management
Module 4	Managing the Customer Interface: Flowcharting customer service process- Service Blue prints – Physical Evidence- Servicescapes- Types of Servicescapes- Mehrabian-Russell Stimulus Response Model- Russel’s Model of Affect Servicescape Model- Dimensions of Service Environment- Service Quality Management- Service Perception – Determinants of Service Quality- Service Quality Audit- GAP Model of Service Quality- SERVQUAL- Total Quality Services Marketing- Service Excellence
Module 5	Delivery of Services: Delivering Service through intermediaries-distribution growth options- Internationalization in distribution. Service Failures and Recovery: Types of service encounters- Deviations in services - Types of service encounters - Customer response to failures - Service Failures - Failure types - Complaint Management- Service Recovery – Service Guarantee.

Text Book

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: *Services Marketing: People, Technology and Strategy*, Pearson Education, 2011

References and Suggested Readings

1. K. Rama Mohana Rao, *Services Marketing*, Pearson Education, 2011.
2. Harsh V Verma, *Services Marketing: Text and Cases*, Pearson Education, 2011
3. Rajendra Nargundkar, *Services Marketing: Text and Cases*, McGraw Hill Education India Private Limited, 2003

4. John E.G. Bateson and K. Douglas Hoffman, *Services Marketing*, Cengage Learning, 2012
5. C Bhattacharjee, *Services Marketing: Concepts, Planning and Implementation*, Excel Books, 2010
6. V. Zeithaml, Mary JB, Dwyane DG and Ajay Pandit, *Services Marketing: Integrating Customer Focus Across the Firm*, McGraw Hill Education India Private Limited, 2013
7. Leonard L Berry, *On Great Service: A Framework for Action*, The Free Press, 1995
8. Jauhari and Dutta, *Services: Marketing, Operations and Management*, Oxford University Press India, 2009
9. Lusch and Vargo, *The Service - Dominant Logic of Marketing: Dialog, Debate and Directions*, PHI Learning Private Limited, 2006...

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Understanding Service Products: New perspective on marketing in service Industry	
1.1	Four board categories of services, Traditional marketing mix applied to Services	2 Hours
1.2	The extended services marketing mix for managing the customer Interface	3 Hours
1.3	Characteristics of services- Product vs Services, Tangibility Spectrum	1 Hour
1.4	Services Sector in Indian Economy- Characteristics of Services Sector Industries.	1 Hour
2	Consumer Behavior in Services Context	
2.1	Three stage model of Service consumption- Servuction Model	2 Hours
2.2	Expectation Development by Consumers- Zone of Tolerance	1 Hour
2.3	Determinants of Maximum Service Level, Minimum Service Level, Maximum and Minimum Service Levels, Service Perception	2 Hours
2.4	Market Segmentation in Services Sector – Undifferentiated marketing, differentiated marketing, Bases of Market Segmentation- Services Attributes and levels	2 Hours
2.5	Developing and effective positioning strategy	1 Hour
3	Developing service products & Service Demand Management	
3.1	Planning and creating service products-The flower of service, Branding service products and experiences	1 Hour
3.2	Steps in development of a New Service	1 Hour
3.3	The Service Product Mix, Service Differentiation	1 Hour
3.4	Service Lifecycle Management.	1 Hour
3.5	Demand Situation- Demand Patterns, Demand Variations	1 Hour
3.6	Demand Forecasting Methods	1 Hour
3.7	Demand Management, Capacity Management	1 Hour

4	Managing the Customer Interface	
4.1	Flowcharting customer service process- Service Blue prints –	1 Hour
4.2	Physical Evidence- Servicescapes- Types of Servicescapes	1 Hour
4.3	Mehrabian-Russell Stimulus Response Model- Russel's Model of Affect Servicescape Model- Dimensions of Service Environment	1 Hour
4.4	Service Quality Management- Service Perception – Determinants of Service Quality- Service Quality Audit- GAP Model of Service Quality- SERVQUAL	2 Hours
4.5	Total Quality, Services Marketing- Service Excellence	1 Hour
5	Delivery of Services& Service Failures and Recovery	
5.1	<i>Delivering</i> Service through intermediaries-distribution growth options	1 Hour
5.2	Internationalization in distribution.	2 Hours
5.3	Types of service encounters- Deviations in services - Customer response to failures - Service Failures.	2 Hours
5.4	Failure types - Complaint Management- Service Recovery	2 Hours
5.5	Service Guarantee.	1 Hour
Total		36 Hours



Course Code	Course name	Category	L	T	P	Credit
24SJ MBA259	INTEGRATED MARKETING COMMUNICATIONS	Elective	3	0	0	3

Preamble: The objective of the course is to understand the principles and practices of marketing communications, which involves the tools used by marketers to facilitate a managerial framework for integrated marketing communications planning.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Explain the elements and planning process of integrated marketing communications.
CO 2	Evaluate the Integrated Marketing Communication Mix and establish monitoring, evaluation and control measures.
CO 3	Analyse the characteristics of Advertisements and Advertising Agency operations, and to assess the ethical and social impact of Marketing Communication.
CO 4	Compare the various media management styles and evaluate the importance of message strategy and message design in marketing communication.
CO 5	Elucidate the concepts of other elements of Marketing Communications Strategy and International Marketing communications and its influences on promotional activities.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	1	1	-	-	-	-	-
CO 2	3	2	2	-	3	-	1	-
CO 3	3	3	2	2	2	-	3	-
CO 4	3	2	2	1	2	-	-	-
CO 5	3	1	2	-	1	-	2	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions).

Syllabus	
Module 1	Introduction to Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC; Planning and organizing the Integrated Marketing Communication Processes.
Module 2	Developing a Theoretical understanding of Marketing Communications: Marketing Communications Mix; Factors Affecting Marketing Communications Mix; Marketing Communication Process; Models of Marketing Communications; Planning and Budgeting Process of Marketing Communications; Marketing Communications Research; Monitoring, Evaluation and Control of Integrated Marketing Communications; Measuring the Effectiveness of Marketing Communication elements; Role of E-Commerce in Marketing Communication;
Module 3	Advertising: Definition, Importance and Scope; Types of Advertising (Online & Offline); Advertising Planning and Objective; Budgeting; Creative Strategy, Tactics and Format Advertising Appeals, Advertising Execution Styles, Advertising campaigns; Ad Agency Functions; Types of Ad Agencies; Selection and Compensation of Ad Agencies; Advertising Research; Role of Ad Agencies and other Marketing Communication organizations, Client Agency Relationship; Advertising Management: Preparation and Choice of Methods of Advertising Budget. Regulation of Advertising and Promotion: Self and State regulation, Social, Ethical and economic aspects of Marketing Communication; Legal and Regulatory Aspects of IMC;
Module 4	Message Strategy: Creativity, The Creative Process, Creative strategy development- Copy Platform, Creative Strategy, Implementation and Evaluation; Message Design: The Creative concept development; the creative processes of the different forms of IMC; AIDA model; Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting. Media Management: Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media strategy; Emerging Concepts and Issues in Marketing Communications Sponsorship;
Module 5	Other elements in Marketing Communications Strategy: Below-the-line Communications, Sales Promotion, Public Relation, Event management, Publicity, Corporate Communication. Corporate Advertising, Direct Marketing, Personal Selling; International Marketing Communication: Role of international marketing communication in international marketing, Cultural and other differences, Global Vs. localized marketing communications, Organizing for international marketing communication;

Text Book	
<ol style="list-style-type: none"> 1. Purani, K., Belch, G. E., & Belch, M. A. (2013), <i>Advertising and Promotion: An Integrated Marketing Communications Perspective</i>. Tata McGraw-Hill. 2. Dutta K. (2016), <i>Integrated Marketing Communications</i>. Oxford University Press 	
References and Suggested Readings	
<ol style="list-style-type: none"> 1. Blair, M., Armstrong, R. and Murphy, M. (2003), <i>The 360 Degree Brand in Asia: Creating More Effective Marketing Communications</i>, Singapore: John Wiley & Sons. 2. Clow, K. E. (2004). <i>Integrated advertising, promotion, and marketing communications</i>. Pearson Education India. 3. Smith, P. R., & Taylor, J. (2004). <i>Marketing communications: an integrated approach</i>. Kogan Page Publishers. 4. Andrews, J. C., & Shimp, T. A. (2017). <i>Advertising, promotion, and other aspects of integrated marketing communications</i>. Cengage Learning. 5. Jain, S. (2008). <i>Integrated Marketing Communication: Trends and Innovations</i>. Global India Publications. 6. Kazmi, S. H. H., & Batra, S. K. (2009). <i>Advertising and sales Promotion</i>. Excel Books India. 7. Shah, K., & D'Souza, A. (2009). <i>Advertising & Promotions an IMC Perspective</i>. Tata McGraw-Hill 8. Jethwaney, J. N., & Jain, S. (2012). <i>Advertising management</i>. Oxford University Press. 	

Course Contents and Lecture Schedule

No.	Topic	No. of Lectures
1	Introduction to Integrated Marketing Communication (IMC)	
1.1	Marketing Communication, Objectives of Marketing Communication	2 Hours
1.2	Factors contributing to IMC, Participants in IMC	2 Hours
1.3	Planning and organizing the Integrated Marketing Communication Processes	2 Hours
2	Developing a Theoretical understanding of Marketing Communications	
2.1	Marketing Communications Mix; Factors Affecting Marketing Communications Mix	1 Hour
2.2	Marketing Communication Process; Models of Marketing Communications; Planning and Budgeting Process of Marketing Communications	2 Hours
2.3	Marketing Communications Research; Monitoring, Evaluation and Control of Integrated Marketing Communications	2 Hours
2.4	Measuring the Effectiveness of Marketing Communication elements; Role of E-Commerce in Marketing Communication	1 Hour
3	Advertising	

3.1	Importance and Scope; Types of Advertising (Online & Offline); Advertising Management: Preparation and Choice of Methods of Advertising Budget	2 Hours
3.2	Advertising Planning and Objective: Creative Strategy, Tactics and Format Advertising Appeals, Advertising Execution Styles, Advertising campaigns;	2 Hours
3.3	Ad Agency Functions; Types of Ad Agencies; Selection and Compensation of Ad Agencies; Advertising Research; Role of Ad Agencies and other Marketing Communication organizations, Client Agency Relationship	2 Hours
3.4	Regulation of Advertising and Promotion: Self and State regulation, Social, Ethical and economic aspects of Marketing Communication; Legal and Regulatory Aspects of IMC	2 Hours
4	Message Strategy and Media Management	
4.1	Creativity, The Creative Process, Creative strategy development- Copy Platform, Creative Strategy, Implementation and Evaluation	2 Hours
4.2	The Creative concept development; the creative processes of the different forms of IMC; AIDA model; Creative planning, creative strategy development, Communications appeals and execution,	2 Hours
4.3	Message strategy design considerations, Source of the message, Message integration, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting	2 Hours
4.4	Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media strategy; Emerging Concepts and Issues in Marketing Communications Sponsorship	2 Hours
5	Other elements in Marketing Communications Strategy	
5.1	Sales Promotion, Public Relation, Direct Marketing, Personal Selling	2 Hours
5.2	Event management, Publicity, Corporate Communication. Below-the-line Communications Corporate Advertising,	2 Hours
5.3	International Marketing Communication: Role of international marketing communication in international marketing, Cultural and other differences,	2 Hours
5.4	Global Vs. localized marketing communications, Organizing for international marketing communication;	2 Hours
Total Hours		36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA263	RETAIL MANAGEMENT	Elective	3	0	0	3

Preamble: The objective of this course is to familiarize the students with basic operational practices and concepts associated with modern retail organizations. The course also intends to ensure that the students understand the importance of total retail experience, customer service, and relationship retailing.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to

CO1	Recall the basic concepts pertaining to retail and its operations
CO2	Explain the strategies and decisions involved in locating a retail store and its operations
CO3	Analyze the various decision relating to the operations of retail store
CO4	Evaluate the retail strategy involved in successful store operations pertaining to Indian concepts
CO5	Develop the merchandise management plans and pricing strategies

Mapping of course outcomes with program outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	2	-	-	-	2	-
CO2	3	2	3	1	-	-	2	-
CO3	2	-	3	-	1	-	2	-
CO4	3	2	1	-	-	-	3	-
CO5	2	2	1	1	-	-	2	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions).

Syllabus	
Module 1	Retail Management: Rise of the retailer, Growth of global retail market, Challenges Faced by Retailers World Wide; Theories of Retail Development: Evolution of Retail Formats, Theories of Retail Development, Lifecycle in Retail, Understanding Retail Formats, Non- store and Non-Traditional Retail Formats, Service Retail.
Module 2	<i>Retailing in India:</i> Evolution of Retail in India, Traditional business models in Indian Retail, Drivers of Retail Change in India, Size of Retail in India, Key sectors in Indian Retail, Foreign Direct Investment in Indian Retail, Rural Retailing in India. <i>Strategic Planning in Retailing:</i> Situational Analysis, Objectives, Identification of Consumer Characteristics and Needs, Overall Strategy, Control & Feedback.
Module 3	<i>Retail Institution by Ownership:</i> Independent, Chain, Franchising, Leased Department, Vertical Marketing System, Consumer Cooperative, Horizontal Marketing System. Retail Institution by Store-Based Strategy Mix: The Wheel of Retailing, Scrambled Merchandising, The Retail Life Cycle. Web, Non-Store Based, and other Forms of Traditional Retailing: Direct Marketing, Direct Selling, Vending Machines, E-Retailing, Other Non-Traditional Forms of Retailing. Targeting Consumers and Gathering Information – Identifying and Understanding Consumers, Consumer needs and desires, Shopping Attitudes and Behaviour
Module 4	<i>Choosing a Store Location:</i> Trading- Area Analysis, Characteristics of Trading Area; <i>Site Selection</i> – Types of Location, Location and Site Evaluation; Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery <i>Store Management:</i> Retail Business –HRM in Retail Organization, Financial Management in Retailing-Profit Planning, Asset Management and Budgeting, , Compensating and rewarding store employees.
Module 5	<i>Merchandise Management and Pricing:</i> Merchandising Philosophy, Buying organization format and process, Devising Merchandising Plans, Category Management, Implementing Merchandise Plans, Logistics, Inventory Management, External Factors Affecting Retail Price Strategy, Developing a Retail Price Strategy. Promotional Strategy: Elements of Retail Promotional Mix, Planning a Retail Promotional Mix

Text Books

1. Barry Berman, Joel Evans and Mini Mathur, (2016). *Retail Management: A Strategic Approach*, 11th Edn., Pearson
2. Swapna Pradhan, (2012). *Retail Management: Text and Cases*, 4th Edn. McGraw-Hill

References and Suggested Readings

1. Bajaj, Tuli and Srivastava, *Retail Management*, New Delhi: Oxford University Press.
2. Gibson G. Vedamani, *Retail Management*, Mumbai: Jaico Publishing House.
3. Lewison, D. M. and Delozier, W. M., *Retailing*, Columbus: Merrill Publishing Co.
4. Dunne Patrick M., Lusch Robert F, Griffith David A, (2002) *Retailing*, 4th Ed, Thomson South Western
5. Levy Michael, Weitz Barton A. (2001) *Retailing Management*, (5thEdn) McGraw-Hill.
6. Sinha Piyush Kumar and Uniyal Dwarika, (2005) *Retail Management - An Asian Perspective*, Thomson Learning, Singapore.
7. Gerasimos Marketos, Evangelos E. Kotsifakos and Yannis Theodoridis, *Rethinking Decision Making: Measuring and Managing Performance*,
<http://infolab.cs.unipi.gr/pubs/confs/NTmarketing07.pdf>
8. *Types of Retail Locations*, http://retail.about.com/od/location/a/retail_location.htm
9. *Retail Location Strategies*, <http://www.ccim.com/cire-magazine/articles/retail-location-strategies>
10. *Ethical and Legal Issues in Retailing*,
<http://www.icmrindia.org/courseware/Retail%20Management/Ethical-Legal%20Issues-Retailing.htm>

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Introduction to Retail Management	
1.1	Rise of the retailer, Growth of global retail market	2 Hours
1.2	Challenges Faced by Retailers World Wide, Theories of Retail Development: Evolution of Retail Formats, Theories of Retail Development, Lifecycle in Retail,	3 Hours
1.3	Understanding Retail Formats, Service Retail	2 Hours
2	Retailing in India	
2.1	Evolution of Retail in India, Traditional business models in Indian Retail, Drivers of Retail Change in India, Size of Retail in India, Key sectors in Indian Retail	3 Hours
2.2	Foreign Direct Investment in Indian Retail, Rural Retailing in India.	2 Hours
2.3	Strategic Planning in Retailing: Situational Analysis,	3 Hours
3	Retail Institution	
3.1	Ownership	2 Hours
3.2	Store Based, and other Forms of Traditional Retailing	3Hours
3.3	Non-Store Based	2Hours
4	Choosing a Store Location:	
4.1	Store design elements, Visual merchandising	2 Hours
4.2	Customer service quality, Service recovery	2 Hours
4.3	Store Management -HRM in Retail Organization, Financial Management in Retailing	2 Hours
5	Merchandise Management and Pricing	
5.1	Merchandising Philosophy, Buying organization format and process	2 Hours
5.2	Logistics, Retail Price Strategy.	3 Hours
5.3	Retail Promotional Strategy	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA267	BRAND MANAGEMENT	Elective	3	0	0	3

Preamble: This course intends to create awareness so as to enable the use of branding as a key differentiator. This course is designed to get familiarized with the different contemporary branding theories and practices.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Explain the Branding concepts and the various implications of Strategic Brand decisions
CO 2	Examine the methods for choosing brand elements and in building and assessing brand equity models
CO 3	Evaluate Brand Positioning and values, and to appraise the planning and implementation strategies of Brand Marketing Programmes
CO 4	Assess the various methods of measuring and interpretation of Brand Performance and the applications of sustaining Brand Equity in Organizations
CO 5	Analyze global business opportunities and its implications on a firm's product and branding strategy and to identify the concepts and tools for managing brands over time

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	2	-	-	-	2	-
CO 2	3	2	3	2	-	-	-	-
CO 3	3	-	2	-	-	-	3	-
CO 4	3	3	3	-	-	-	1	-
CO 5	2	1	3	-	-	-	2	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions).

Syllabus	
Module 1	<p>Introduction to Brand Management: Brand, Brand elements, Branding Challenges and Opportunities; Brand equity concepts; Brand concepts: Brand value, Brand Identity, Brand personality, Brand image; Strategic brand Management Process.</p> <p>Brand strategy decisions: Sustaining a brand long-term, Branding at different stages of market; Brand Architecture, Multi-Brand Portfolio.</p>
Module 2	<p>Managing Brand Equity: Choosing brand elements to build brand equity – Building a strong brand: The four steps of brand building, Customer based brand equity – Understanding and Measuring brand equity using Aaker, Keller, Kapferer, Young and Rubicam, Interbrand methodologies (methods of brand valuation); Monitoring brands; Sources of brand equity (Brand Awareness, Brand personality, Brand loyalty, perceived quality, brand associations); The Brand Report Card; Managing Brand Extensions.</p>
Module 3	<p>Identifying and Establishing Brand Positioning and Values: Sources of brand equity, Identifying and establishing brand positioning, Defining a brand mantra, Brand repositioning; Brand resonance and the brand value chain.</p> <p>Planning & Implementing Brand Marketing Programs: Criteria for Choosing Brand Elements, Options & tactics for Brand Elements, Use of Integrated Marketing Communication for Brand Building, Leveraging Secondary Brand Associations to Brand building.</p>
Module 4	<p>Measuring & Interpreting Brand Performance: Developing A Brand Equity Measurement & Management System, Measuring Sources of Brand Equity & Outcome of Brand Equity; Measures – The Brand Equity Ten, Brand value based upon future earnings.</p> <p>Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Co-branding; Brand revitalizing; Brand Systems Audit.</p>
Module 5	<p>Managing brands across geographical boundaries: Global branding strategies – global brand planning process, creating cross-country synergy; Special branding categories: Service brands, Private labels, Industrial brands, Luxury brands, Heritage brands, Internet brands, TOM (Top of mind recall) brands; Brand building in Indian context; Brand building on the web, e- branding, online vs. offline brand building.</p>

Text Book

1. Keller, K. L., Parameswaran, M. G., & Jacob, I. (2011). *Strategic brand management: Building, measuring, and managing brand equity*. Pearson Education India.
2. Johansson, J. K., & Carlson, K. A. (2014). *Contemporary brand management*. Sage Publications.

References and Suggested Readings

1. Kapferer, J.N. (2012) *The New Strategic Brand Management: Advanced Insights and Strategic Thinking*. 5th Ed. Kogan Page
2. Aaker, D.A. (2010) *Building Strong Brands*. Simon & Schuster.
3. Aaker, D. A. (2011). *Brand relevance: Making competitors irrelevant*. John Wiley & Sons.
4. Sengupta, S. (2005). *Brand positioning: Strategies for competitive advantage*. Tata McGraw-Hill Education.
5. Elliott, R. H., Rosenbaum-Elliott, R., Percy, L., & Pervan, S. (2015). *Strategic brand management*. Oxford University Press, USA.
6. Roper, S. & Fill, C. (2012.) *Corporate Reputation; Brand and Communication*. Pearson Education Ltd.
7. Aaker, D. A., & Joachimsthaler, E. (2000). *Brand leadership: the next level of the brand leadership*. Free Press.

Course Contents and Lecture Schedule

	Topic	No. of Lectures
1	Introduction to Brand Management:	
1.1	Brand, Brand elements, Branding Challenges and Opportunities; Brand equity concepts	2 Hours
1.2	Brand concepts: Brand value, Brand Identity, Brand personality, Brand image; Strategic brand Management Process	2 Hours
1.3	Brand strategy decisions: Sustaining a brand long-term, Branding at different stages of market; Brand Architecture, Multi-Brand Portfolio	3 Hours
2	Managing Brand Equity	
2.1	Choosing brand elements to build brand equity – Building a strong brand: The four steps of brand building,	2 Hours
2.2	Customer based brand equity – Understanding and Measuring brand equity using Aaker, Keller, Kapferer, Young and Rubicam, Interbrand methodologies (methods of brand valuation);	2 Hours
2.3	Monitoring brands; Sources of brand equity (Brand Awareness, Brand personality, Brand loyalty, perceived quality, brand associations); The Brand Report Card; Managing Brand Extensions.	3 Hours
3	Identifying and Establishing Brand Positioning and Values:	
3.1	Sources of brand equity, Identifying and establishing brand positioning, Defining a brand mantra, Brand repositioning; Brand resonance and the brand value chain.	2 Hours
3.2	Planning & Implementing Brand Marketing Programs: Criteria for Choosing Brand Elements, Options & tactics for Brand Elements	2 Hours
3.3	Use of Integrated Marketing Communication for Brand Building,	3 Hours

	Leveraging Secondary Brand Associations to Brand building.	
4	Measuring & Interpreting Brand Performance	
4.1	Developing A Brand Equity Measurement & Management System, Measuring Sources of Brand Equity & Outcome of Brand Equity;	2 Hours
4.2	The Brand Equity Ten, Brand value based upon future earnings.	2 Hours
4.3	Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Co-branding; Brand revitalizing; Brand Systems Audit.	3 Hours
5	Managing brands across geographical boundaries:	
5.1	Global branding strategies – global brand planning process, creating cross-country synergy;	2 Hours
5.2	Special branding categories: Service brands, Private labels, Industrial brands, Luxury brands, Heritage brands, Internet brands,	3 Hours
5.3	TOM (Top of mind recall) brands; Brand building in Indian context; Brand building on the web, e-branding, online vs. offline brand building.	3 Hours
Total Hours		36 Hours



Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA271	SUPPLY CHAIN MANAGEMENT	Elective	3	0	0	3

Preamble: The course on Supply Chain Management helps the students to comprehend the concepts of supply chain with reference to the recent trends. The course equips students to apply the concept of strategic fit, delineate the supply chain drivers and the supply chain metrics, appraise supply chain network decisions, analyse the impact of uncertainty in supply chain and decipher the importance of demand and supply planning in supply chain with reference to the global and Indian context.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Evaluate the importance of Supply Chain Strategic Framework.
CO 2	Analyse the Supply Chain Network Decisions.
CO 3	Appraise the significance of planning demand and supply in Supply Chain.
CO 4	Explain the impact of uncertainty in a Supply Chain.
CO 5	Evaluate the impact of Transportation, Sourcing and Pricing Decisions in Supply Chain Success.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3	2	2	2	-	3	-
CO 2	3	3	2	3	2	-	3	-
CO 3	3	3	3	3	3	-	3	-
CO 4	3	3	3	3	2	-	3	-
CO 5	3	3	2	3	2	-	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Supply chain strategic framework – Concept of Supply Chain, Objectives and Importance of Supply Chain, Supply Chain Process, Supply Chain Decisions, Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope, Obstacles to achieving strategic Fit, Achieving and Maintaining Strategic Fit in the current Indian Scenario, Supply Chain Drivers and Metrics.
Module 2	Designing the supply chain network - Role of Distribution in the Supply Chain, Factors influencing Distribution Network Design Decisions, Design Options for a Distribution Network, Distribution Decisions in Indian FMCG Sector. Network Design – Components of Network Design, Factors affecting Network Design Decisions, Impact of Uncertainty on Network Design, Global Supply Chain – Making Global Supply Chain Design Decisions with reference to Indian Scenario.
Module 3	Planning demand and supply in a supply chain – Role of Forecasting in a Supply Chain, Characteristics of a Forecast, Forecasting Methods, Role of Aggregate Planning in Supply Chain, Aggregate Planning Problem, Aggregate Planning Strategies, Managing Supply and Demand, Predictive Variability in Practice, Lack of Supply Chain Coordination and Bull Whip Effect, Obstacles to Supply Chain Coordination, Managerial levers to achieve coordination.
Module 4	Planning and managing uncertainty in supply chain – Role of Cycle Inventory in a Supply Chain, Cycle Inventory Optimisation with reference to Indian Distribution Channels, Role of safety Inventory in a Supply Chain, Impact of Supply Chain Uncertainty on Safety Inventory, Impact of Aggregation on Safety Inventory, Impact of Replenishment Policies on Safety Inventory, Managing Uncertainty in Supply Chain through Postponement, Role of IT in Inventory Management, Supply Chain IT Framework and Transaction Management Foundation.
Module 5	Designing and planning transportation, sourcing and pricing decisions in a supply chain - Role of Transportation in Supply Chain, Modes of Transportation and their performance characteristics, Transportation Network Design Options in Supply Chain, Transportation Decisions in Practice. Role of Sourcing in Supply Chain, In-house or Outsource, 3PL and 4PL, Pricing and Revenue Management in a Supply Chain.

Text Book

1. Sunil Chopra, Peter Meindl, Kalra D.V. (2018). Supply Chain Management: Strategy, Planning and Operation (7th edition). Pearson Education Ltd.
2. Donald J. Bowersox, David J Closs, Bixby Cooper M. (2014). Supply Chain Logistics Management. McGraw Hill Education.
3. Nada R. Sanders (2013). Supply Chain Management: A Global Perspective. John Wiley & Sons.

References and Suggested Readings

1. Sahay B.S. (2012). Supply Chain Management for Global Competitiveness. MacMillan India Ltd.
2. David N Burt, Donald W. Dobler, Stephen L Starling (2012). World Class Supply Chain Management: The Key to Supply Chain Management. McGraw Hill Education.
3. Sople V.V. (2013). Logistics Management: Supply Chain Imperative. Pearson Education.
4. Alan. E. Branch (2008). Global Supply Chain Management and International Logistics. Routledge.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Introduction to supply chain	
1.1	Enumerate the objectives and concepts of Supply Chain	2 Hours
1.2	Interpret the fundamental concepts in Strategic fit	2 Hours
1.3	Compare Supply Chain Drivers and Impact on Supply Chain Performance	2 Hours
2	Designing the supply chain network	
2.1	Illustrate the Distribution Network Design Options	3 Hours
2.2	Factors affecting Network Design	2 Hours
2.3	Compare and contrast the Domestic and Global Supply Chain	2 Hours
3	Planning demand and supply in a supply chain	
3.1	Enumerate the forecasting methods	3 Hours
3.2	Describe the Aggregate Planning Problem and Strategies.	3 Hours
3.3	Demonstrate the effects of Lack of Supply chain coordination.	2 Hours
4	Planning and managing uncertainty in supply chain	
4.1	Relate the Cycle Inventory Optimisation in Indian Distribution Channels	3 Hours
4.2	Appraise the Impact of Uncertainty on Safety Inventory.	3 Hours
4.3	Appraise the IT Supply Chain framework and TMF	2 Hours
5	Designing & planning transportation, sourcing and pricing decisions in a SC	
5.1	List down the various Transportation Network Design Options	3 Hours
5.2	Describe the Sourcing Strategies	2Hours
5.3	Appraise the Pricing and Revenue Management in a Supply Chain.	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA275	QUALITY MANAGEMENT	Elective	3	0	0	3

Preamble: This course deals with primary tools and methods used to monitor and control quality in organizations and the ways in which quality can be improved. It comprises of historical development of quality management, the seven basic tools for quality improvement, and management strategies for implementing world class quality improvement strategies. Emphasis is also given to control chart analysis and process capability study. On successful completion of the course, the student should be able to identify concepts of quality management and improvement. It is aimed at developing abilities to apply tools and techniques of Total Quality Improvement including, statistical process control, control charts and quality function deployment techniques. It also builds the ability to utilize data gathering and analysis tools in process control and six sigma, benchmark organizations in Quality Management and helps understand the ethical issues in quality of services and products.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Correlate various concepts of quality management and its improvement in organizations.
CO 2	Examine primary tools and methods used to monitor and control quality in organizations.
CO 3	Develop abilities to apply tools and techniques of Total Quality Management for data gathering and its analysis.
CO 4	Manage application of analysis tools in process control and six sigma in quality management.
CO 5	Appraise the ethical issues if quality in products and services.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3	3	-	-	-	3	-
CO 2	3	3	3	-	-	-	3	-
CO 3	3	3	3	-	-	-	3	-
CO 4	3	3	3	-	-	-	3	-
CO 5	3	3	3	-	-	3	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Quality: Total quality, Rationale for total quality, key elements of total quality, quality circles, quality gurus. Concept of Costs of Quality, TQM strategies, Customer satisfaction, Employees participation- Quality function deployment, Failure mode Effect Analysis.
Module 2	Quality Tools: Check Sheet, Histogram, Pareto Chart, Cause and Effect diagram, Scatter diagram, Control chart, Graph, Affinity diagram, Tree diagram, Matrix diagram, Process decision program chart, Arrow diagram, Kaizen practice.
Module 3	Acceptance Sampling and Bench Marking: Single sampling, double sampling plans, Process capability studies, Benchmarking, Rationale of benchmarking, Approach and process, Prerequisites of benchmarking, Benefits of benchmarking, Obstacles to successful benchmarking, perpetual benchmarking.
Module 4	Six Sigma: Origin, Goals of six Sigma, Root cause Analysis, need for six sigma, levels of sigma, Role of Six Sigma green belts, Black belts, Master black belts, Champions in Six sigma implementation, cost of quality at various levels of sigma, Competitive level- concept of world class, Six Sigma Methodology- DMAIC Approach, SIPOC concept, Voice of Customer, Calculation of DPMO and sigma, concept of sigma rating, Six sigma in Service sector- Successful implementation of six sigma in global companies
Module 5	Quality Systems: Quality management principles, ISO 9001, ISO 14000, Future of quality system audit, Audit objectives, types of quality audit, Quality Auditor, Audit performance

Text Book

1. David L. Goetsch and Stanley B. Davis. (2015). *Quality Management for Organizational Excellence: Introduction to Total Quality*, (7th Edn.) Pearson Education Inc.
2. Eugene Grant, (2005). *Statistical Quality Control*, McGraw-Hill.
3. Juran, J. M. & Gryna, F.M., (1993). *Quality Planning and Analysis*, McGraw-Hill.
4. Joel E. Ross, Susan Perry (1999). *Total Quality Management: Text, Cases, and Readings*, Third Edition, CRC Press.
5. Charantimath, P.M., (2011). *Total Quality Management*, Pearson Education.

References and Suggested Readings

1. Crosby Philip B., (1979) *Quality Is Free*, (4th edn.) McGraw-Hill Books, NY.
2. Subburaj Rama Swamy, (2011). *Total Quality Management*, Tata McGraw-Hill, New Delhi.
3. Juran Joseph M., (1995), *A History of Managing for Quality: The Evolution, Trends, And Future Directions of Managing for Quality*, ASQC/Quality Press.
4. Gupta N. S. & Velamathi B., (2007). *Total Quality Management*, McGraw-Hill Publications.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Quality	
1.1	TQM	3 Hours
1.2	Costs of Quality	2 Hours
1.3	QFD, FMEA	3 Hours
2	Quality Tools	
2.1	7 old tools	3 Hours
2.2	7 new tools	3 Hours
2.3	Kaizen	2 Hours
3	Acceptance Sampling and Bench Marking	
3.1	Acceptance Sampling	3 Hours
3.2	Process capability studies	2 Hours
3.3	Bench Marking	2 Hours
4	Six Sigma	
4.1	Root cause Analysis, Belts	2 Hours
4.2	Six Sigma Methodology	2 Hours
4.3	Cost of quality at various levels of sigma, Problems	3 Hours
5	Quality Systems	
5.1	ISO 9001, ISO14000	2 Hours
5.2	Quality audit	2 Hours
5.3	Audit performance	2 Hours
	Total	36 hours

Course Code	Course Name	Category	L	T	P	Credit
24SJMBA277	SIX SIGMA AND TQM	Elective	3	0	0	3

Preamble: The objective of this course is to understand the concept and culture of total quality management and to develop skills to use Statistical Quality Control techniques and other quality tools in solving quality-related problems. Approaches to achieve customer satisfaction at a competitive price are the core of lean concept. After successful completion of the course, the students will be able to understand the Total Quality Management and Six Sigma practices, able to prepare and analyse quality control techniques for better decision making.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	To understand the concept of six sigma quality.
CO 2	To understand the implication of quality on business.
CO 3	Identify the requirements of quality improvement programs.
CO 4	To implement quality implementation programs.
CO 5	To manage quality improvement teams.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3	3	-	-	-	3	-
CO 2	3	3	3	-	-	-	3	-
CO 3	3	3	3	-	-	-	3	-
CO 4	3	3	3	3	-	-	3	-
CO 5	3	3	3	3	-	-	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Introduction: Quality definitions and dimensions; Reliability and maintenance; Quality costs; Quality and productivity; Quality policies and goals, Six Sigma – Definition, Key Concepts of Six Sigma –Critical to Quality, Defect, Process Capability, Variation, Origin of Six Sigma, Myths about Six Sigma, Benefits of Six Sigma.
Module 2	Six Sigma and Quality: Key Elements in Six Sigma- Customers, processes, employees, Organisation- Leadership, Sponsors, Team Leaders, Methodology - DMADV Methodology, DFSS Methodology, Project Team Formation, SIPOC Process Map, Measure Phase, Analyse Phase, Improve Phase, Control Phase – Quality Control, Standardisation, Control Methods and Alternatives, Technical tools- Critical-to-quality tree, Process Map, Histogram, Pareto Chart.
Module 3	Quality Philosophies and Practices: Quality gurus and their contributions; Three major philosophies of quality management, Strategic QM; TQM and its building blocks; TQM vs. traditional organizations; Benefits and obstacles in TQM. Practices leading to TQM-QCs, QTs, TPM, 5S, ZDc, Poka-yoke, QFD, Taguchi's QF. Causes of variation in quality; Acceptance sampling; Inspection vs. acceptance sampling; Quality indices and operating characteristic curves; Single and double sampling plans; Control charts for attributes; Control charts for variables; Interpretation of control charts.
Module 4	Basic Quality Tools and Techniques: Seven tools- flow charts, check sheets, histograms, Pareto chart, scatter diagram, control chart, cause-and-effect diagram; Continuous improvement techniques; benchmarking process; Six-sigma approach.
Module 5	Quality Awards and Certification: Malcolm Baldrige award and its criteria, ISO-9000 principles, ISO-9000 series and certification., e-Six Sigma, Division Six Sigma Council, Global Six Sigma Council, KANO Analysis, Leading Six Sigma Training (LSS), Leading Teams Training (LT).
Text Book	
<ol style="list-style-type: none"> 1. Mikel Harry and Richard Schroeder, (2006). <i>Six Sigma: The Breakthrough Management Strategy Revolutionizing the World's Top Corporations</i>, RHUS. 2. Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield , Mary Besterfield-Sacre., (2018) <i>Total Quality Management</i>, Pearson Education. 3. Juran J.M. and Gryna F.M, (1993). <i>Quality Planning and Analysis</i>, McGraw-Hill Higher Education. 4. Schroeder R.G., (1999). <i>Operations Management: Contemporary Concepts and Cases</i>, McGraw- Hill Education (ISE Editions). 	

References and Suggested Readings

1. William J. Stevenson (2010). *Operations Management*, McGraw Hill Education (India) Private Limited.
2. Thomas Pyzdek (2015). *Six Sigma Handbook*, McGraw Hill Education India Pvt Ltd.
3. Kubiak T.M., (2009). *The Certified Six Sigma Black Belt Handbook*, Pearson Education.
4. Panneerselvam R. and Sivasankaran P. (2014). *Quality Management (Kindle Edition)*, PHI Learning.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Introduction	
1.1	Quality and productivity	3 Hours
1.2	Key Concepts of Six Sigma	2 Hours
1.3	Process Capability, Variation	2 Hours
2	Six Sigma and Quality	
2.1	Elements in Six Sigma	3 Hours
2.2	Methodology	2 Hours
2.3	Tools	3 Hours
3	Quality Philosophies and Practices	
3.1	Quality gurus and their contributions	3 Hours
3.2	TQM and its building blocks	3 Hours
3.3	Acceptance sampling	2 Hours
4	Non-statistical Quality Tools and Techniques	
4.1	Seven tools	2 Hours
4.2	Benchmarking process	2 Hours
4.3	Six-sigma approach.	2 Hours
5	Quality Awards and Certification	
5.1	ISO-9000	3 Hours
5.2	e-Six Sigma	2 Hours
5.3	KANO Analysis	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA281	SERVICES & OPERATIONS MANAGEMENT	Elective	3	0	0	3

Preamble: This course enlightens the concepts, principles, problems, and practices of successful service operations management. Emphasis is on preparing students to identify and apply appropriate management processes to ensure efficient, effective, and quality oriented service operations, while achieving operational excellence. Upon completion of this course, the students will be able to obtain an overview of the successful Service Operations Management (SOM) function through the introduction of the topics traditionally associated with the study of Service Operations Management and to formulate and describe the function of the Service Operations Management discipline in various sectors.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Understand the critical perspectives on the nature of service.
CO 2	Understand the demand and capacity issues in service systems.
CO 3	Explain and apply the principles, tools and techniques of service design.
CO 4	Implement statistical methods and management techniques to monitor, control and improve service processes of an organisation.
CO 5	Propose solutions with which a service organisation can improve its operations and achieve sustainable competitive advantage.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	3	-	-	-	3	-
CO 2	3	2	3	-	-	-	3	-
CO 3	3	3	3	-	-	-	3	-
CO 4	3	3	3	-	-	-	3	-
CO 5	3	3	3	-	-	-	3	-

Assessment Pattern

Bloom’s Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Understanding Services Economy: Overview and imperatives of Services; Global trends in Services Sector; Changing paradigms in Competitiveness of services; Services – Manufacturing Continuum; Recent trends in manufacturing, increased role of services in manufacturing; Developing an overall vision for the service system; Developing a service strategy; Service Positioning & Implications for Service Delivery - Design Degree of customer contact, divergence, customization; Service blue printing; Service Enhancement using Internet; Pricing strategies in Services; Performance issues in service systems; value of self-service in an economy; roles of front-line employees, customers, operations, and marketing in the service innovation process.
Module 2	Demand and Capacity issues in service systems: Forecasting Capacity demand in services; - Smoothing Customer Demand In Services; Service Capacity Management; Yield management; Resource and Workforce Scheduling in Services; Capacity, Capacity build up strategies Capacity Vs System Performance; Introduction to Queuing System; Queuing Theory Applications in Service Systems; Characteristics of Queuing system; Queuing Models; Demand and capacity issues related to growth, expansion strategies, franchising. Offshore operations; Services Management in IT/ITES Sectors Capacity Management Issues.
Module 3	Service Inventory and Supply Chain Management: Service inventory management; Service supply chains; Processes in Service Supply Chain; Data Envelopment Analysis; Simulation as a tool for design of services; Use of simulation software for modeling; Nature of design issues addressed using simulation; Simulation Applications in Service System Design; Vehicle Routing and Scheduling; Inventory Pooling.
Module 4	Dimensions in Quality: Service Quality Five Gap Model; Kano's Model; Measuring Service Quality – SERVQUAL, Walk-through Audit; Service Recovery – Service Guarantees, Service encounter – triad, service culture, Service profit chain – Service consolidation; Critical Fractiles: The Newsvendor Model (Optimal Service Levels).
Module 5	Process behaviour – environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem; Ford's Auto collection concept; Product Support – Customer Centric strategy, repairable parts inventory management, Performance based logistics. Service Improvement – a mini-consulting project. It involves use of the methodologies introduced in class to analyze a real-life service operations system, diagnose its problems, identify opportunities for improvement and quantify potential costs, benefits, risks and service impacts (at a nearby service station or Car dealership or automobile workshop or the like).

Text Book	
<ol style="list-style-type: none"> 1. Fitzsimmons B., James A. and Mona J. Fitzsimmons, (2014). <i>Service Management: Operations, Strategy, and Information Technology</i>, McGraw Hill Education (India) Private Limited. 2. Robert Johnston, (2007). <i>Service Operations Management</i>, Pearson Education. 3. Haksever C. and Render B., (2013). <i>Service Management, Student Workbook: An Integrated Approach to Supply Chain Management and Operations</i>, Financial Times/Prentice Hall. 4. Richard D Metters, (2012). <i>Successful Service Operations Management</i>, Cengage. 	
References and Suggested Readings	
<ol style="list-style-type: none"> 1. Silei Shan, (2012). <i>Analysis of Hospital Pharmacy Inventory Consolidation Decision Using Multi- Echelon News vendor Inventory Model</i>, ProQuest, Umi Dissertation Publishing. 2. William J. Hollins, (2006). <i>Managing Service Operations: Design and Implementation</i>, Kindle Edition, SAGE Publications Ltd. 3. Nevan Wright J. and Peter Race (2003). <i>The Management of Service Operations</i>, Engage Learning EMEA. 4. Bitran G. and Lojo M. (1993). <i>A framework for analyzing service operations</i>, European Management Journal, 11(3),271 – 282. 5. Nambisan S. (2001). <i>Why service e-businesses are not product businesses</i>, MITS Sloan Management Review, Summer 2001, 72–80. 6. Sawhney M., Balasubramanian S. and Krishnan V.V. (2004). <i>Creating growth with services</i>, MIT Sloan Management Review, Winter 2004, 34–43. 7. Heskett J. L. (1991). <i>Lessons in the service sector in The Service Management Course: Cases & Reading</i>, Free Press, 47–64. 	

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Understanding Services Economy	
1.1	Overview and imperatives of Services	3 Hours
1.2	Service Positioning & Implications for Service Delivery	2 Hours
1.3	Performance issues in service systems	3 Hours
2	Demand and Capacity issues in service systems	
2.1	Forecasting Capacity demand in services;	3 Hours
2.2	Queuing System	2 Hours
2.3	Demand and capacity issues	3 Hours
3	Service Inventory and Supply Chain Management	
3.1	Service inventory management;	2 Hours
3.2	Use of simulation software for modelling	2 Hours
3.3	Vehicle Routing and Scheduling;	2 Hours
4	Dimensions in Quality	
4.1	Service Quality Five Gap Model	2 Hours
4.2	Service Recovery	2 Hours
4.3	The Newsvendor Model	2 Hours
5	Process behaviour – Service Improvement	
5.1	Service Facility Location	3 Hours
5.2	Product Support	2 Hours
5.3	Project	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA283	HEALTHCARE MANAGEMENT	Elective	3	0	0	3

Preamble: The course is designed to understand management of key activities in a hospital like front desk operation and to understand Health care systems and its features. It also helps in knowing more about different lab certifications and waste management. It is focused on how to establish and sustain global competitiveness in healthcare services. By completing the course, student should be able to understand and handle the functions at the front desk in an automated environment. It sheds light on lab certifications to go global for wider acceptance and standardization. Green Hospital Concept is stressed to save energy and proper waste management while designing new hospital layouts. Features of Hospital Information Systems and its benefits also form part of this course.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Provide an environment to learn the principles of Hospital Management.
CO 2	Demonstrate a clear understanding of concepts, information and techniques at the forefront of the hospital management.
CO 3	Recognize how operational problems and situations are handled in practice.
CO 4	Formulate ideas, and develop and participate in implementation of plans.
CO 5	Critically analyze the various components of health care delivery system.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2	2	2	3	3	-	3	-
CO 2	3	3	2	3	3	-	3	-
CO 3	3	3	3	3	3	-	3	-
CO 4	2	2	3	3	3	-	3	-
CO 5	2	2	2	2	2	-	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Introduction: Hospital types such as Government, Private, Corporate and public. Functional areas in hospital services management, services offered in hospitals, skills needed in Human capital in hospitals, Characteristic features of hospital services and Principles of hospital planning and execution.
Module 2	Front office management- outpatient and inpatient admissions and discharge – Admission and discharge procedures -Emergency services
Module 3	Classification of medical records: significance, their automation using EHR, its maintenance for Medical statistics, materials records, management of patient records and personnel records electronically, functionality of computerized hospital information systems (HIS), merits and demerits of CHIS, trends in HIS, Legal and other operational records including Discharge summaries.
Module 4	Lab classification: managing laboratories, their functions and management accreditation of labs NABL, ISO certification of laboratory procedure and process Maintaining hygiene in hospital environment. Basic and special cleaning, Odour control- solid, liquid waste disposal, Safety, Pest control, Interior decoration, outsourcing hospital housekeeping services.
Module 5	Location decision and layout decision of hospitals: Green hospital concept and designing for low energy consumption, Department allocation criteria in the building for improved productivity, Designing easy scale-up, Automated patient handling and equipment handling systems-e-alert systems with e-checking and e-checkout facility.
Text Books	
<ol style="list-style-type: none"> 1. Kunders G.D., <i>Designing for Total Quality in Healthcare</i> Prism Books Pvt. Ltd., Bangalore. 2. Goel S.L and Kumar R. (2004). <i>Hospital supportive services</i> Deep and Deep Publications, New Delhi. 3. NHS Guide to good <i>Practices in Hospital Administration</i> National Health Services, London. 4. Syed Amin Tabish, <i>Hospital and Health Services Administration</i>, Jaypee Brothers Medical Publishers, New Delhi. 	
References and Suggested Readings	
<ol style="list-style-type: none"> 1. Goel S.L., (2004). <i>Healthcare Management and Administration</i>, Deep & Deep Publications Pvt. Ltd. New Delhi. 2. Srinivasan, A.V. (2008). <i>Managing a Modern Hospital</i>, Response Books, New Delhi. 3. Liewellyne Davis and Macacaulay H.M., (2001). <i>Hospital Administration and Planning</i>, JP Brothers, New Delhi. 4. Arun Kumar (2002) <i>Encyclopaedia of Hospital Administration and Development</i>, Anmol Publications, Delhi. 	

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Introduction	
1.1	Hospital types	3 Hours
1.2	Functional areas in hospital services management	2 Hours
1.3	Principles of hospital planning and execution	2 Hours
2	Front office management	
2.1	Outpatient and inpatient admissions	2 Hours
2.2	Admission and discharge procedures	2 Hours
2.3	Emergency services	2 Hours
3	Classification of medical records	
3.1	Medical statistics	3 Hours
3.2	Computerized hospital information systems (HIS)	3 Hours
3.3	Legal and other operational records	2 Hours
4	Lab classification	
4.1	Accreditation of labs	3Hours
4.2	ISO certification of laboratory procedure	3 Hours
4.3	Maintaining hygiene in hospital environment.	2 Hours
5	Location decision and layout decision of hospitals	
5.1	Green hospital concept	3 Hours
5.2	Automated patient handling and equipment handling systems	2 Hours
5.3	e-checking and e-checkout facility	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA289	ADVANCED PROJECT MANAGEMENT	Elective	3	0	0	3

Preamble: The objective of this course is to sensitize the students to apply the latest principles of advanced project management to explore problems, solutions, and best practices in diverse industrial settings. After successful completion of the course, the students will be able to focus on projects to create a learning organisation which foster excellence in project management by developing and justifying project management strategies.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Examine the various project management concepts.
CO 2	Compare and contrast the various roles of project managers, clients and project organisations.
CO 3	Justify the various project appraisals and budgeting methods.
CO 4	Estimate project scheduling through network models and importance of managing time, cost and quality in projects.
CO 5	Devise the best practices in project management and value the application of project management software.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3	3	-	-	-	3	-
CO 2	3	3	3	-	-	-	3	-
CO 3	3	3	3	-	-	-	3	-
CO 4	3	3	3	3	-	-	3	-
CO 5	3	3	3	3	-	-	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Introduction: Project and Project Management, Categories, Project Management – Definition – Goal, Lifecycles. Project Selection Methods. Project Development Cycle, Project Selection Methods, Project Portfolio, Project Teams.
Module 2	Project Organization: Project Organization, Project Manager- Roles and Responsibilities, Selecting Project Manager, Project formulation, Types of Project Organizations, Conflict management, Resolving Conflicts, Client-Values & Expectations, - Application of Project Management software.
Module 3	Project Planning and Budgeting: Planning, Project Identification, Project Appraisal, - Technical, financial, Legal, Social Appraisal, Project Profiling Models, Darnall- Preston Complex Index, Project Budgeting Methods - Cost Estimating and Improvement - Budget uncertainty and risk management.
Module 4	Project Scheduling & Allocation: Scheduling and Resource Allocation- PERT & CPM Networks- Crashing– Goldratt's Critical Chain, Time Management, Estimate Cost, Budget & Budgetary Control, Managing Project Risk, Project Management & Closure, Procurement Plan, Project Closure.
Module 5	Emerging Issues: Best Practices in Project Management, Fostering Excellence in PM, Project Management Office, Project Portfolio Management, Team Organisation and People Management, Complex Issues in Communication and Virtual Teams.

Text Book

1. Harold Kerzner (2015). *Project Management Best Practices: Achieving Global Excellence*, Wiley India Private Limited.
2. Clifford G. and Larson E., (2014). *Project Management*, McGraw Hill Education (India) Private Limited.
3. Venkataraman K., (2007). *Maintenance Engineering and Management*, PHI Learning Private Limited.
4. Jack Gido and James Clements (2002). *Successful Project Management*, South-Western.

References and Suggested Readings

1. Meri Williams, (2008). *Principles of Project Management*, Site Point.
2. Subba Rao K. V., (2009). *Project Management*, Adhyayan Publishers & Distributors.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Introduction	
1.1	Project and Project Management	3 Hours
1.2	Project Selection Methods	2 Hours
1.3	Project Portfolio, Project Teams	2 Hours
2	Project Organisation	
2.1	Project Organisation	3 Hours
2.2	Types of Project Organisations	2 Hours
2.3	Application of Project Management software.	2 Hours
3	Project Planning and Budgeting	
3.1	Planning	3 Hours
3.2	Project Profiling Models	2 Hours
3.3	Cost Estimating and Budget uncertainty	2 Hours
4	Project Scheduling & Allocation	
4.1	PERT& CPM	3Hours
4.2	Crashing– Goldratt’s Critical Chain	2 Hours
4.3	Project Management & Closure	3 Hours
5	Emerging Issues	
5.1	Best Practices in Project Management	3 Hours
5.2	Best Practices in Project Management	2 Hours
5.3	Complex Issues in Communication and Virtual Teams	2 Hours
	Total	36 Hours



ST. JOSEPH'S

COLLEGE OF ENGINEERING
AND TECHNOLOGY,
- PALAI -

AUTONOMOUS



SJCET MBA S4 SYLLABUS

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Core and Elective Course Structure Semester 4

Exam Slot	Course No.	Course Name	L-T-P	Internal Marks	End Semester Marks	Exam Duration (3 hours)	Credits
A	24SJ MBA202	Strategic Management	4-0-0	40	60	3	4
B	24SJ MBA204	Industry 4.0 and AI applications For Business	4-0-0	40	60	3	4
C	24SJ MBA---	Elective VI	3-0-0	40	60	3	3
D	24SJ MBA---	Elective VII	3-0-0	40	60	3	3
E	24SJ MBA---	Elective VIII	3-0-0	40	60	3	3
	24SJ MBA352	Project & Comprehensive Viva Voce	0-0-10	100	100	3	5
		TOTAL		300	400		22

Course No.	HR Electives	Semester	Exam Slot
24SJ MBA212	Performance Management	S4	C
24SJ MBA216	Team Dynamics & Cross Cultural Management	S4	D
24SJ MBA218	Industrial Psychology	S4	D
24SJ MBA220	HR Consulting: Profession and Practice	S4	E

Course No.	Finance Electives	Semester	Exam Slot
24SJ MBA232	Financial Information Analysis	S4	C
24SJ MBA238	Strategic Financial management	S4	D
24SJ MBA240	Insurance Management	S4	E

Course No.	Marketing Electives	Semester	Exam Slot
24SJ MBA254	Customer Relationship Management	S4	C
24SJ MBA256	Rural Marketing	S4	D
24SJ MBA260	International Marketing	S4	E

Course No.	Operation Electives	Semester	Exam Slot
24SJ MBA274	Innovation and New Product Management	S4	C
24SJ MBA276	Business Planning for Small & Medium Enterprises	S4	D
24SJ MBA282	World Class Manufacturing	S4	E



Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA202	STRATEGIC MANAGEMENT	Core	4	0	0	4

Preamble: The objective of Strategic Management course is to provide the students an understanding of the growing relevance of strategic management; strategic management process; external and internal analysis for strategic management, competitor analysis and different types of strategies. On completion of the course students are expected to acquire the ability to generate and evaluate strategies in relation to real-world scenarios.

Pre-Requisites: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Recall various concepts relating to strategy formulation.
CO 2	Illustrate the process of Implementation, Evaluation and Control of Strategy
CO 3	Identify the internal and external environments of a business for decision making.
CO 4	Analyze the frames of analysis in each phase of the Process of Strategic Management
CO 5	Evaluate the business situations using competitor analysis and portfolio analysis.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	3	-	1	-	3	-
CO 2	3	2	3	3	1	-	3	-
CO 3	3	2	3	-	1	-	3	-
CO 4	3	2	3	-	1	-	3	-
CO 5	3	2	3	-	1	-	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

- There will be two parts; Part A and Part B.
- Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).
- Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Strategy Formulation: Classes of decision in an organization; characteristics of strategic decisions; meaning of strategy and strategic management; levels of strategy; strategic management process/framework - steps in strategy formulation, implementation and evaluation and control; role of vision and mission in strategic management; role of top management and corporate governance in strategic management; Benefits, Limitations and Relevance of strategic management.
Module 2	Implementation, Evaluation and Control of Strategy: Steps in strategy implementation; role of organizational structure and leadership in strategy implementation. Types of strategic and operational controls; control process; essential features of effective evaluation and control system; balanced score card; change management.
Module 3	Internal and External Analyses: Internal and external analyses; SWOT analysis; benefits and pitfalls of SWOT analysis; role of SWOT analysis in strategic management. Gap analysis, organizational capability profile; strategic advantages profile; core competencies; McKinsey's 7 S framework.
Module 4	Competitor Analysis and Strategies: Purposes of competitor analysis; competitor response profile; Michael Porter's analysis of competitive structure of industry; generic competitive strategies; blue ocean strategy.
Module 5	Portfolio Analysis and Strategies: Purpose of portfolio analysis; BCG matrix; GE matrix; factors influencing portfolio strategy; trends in portfolio strategy; corporate restructuring related to portfolio strategy; business level generic strategies- stability strategy, growth strategy, retrenchment strategy; combination strategy; dimensions and trends in M&A.

Text Book

1. Hill, Charles W. L. and Gareth R Jones (2012). *Strategic Management: An Integrated Approach*, Cengage Learning.
2. Kazmi, Azhar (2008). *Strategic Management and Business Policy (3/e)*, Tata McGraw Hill.
3. Parnell, John A., (2013). *Strategic Management: Theory and Practice*, SAGE Publications.

References and Suggested Readings

1. Wheelen, Thomas L. and J. David Hunger (2012). *Strategic Management and Business Policy: Towards Global Sustainability*, Prentice Hall.
2. John A. Pearce II and Richard D. Robins (1988). *Strategic Management*, All India Traveller Bookseller, New Delhi.
3. Fred R. David (1993). *Strategic Management*, Macmillan, New York.
4. Michael Porter (1998). *Competitive Strategy*, The Free Press, New York.
5. Lawrance R. Jauch and William F. Glueck (1988). *Business policy and strategic Management*, McGraw Hill Book Co., New York.

No	Topic	No. of Lectures
1	Strategy Formulation	
1.1	Introduction – Decision Making & Types; strategic management decisions-Meaning, Characteristics, Levels	2 Hours
1.2	Strategic management Process/Framework, Steps in strategy formulation. Implementation and Control; Role of Vision & Mission	3 Hours
1.3	Role of top Management in Strategic management & Corporate Governance;	3 Hours
1.4	Benefits, Limitations, Relevance of Strategic Management	1 Hour
2	Implementation, Evaluation and Control of Strategy	
2.1	Steps in Strategy Implementation;	2 Hours
2.2	Role of Organizational Structure and Leadership in Strategy Implementation	2 Hours
2.2	Types of Strategic and Operational Controls; Control Process	3 Hours
2.3	Essential Features of Effective Evaluation and Control system	1 Hour
2.4	Balanced Score Card	1 Hour
2.5	Change Management	1 Hour
3	Internal and External Analyses	
3.1	Internal & External Analysis	2 Hours
3.2	SWOT Analysis; Benefits and Pitfalls of SWOT Analysis; Role of SWOT Analysis in Strategic Management	3 Hours
3.3	GAP Analysis; Organisational Capability Profile, Strategic Advantage Profile	3 Hours
3.4	Core Competencies	2 Hours
3.5	McKinsey's 7 S Framework	1 Hour
4	Competitor Analysis and Strategies	
4.1	Purposes of Competitor Analysis; Competitor Response Profile	3 Hours
4.2	Michael Porters 5 forces analysis of competitive structure of Industry	2 Hours
4.3	Generic Competitive Strategies	3 Hours
4.4	Blue Ocean Strategy	2 Hours
5	Portfolio Analysis and Strategies	
5.1	Purpose of Portfolio analysis; BCG Matrix; GE Matrix	2 Hours
5.2	Factors Influencing Portfolio strategy; Trends in Portfolio Strategy;	2 Hours
5.3	Corporate Restructuring related to Portfolio strategy; Business Level Generic Strategies – Stability Strategy, Growth strategy, Retrenchment Strategy, Combination Strategy,	2 Hours
5.4	Dimensions & Trends in M&As	2 Hours
	Total	48 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA204	INDUSTRY 4.0 AND AI APPLICATIONS FOR BUSINESS	Core	4	0	0	4

Preamble: The course on Industry 4.0 and AI applications for Business helps the students to comprehend the Concepts of Industry 4.0 and application of AI for business. The course equips students into the current state of AI technologies and the eco-system required to harness the power of AI in business applications.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Recall the framework for industry 4.0 and business models.
CO 2	Explain the skill set requirements and talent development for the industry 4.0.
CO 3	Applying the artificial intelligence models for decision making.
CO 4	Analyze the insights on machine learning and neural networks
CO 5	Assessing IoT and artificial intelligence to business solutions.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	3	-	-	-	3	-
CO 2	3	1	3	3	-	-	3	-
CO 3	3	2	3	-	-	-	3	-
CO 4	3	2	3	-	-	-	3	-
CO 5	3	3	3	-	-	-	3	-

Assessment Pattern

Bloom’s Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Framework for Industry 4.0 – Introduction, Components of Industry 4.0, Supportive technologies, Framework for Industry 4.0, Business Models, Business Model Components, Value proposition, Technology Lean Production Systems for Industry 4.0
Module 2	Talent Development for Industry 4.0 - Skill set requirements, development process, working in interdisciplinary team, Innovation and entrepreneurship, Overview of Cyber security – introduction, industrial challenges, cyber-attacks-cases and solutions, cyber security measures.
Module 3	Artificial Intelligence and Business - Introduction to Artificial Intelligence, Perception to prediction, Predictive model to make decision- Practicalities, AI and corporate strategy, Strategic disruption, Employing AI for business development, Challenges of AI.
Module 4	Machine Learning - Different ways a machine learns, Machine learning algorithms, Big data and machine learning, Patterns and Neural networks- Artificial neural networks, network learning, key challenges, Ethical considerations, Limitations of AI and ML, Deep Learning, Natural Language Processing.
Module 5	Applications of IoT , Applications of Robotics, The role of augmented reality-industrial applications, E -learning Technologies, Data and computing technologies, automated operations, Common AI applications -Applications across functional areas (marketing, finance, operations and HR / organisational development) Case discussions on AI platforms for business.

Textbooks
<ol style="list-style-type: none"> 1. Ustundag Alper, Cevikcan Emre (2018). <i>Industry 4.0: Managing the Digital Transformation</i>. Springer. 2. Rajendra Akerkar (2019). <i>Artificial Intelligence for Business</i>, Springer. 3. Steven Finlay (2021). <i>Artificial Intelligence and Machine Learning for Business: A No-Nonsense Guide to Data Driven Technologies 2nd Edition</i>, Relativistic Books.
References and Suggested Readings
<ol style="list-style-type: none"> 1. Doug Rose (2018). <i>Artificial Intelligence for Business: What You Need to Know about Machine Learning and Neural Networks</i>, Kindle Edition. 2. John Medicine (2019). <i>Artificial Intelligence for Business: A Modern Business Approach</i>, Kindle Edition. 3. Alex Castrounis (2019) <i>AI for People and Business: A Framework for Better Human Experiences and Business Success</i>, Oreilly ISBN-13: 978-1492036579. 4. Thomas H. Davenport (2018) <i>The AI Advantage: How to Put the Artificial Intelligence Revolution to Work</i>, MIT Press.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Framework for Industry 4.0	
1.1	Introduction to Industry 4.0,	3 Hours
1.2	Business Models, value proposition	3 Hours
1.3	Technology Lean Production Systems for Industry 4.0	3 Hours
2	Talent development for Industry 4.0	
2.1	Skill set requirements, development, teams	3 Hours
2.2	Innovation and entrepreneurship	3 Hours
2.3	Cyber security	3 Hours
3	Artificial Intelligence and business	
3.1	Artificial Intelligence	3 Hours
3.2	Predictive model to make decision	3 Hours
3.3	Employing AI for business development	4 Hours
4	Machine learning	
4.1	Machine learning, algorithms, big data	4 Hours
4.2	Artificial neural networks	3 Hours
4.3	Deep Learning, natural language processing	3 Hours
5	AI applications	
5.1	Applications of IoT, Robotics, augmented reality	4 Hours
5.2	Applications across functional areas	3 Hours
5.3	Case discussions on AI	3 Hours
	Total	48 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA352	PROJECT & COMPREHENSIVE VIVA VOCE	Core	0	0	10	5

Preamble

During the fourth semester, every student of the MBA programme is required to undertake a project under the guidance and supervision of a faculty member and a report (in the format supplied by the college/institute) on the same has to be submitted before the commencement of the fourth semester end semester examination. The project work should be based on an actual problem and the solution methodology should be research oriented. The contact hours required for the completion of the project is notionally fixed at 160 hours, distributed over a continuous period of two months. Students will be deputed for the project work during the fourth semester. Total marks allotted for the course is 200. Out of this, 100 marks will be awarded based on an internal evaluation and the remaining 100 marks will be awarded by external evaluation. The external evaluation, for 100 marks, will be conducted by examiners duly appointed by the college/institute for the purpose. The project helps the student to get an understanding of research orientation of business functions like HR, Marketing, Finance, Operations and Information Systems.

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Integrate theory and practice of management
CO 2	Understand the dynamics of a specific industry.
CO 3	Acquaint themselves with various issues pertaining to an industry.
CO 4	Provide a cross-functional perspective of the functioning of a business enterprise and Industry

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2	2	1	2	1	1	3	-
CO 2	2	1	1	1	1	-	3	-
CO 3	2	1	2	1	2	1	3	-
CO 4	1	1	2	1	2	2	3	-

Mark distribution

Total Marks	CIE	ESE
200	100	100

Assessment Pattern

The internal evaluation (100 marks) will have to be carried out by a panel constituted by the department comprising of:

1. HOD / Sr. Faculty member
2. Project Supervisor (Guide)
3. Subject expert

The external evaluation will be conducted by the examiners appointed by the college/institute comprising of:

1. HOD / Sr. Faculty member
2. Project Supervisor (Guide)
3. External expert

The criteria for evaluation will be as detailed below:

Internal Evaluation 100 marks (by the Institute)

Criteria	Marks
Guide	40
Internal Evaluation by Committee	60
<ul style="list-style-type: none"> • Two Internal Evaluations* (15 x 2 =30 marks) • Project report# (30 marks) 	
Total	100

*Based on two presentations one at the beginning of the semester and the second one at the time of second internal examinations for the semester. The first presentation shall highlight the topic, objectives, methodology, design and expected results (wherever applicable). The second presentation will be based on the progress of the work including the then status of completion of the work, the obtained results etc.

Committee should ensure that the plagiarism level of the project report is below acceptable levels (as per the discretion of the committee) and the work is genuine.

External Evaluation 100 marks (by the University)

Criteria	Marks
Project Evaluation based on Presentation	50
Comprehensive Viva Voce <i>(Based on MBA curriculum focusing on the specialization opted by the student)</i>	50
Total	100



Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA212	PERFORMANCE MANAGEMENT	Elective	3	0	0	3

Preamble: A well-designed performance management process stimulates managers to develop high-quality strategic plans, set ambitious targets, and track performance closely-all activities which help to achieve strategic objectives and consequently sustained value creation. This course exposes students to performance management skills through which better results can be obtained from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements.

Pre requisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Understand the nature of performance management and compare various theories and application in performance management.
CO 2	Relate the principles and methods of performance management in real business situations.
CO 3	Identify different issues in performance management.
CO 4	Analyse the process of performance management.
CO 5	Develop performance management system.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	3	-	1	-	3	-
CO 2	3	2	3	3	1	-	3	-
CO 3	3	2	3	-	1	-	3	-
CO 4	3	2	3	-	1	-	3	-
CO 5	3	2	3	-	1	-	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Overview of Performance Management: Performance evaluation, evolution of performance management, definitions and differentiation of terms related to performance management. Importance of performance management, linkage of performance management to other HR processes. Theoretical framework of performance management - goal theory and its application in performance management, control theory and its application in performance management, social cognitive theory and its application in performance management, organizational justice theory and its application in performance management
Module 2	Performance Management Process: Overview of performance management process, performance management planning process, mid-cycle review process, end-cycle review process, performance management cycle at a glance, aims of performance management, employee engagement and performance management, principles of performance management, overview of performance management as a system, dimensions of performance management.
Module 3	Performance Management Planning & Development: Introduction, performance management (PM) planning, the planning process, performance agreement, drawing up the plan, evaluating the performance planning process. Mechanics of performance management planning and documentation - the need for structure and documentation, manager's responsibility in performance planning mechanics and documentation, employee's responsibility in performance planning mechanics and documentation, mechanics of performance management planning and creation of performance management document.
Module 4	Performance Appraisal (PA): Definitions and dimensions of PA, purpose of PA and arguments against PA, necessity of performance appraisal and its usage by organizations, characteristics of performance appraisal, performance appraisal process, errors made by human resource department. Performance appraisal methods - traditional methods, modern methods, and performance appraisal of executives. Performance appraisal feedback - feedback – role, types and principles, situations requiring feedback and pitfalls, components of a feedback and steps in giving a constructive feedback, levels of performance feedback. 360-degree appraisal - introduction, the impact of 360-degree feedback on organizations, concept of 360-degree feedback system, purpose, methodology, ratings, advantages and disadvantages of the method, the process of 360-degree feedback.
Module 5	Issues in Performance Management: Team performance, performance of learning organizations and virtual teams: team performance management, performance management and learning organizations, performance management and virtual teams. Role of line managers in performance management - role of line managers in performance management, performance management and reward, concepts related to performance and reward, linking performance to pay, linking performance to total reward, challenges of linking performance and reward; ethics in performance management, realities of ethics in performance management, ensuring ethics in performance management. Automation in performance management - improving execution aspects of performance management, automation process.
Text Book	

1. Robert Bacal (1999). *Performance Management*. McGraw-Hill Edn (India) Pvt Ltd.
2. Rao T.V. (2004). *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*. Sage Publications.
3. Michael Armstrong (2002). *Employee Reward*. Beekman Books Inc.

References and Suggested Readings

1. D.K. Srivastava (2006). *Strategies for Performance Management*. Excel Books.
2. R.K. Sahu (2010). *Performance Management System*. Excel Books.
3. Prem Chadha (2003). *Performance Management*. MacMillan.
4. Michael Armstrong (2000). *Performance Management: Key Strategies and Practical Guidelines. 3rd Edition*. Kogan Page Limited, Philadelphia.
5. Suri G. K., Venkat Ratnam and N. K. Gupta (2004). *Performance Measurement and Management*. Excel Books.
6. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw (2008). *Human Resource Management*. Dreamtech Press.
7. Kanishka Bedi (2006). *Quality Management*. Oxford University Press, India.
8. Merchant, A. K. & Van der Stede, W. A. (2017). *Management Control Systems: Performance Measurement, Evaluation and Incentives*. Financial Times / Prentice Hall.
9. N. Bahra (1997). *360 Degree Appraisal*. Financial Times/ Prentice Hall.
10. Corey Sandler (2003). *Performance Appraisal Phrase Book*. Fw Media.
11. Rakesh Mittal. (2012). High Performance Work Systems: A cross-cultural perspective. *Journal of International Business and Cultural Studies*.

Course Contents and Lecture Schedule

Sl. No	Topic	No. of Lectures
1	OVERVIEW OF PERFORMANCE MANAGEMENT	
1.1	Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. Importance of Performance Management, Linkage of Performance Management to Other HR Processes.	2Hours
1.2	Theoretical Framework of Performance Management - Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management	2 Hours
1.3	Social Cognitive Theory and its Application in Performance Management, organizational justice theory and its application in performance management.	2 Hours
2	PERFORMANCE MANAGEMENT PROCESS:	
2.1	Overview of Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End- cycle Review Process	2 Hours
2.2	Performance Management Cycle at a Glance Aims of Performance Management, Purpose of Performance Management	2 Hours
2.3	Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management	3 Hours
3	PERFORMANCE MANAGEMENT PLANNING & DEVELOPMENT	
3.1	Introduction, performance management (PM) planning, the planning process, performance agreement, drawing up the plan, evaluating the performance planning process.	2 Hours

3.2	Mechanics of performance management planning and documentation - the need for structure and documentation, manager's responsibility in performance planning mechanics and documentation	3 Hours
3.3	Employee's responsibility in performance planning mechanics And documentation, mechanics of performance management planning and creation of performance management document.	3 Hours
4	PERFORMANCE APPRAISAL (PA):	
4.1	Definitions and dimensions of pa, purpose of pa and arguments against PA, necessity of performance appraisal and its usage by organisations, characteristics of performance appraisal.	2 Hours
4.2	Performance appraisal process, errors made by human resource department. Performance appraisal methods - performance appraisal methods, traditional methods, modern methods, and performance appraisal of executives.	2 Hours
4.3	Performance appraisal feedback - feedback – role, types and principles, situations requiring feedback and pitfalls, components of a feedback and steps in giving a constructive feedback, levels of performance feedback. 360-degree appraisal	3 Hours
5	ISSUES IN PERFORMANCE MANAGEMENT	
5.1	Team performance, performance of learning organizations and Virtual teams: team performance management, performance management and learning organizations, performance management and virtual teams.	2 Hours
5.2	Role of line managers in performance management - role of line managers in performance management, performance management and reward, concepts related to performance and reward, linking performance to pay,	3 Hours
5.3	Ethics in performance management - ethics in performance management, realities of ethics in performance management, ensuring ethics in performance management. Automation in performance management	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA216	TEAM DYNAMICS & CROSS CULTURAL MANAGEMENT	Elective	3	0	0	3

Preamble: The objective of this course is to impart expert knowledge about the development, organization and leadership of teams in both traditional and virtual settings. The course also intends to give the students an insight into the implications of cultural factors for business decision making, particularly in the context of the growing globalization of markets and business.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Evaluate the internal dynamics of team
CO 2	Appraise the external dynamics of team
CO 3	Analyse the cultural environment of business
CO 4	Examine the effect of cultural values on management
CO 5	Apply cross cultural management on functional areas for improved organizational effectiveness

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	3	-	1	-	3	-
CO 2	3	2	3	3	1	-	3	-
CO 3	3	2	3	-	1	-	3	-
CO 4	3	2	3	-	1	-	3	-
CO 5	3	2	3	-	1	-	3	-

Assessment Pattern

Bloom’s Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Internal dynamics of team: Team; team formation; types of teams in organization, team roles; integrated model of successful team performance; team performance criteria; team performance appraisal; rewarding the team; designing team-tasks, people and process; developing team intelligence; team mental model; team learning; team decision making: pitfalls and solutions; conflict in teams: leveraging differences to create opportunity.
Module 2	External dynamics of team: Team boundaries; external role of team members; networking; leadership in team setting; team coaching; personal and team identity; inter team relationship; strategies for reducing negative effects of inter team conflict; teamwork via IT; Place-Time model of social interaction; enhancing local teamwork; virtual teams; cross cultural teamwork.
Module 3	Cultural environment of business: Understanding Culture; systemic view of culture; culture and social groups; cultural differences; role of culture on behaviour; cultural stereotype; levels of culture-organizational, corporate and national culture; framework for mapping the culture, Hofstede's Model; cultural schemas, cross cultural interaction model; Business culture in Europe, America, Asia, Africa and Middle East; cultural dilemma; cultural intelligence.
Module 4	Effect of cultural values on management: cultural diversity and organizational structure; cross cultural dimensions of decision making; cultural constraints on rationality; cross cultural communication process; barriers to intercultural communication; motivation and leadership across cultures, culture and corporate strategy; cross cultural negotiation strategies; strategic alliances and business culture; cultural issues in mergers and acquisitions; culture shock; conflicts and cultural differences.
Module 5	Cross cultural management: Functional areas: Workforce diversity; effective management of workforce diversity; diversity and business performance; cross cultural issues in human resource management; expatriate management; Implications of cultural environment for marketing; relevance of cultural factors to marketing mix strategies; product–communication strategies (straight extension; product extension, communication adaptation; product adaptation, communication extension; dual adaptation; innovation); technology and culture in organizations, cross cultural issues in BPR, TQM, lean and Six sigma; transition from reactive to proactive technological culture; challenges of managing across cultures in future.

Text Books
<ol style="list-style-type: none"> 1. Browaeys M. J., & Price, R. (2019). <i>Understanding cross-cultural management</i>. Pearson UK. 2. Thomas D. C., & Peterson, M. F. (2016). <i>Cross-cultural management: Essential concepts</i>. Sage Publications. 3. Bhattacharyya D. K. (2010). <i>Cross-cultural management: Text and Cases</i>. PHI Learning Pvt. Ltd. 4. Madhavan S. (2011). <i>Cross-cultural management: concepts and cases</i>. Oxford University Press. 5. Thompson L. L.(2018). <i>Making the team: A guide for managers</i>. Pearson Education.

References and Suggested Readings

1. Solomon C. M., & Schell, M. S. (2009). *Managing across cultures*. Tata McGraw-Hill Education.
2. Lencioni P. M. (2007). *The five dysfunctions of a team: Participant workbook* (Vol. 8). John Wiley & Sons.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Internal Dynamics of Team	
1.1	Team formation; types of teams in organization, team roles; integrated model of successful team performance.	2 Hours
1.2	Team performance appraisal; rewarding the team; designing team-tasks, people and process.	2 Hours
1.3	Developing team intelligence; team mental model; team learning.	1 Hours
1.4	Team decision making: pitfalls and solutions; conflict in teams: leveraging differences to create opportunity.	2 Hours
2	External Dynamics of Team	
2.1	Team boundaries; external role of team members; networking; leadership in team setting.	1 Hours
2.2	Team coaching; personal and team identity; inter team relationship	1 Hours
2.3	Strategies for reducing negative effects of inter team conflict; teamwork via IT; Place-Time model of social interaction.	2 Hours
2.4	Enhancing local teamwork; virtual teams; cross cultural teamwork.	2 Hours
3	Cultural Environment of Business	
3.1	Understanding Culture; systemic view of culture; culture and social groups; cultural differences; role of culture on behaviour.	1 Hours
3.2	Cultural stereotype; levels of culture-organizational, corporate and national culture.	2 Hours
3.3	Framework for mapping the culture, Hofstede's Model; cultural schemas, cross cultural interaction model.	2 Hours
3.4	Business culture in Europe, America, Asia, Africa and Middle East; cultural dilemma; cultural intelligence.	2 Hours
4	Effect of Cultural Values on Management	
4.1	Cultural diversity and organizational structure; cross cultural dimensions of decision making; cultural constraints on rationality	2 Hours
4.2	Cross cultural communication process; barriers to intercultural communication.	2 Hours
4.3	Motivation and leadership across cultures, culture and corporate strategy; cross cultural negotiation strategies.	2 Hours
4.4	Strategic alliances and business culture; cultural issues in mergers and acquisitions; culture shock; conflicts and cultural differences.	2 Hours
5	Cross Cultural Management: Functional areas	
5.1	Workforce diversity; effective management of workforce diversity; diversity and business performance.	2 Hours
5.2	Cross cultural issues in human resource management; expatriate management.	2 Hours

5.3	Implications of cultural environment for marketing; relevance of cultural factors to marketing mix strategies; product–communication strategies (straight extension; product extension, communication adaptation; product adaptation, communication extension; dual adaptation; innovation).	2 Hours
5.4	Technology and culture in organizations; cross cultural issues in BPR, TQM, lean and Six sigma; transition from reactive to proactive technological culture; challenges of managing across cultures in future.	2 Hours
	Total	36 Hours



Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA218	INDUSTRIAL PSYCHOLOGY	Elective	3	0	0	3

Preamble: The goal of this course is to understand how the business can be designed so that both efficiency and quality of employee life can be improved. The course will give the students insight into the psychological factors of employee which will direct and indirect impact on their work life.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Appraise the basics of Industrial psychology
CO 2	Analyse and manage the perception, learning and motivation of Employees
CO 3	Evaluate dimensions of emotions and emotional intelligence
CO 4	Manage dynamics of Individual and groups
CO 5	Assess and manage mentoring and counselling services in the organization

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	3	-	1	-	3	-
CO 2	3	2	3	3	1	-	3	-
CO 3	3	2	3	-	1	-	3	-
CO 4	3	2	3	-	1	-	3	-
CO 5	3	2	3	-	1	-	3	-

Assessment Pattern

Bloom’s Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Introduction: Psychology as a science area of applications – study of individual-individual differences-study of behavior- stimulus response behavior heredity and environment human mind attitude- personality.
Module 2	Basic Psychological aspects: Perceptions- Factors influencing perceptions-perceptual processes; implications of perceptions on organizational Behavior; Learning –learning theories- components of learning- determinants of learning-principles of reinforcement and Motivation- Types of motivation-Theories of motivation-Requirements of sound motivation- methods of motivating people in organization; job satisfaction and working environment and work design.
Module 3	Emotions: dimensions of emotions; Theories of emotions- James-Lange theory, Cannon-Bard theory, Schachter-Singer theory, Opponent-Process Theory; Emotional intelligent; Domains of emotional intelligent; emotional intelligence Vs Intelligent quotient.
Module 4	Group Dynamics: Individual and group-group and inter group dynamics managing group in organization- intra- group behavior and inter group behavior self-change - resistance to change- nature of change-transactional analysis.
Module 5	Mentoring and Counselling: Employee wellness programmes- Coaching-Mentoring, Mentor, Role of Mentor- Mentoring inside the organization. Counseling-Importance of counseling- stages of counselling-role of Counsellor-Clinical counsellor. Role of counseling during disaster and industrial turbulence.

Text Book

1. Davis K. &Newstrom J.W. (2001).*Organizational Behavior: Human Behavior at Work*,Mcgraw Hill Education.
2. Schermerhorn J.R.Jr., Hunt J.G &Osborn R.N. (2016).*Managing Organizational Behaviour*, John Wiley Publishers.

References and Suggested Readings

1. Luthans F. (2010).*Organizational Behaviour*, McGraw Hill Education.
2. Morgan C.T., King R.A., John R Weisz &John Schopler (2017), *Introduction to Psychology*, McGraw Hill Education.
3. Blum M.L. and Naylor J.C., (2004), *Industrial Psychology: Its Theoretical and Social Foundations*,CBS Publishers.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	INTRODUCTION TO PSYCHOLOGY	
1.1	Psychology as a science area of applications	1 Hours
1.2	Study of individual- individual differences-study of behavior	2 Hours
1.3	Stimulus response behavior heredity and environment human mind attitude- personality	3 Hours
2	BASIC PSYCHOLOGICAL ASPECTS	
2.1	Perceptions- Factors influencing perceptions- perceptual processes; implications of perceptions on organizational Behavior	2 Hours
2.2	Learning –learning theories- components of learning- determinants of learning- principles of reinforcement and motivation	3 Hours
2.3	Motivation- Types of motivation-Theories of motivation-Requirements of sound motivation- methods of motivating people in organization; job satisfaction and working environment and work design	3 Hours
3	EMOTIONS	
3.1	Emotions- dimensions of emotions	2 Hours
3.2	Theories of emotions- James-Lange theory, Cannon-Bard theory, Schachter-Singer theory, Opponent-Process Theory;	2 Hours
3.3	Emotional intelligent; Domains of emotional intelligent; emotional intelligence Vs Intelligent quotient	3 Hours
4	GROUP DYNAMICS	
4.1	Individual and Group-group and inter group dynamics;	2 Hours
4.2	Managing group in organization- intra- group behavior and inter group behavior	3 Hours
4.3	Change- resistance to change- nature of change- Transactional Analysis	3 Hours
5	MENTORING AND COUNSELING	
5.1	Mentoring, Mentor, Role of Mentor.	2 Hours
5.2	Mentoring inside the organization.	2 Hours
5.3	Counseling-Importance of counseling- role of counselor-Clinical counselor	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA220	HR CONSULTING: PROFESSION AND PRACTICE	Elective	3	0	0	3

Preamble: Organizations are experiencing unprecedented levels of change in an uncertain economic environment with global competitors, rapidly changing markets, increasing customer demands, and more stringent regulation and compliance requirements. This has a significant impact on the way in which human resource (HR) professionals consult with their business partners in their organization

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO1	Explain the role and competencies required for a consultant to solve business issues.
CO2	Build and maintain client consultant relationships to gain contracts.
CO3	Apply consulting frameworks, tools and techniques to diagnose issues and develop solutions.
CO4	Recommend solutions adhering to the standards and compliance with the laws.
CO5	Choose consulting areas in HRM and effectively partner with clients.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	3	-	1	-	3	-
CO 2	3	2	3	3	1	-	3	-
CO 3	3	2	3	1	1	-	3	-
CO 4	3	2	3	1	1	-	3	-
CO 5	3	2	3	-	1	-	3	-

Assessment Pattern

Bloom’s Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions).



Syllabus	
Module 1	HR Consulting- An overview - Business consulting; Types of business consultants, Reasons for hiring a business consultant, Trends in Consulting, Criteria for selecting business consultancy, Top Consulting Firms in the world. Consulting as a profession and its scope, HR consulting – scope and benefits, type of services offered, Best HR consulting firms globally and in India, HR consultant – Education and certifications, Responsibilities, Competencies & Values, Job outlook and salary, Tools a consultant must know.
Module 2	Client - consultant relationship management - The Consulting Process, Models used by consulting firms to analyze clients, Client relationship – Areas of issues in client- consultant relationship, Recommendations for relationship management, Generating and winning consulting assignments, Repeated assignments, Retainer contracts, how to prepare Proposals, Writing successful Proposals.
Module 3	Consulting Process- Steps in consulting - From diagnosis to discovery – Diagnostic review; Dealing with internal Resistance; Third party consulting Vs Whole process consulting, diagnosing problems, Mapping workflow techniques to improve business efficiency, bottlenecks identification – identifying and solving process bottlenecks, providing solutions, discovering system capacities and possibilities, Project Management – tools, techniques, Presentation of findings and recommendations.
Module 4	Deliverables and disengagement - Analyzing and framing problems - applying business process reengineering (BPR), smoothening the bottlenecks; Preparation of Deliverables, standards and compliance with law of the land, benchmarking; Review of Deliverables – standardization; Meeting for ‘buy-ins’ – presentation of solutions; Implementation of deliverables – training, coaching and mentoring; Interim review and feedback; Knowledge transfer and disengagement
Module 5	Human Resources in Organization Consulting- Consulting areas in HRM, Outsourcing and HR – areas for outsourcing, HR Consulting firms in India and its future in India.

Text Books
<ol style="list-style-type: none"> Block Peter (2011). <i>Flawless Consulting – A Guide to getting your expertise used</i>. Pfeiffer. Toppin Gilbert, Czerniawska Fiona (2005). <i>Business Consulting – A guide to How it Works and How to Make it Work</i>. The Economist.
References and Suggested Readings
<ol style="list-style-type: none"> Friga Paul, Rasiel Ethan (2017). <i>The McKinsey Mind: Understanding and Implementing the Problem- Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm</i>. McGraw-Hill Education. Larry E. Greiner, Thomas H. Olson, Flemming Poulfelt (2010). <i>Management Consulting Today and Tomorrow Casebook: Enhancing Skills to Become Better Professionals</i>. Routledge.

3. Bell Chip R. and Leonard Nadler (1984). *Clients and Consultants: Meeting and Exceeding Expectations*. Gulf Publishing Company, Book Division, Houston.
4. Cohen William A (2009). *How to Make it Big as a Consultant*. AMACOM.
5. David Karlson (2004). *Marketing Your Consulting or Professional Services (A Step-By-Step Program of Proven Marketing Techniques)*. Viva Books Private Limited.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	HR Consulting - An overview	
1.1	Overview of consulting business and reasons for hiring business consultant	2 Hours
1.2	Scope and benefits of HR consulting	2 Hours
1.3	Education, Responsibilities & Competencies for an HR consultant	2 Hours
2	Client - consultant relationship management	
2.1	The Consulting Process, Models used by consulting firms to analyze clients	3 Hours
2.2	Managing Client-Consultant relationship	2 Hours
2.3	Generating and winning consulting assignments, Writing successful Proposals	2 Hours
3	Consulting Process	
3.1	Steps in consulting process	2 Hours
3.2	Diagnosing problems, Workflow techniques	2 Hours
3.3	Identifying and solving process bottlenecks	2 Hours
3.4	Project management tools & techniques	2Hours
4	Deliverables and disengagement	
4.1	Analyzing organizational problems	2 Hours
4.2	Preparation of Deliverables, Standardization and compliance to laws	3 Hours
4.3	Implementation of deliverables – training, coaching and mentoring	3 Hours
5	Human Resources in Organization Consulting	
5.1	Consulting areas in HRM	2 Hours
5.2	Outsourcing and HR	3 Hours
5.3	HR Consulting firms in India and its future in India	2 Hours
Total		36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA232	FINANCIAL INFORMATION ANALYSIS	Elective	3	0	0	3

Preamble: The course on Financial Information Analysis provides a framework for the students to analyse a firm's past financial performances to aid managerial decision making. The course equip students to forecast the future performance and also to evaluate the overall growth of the firm, which could help them in making major financial decisions. The course also helps to integrate the key concepts from accounting, finance and economics which will help in evaluating the long run performance of the firm.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student/s will be able to:

CO 1	Understand the techniques of financial information analysis and its significance in business.
CO 2	Develop and apply the concept of financial information in the business.
CO 3	Analyze & infer the financial statements and comment on the current and past performances of the business.
CO 4	Develop competence in managerial decision making and control.
CO 5	Evaluate the importance of Valuation and Financial Modelling.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PO7	PO8
CO 1	3	2	1	1	2		1	
CO 2	3	1	2	2	3		1	
CO 3	3	3	1	2	2		1	
CO 4	3	2	1	1	3		1	
CO 5	3	1	1	1	1		1	

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions).

Syllabus	
Module 1	Introduction to Financial statements Balance sheet-Income Statements, Fund flow statements; Uses of financial statements; Financial statement analysis- Inter firm and intra firm analysis.
Module 2	Techniques for Financial Statement Analysis Comparative financial statements, common size financial statements, trend analysis, Percentages; Ratio Analysis- role of ratios in financial analysis, short term solvency analysis, long term solvency analysis,
Module 3	Techniques for Financial Statement Analysis Ratios – Profitability analysis, activity analysis- market capitalization ratios - DuPont Analysis; Cash flow analysis- cash flow statements-format and presentation of cash flows
Module 4	Forecasting and projections Forecasting Income statement and Balance sheet, forecasting from book value; forecasting from earnings and book value, Forecasting from accounting rate of returns-forecasting profitability and sales.
Module 5	Valuation and Modelling Adjusted book value, Price to-book ratios and Price earnings ratio- EV to EBITDA ratio-EV to Sales Ratio- EV to Capital Employed ratio-Dividend Yield- Earning Yield-PEG Ratio- Trading comparable analysis-Cost of Capital - Discounted cash flow model (DCF)& Free cash flow model (FCF)- Sum-Of- The-Parts (SOTP) Valuation concept-Residual Income Model and Market Based Valuation.

Text Books

1. Pandey I. M., (2015), “*Financial Management*”, Vikas Publishing House Private Ltd.
2. Brigham F. Eugene and Houston F. Joel, (2014), “*Fundamentals of Financial Management*”, 14th edition, Thomson India Edition.
3. Easton McAnally, Sommers Zhang (2018), “*Financial Statement Analysis & Valuation*,”, 5th edition, Cambridge Business Publishers.

References and Suggested Readings

1. Fridson Martin, Alvarez Fernando (2011), “*Financial Statement Analysis: A Practitioners’ guide*”, USA, Wiley Finance
2. Maheshwari S. N., Maheshwari Suneel (2018). “*A Textbook of Accounting for Management*”, Fourth Edition, New Delhi, Vikas Publication.
3. Sinha Gokul (2012), “*Financial Statement Analysis*”, PHI Learning Private Limited.
4. White I., Gerald Sondhi C., Ashwin Paul, Fried Dov, (2008), “*The Analysis and Use of Financial Statements*”, Third Edition, USA Wiley Publication.
5. Arora R. (2018), “*Financial Accounting: Fundamental Analysis and Reporting*”, Wiley Publication.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Introduction to Financial statements	
1.1	Balance sheet-Income Statements, Fund flow statements	3 Hours
1.2	Uses of financial statements; Financial statement analysis	2 Hours
1.3	Inter firm and intra firm analysis	2 Hours
2	Techniques for Financial Statement Analysis	
2.1	Comparative financial statements, common size financial statements	2 Hours
2.2	Trend analysis, Percentages; Ratio Analysis- role of ratios in financial analysis,	3 Hours
2.3	Short term solvency analysis, long term solvency analysis,	3 Hours
3	Techniques for Financial Statement Analysis	
3.1	Ratios – Profitability analysis, activity analysis-	3 Hours
3.2	market capitalization ratios -DuPont Analysis;	2 Hours
3.3	Cash flow analysis- cash flow statements-format and presentation of cash flows	2 Hours
4	Forecasting and projections	
4.1	Forecasting Income statement and Balance sheet,	3 Hours
4.2	Forecasting from book value; forecasting from earnings and book value.	2 Hours
4.3	Forecasting from accounting rate of returns-forecasting profitability and sales.	2 Hours
5	Valuation and Modelling	
5.1	Adjusted book value, Price to-book ratios and Price earnings ratio- EV to EBITDA ratio-EV to Sales Ratio- EV to Capital Employed ratio- Dividend Yield-Earning Yield-PEG Ratio -Trading comparable analysis-	3 Hours
5.2	Cost of Capital - Discounted cash flow model (DCF)& Free cash flow model (FCF)	2 Hours
5.3	Sum-Of-The-Parts (SOTP) Valuation Concept -Residual Income Model and Market Based Valuation.	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA238	STRATEGIC FINANCIAL MANAGEMENT	Elective	3	0	0	3

Preamble: The course aims at imparting an in-depth knowledge about strategic financial management in terms of concepts, corporate valuation methods, types of corporate risk, investment decisions, financial analysis and its tools. This course also aims at introducing merger strategy and takeover strategy to the participants.

Prerequisite: NIL

Course Outcomes (COs): After the completion of the course the student will be able to: -

CO 1	Recall the concept of strategic financial management and corporate valuation methods.
CO 2	Illustrate various investment alternatives under risk and uncertainty.
CO 3	Develop the financial statements using traditional and modern approaches.
CO 4	Analyse the concept and types of mergers and its impact on the firm.
CO 5	Evaluate the concept of takeover strategy.

Mapping of course outcomes with Program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3	3	-	-	-	3	-
CO 2	3	3	3	-	-	-	3	-
CO 3	3	3	3	-	-	-	3	-
CO 4	3	2	3	-	-	-	3	-
CO 5	3	2	3	-	-	-	3	-

Assessment Pattern

Bloom’s Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Strategic Financial Management (SFM): An overview of SFM-features-scope and importance-constraints-strategic planning process-components-benefits-corporate valuation methods.
Module 2	Risk and Uncertainty: Types of corporate risk-uncertainty and its sources-investment decisions under risk and uncertainty-techniques of investment decisions-RADR and CE method.
Module 3	Financial Analysis: Evolution of financial analysis-objectives-sources of information-traditional and modern approach-tools for financial analysis-trend-ratio-cash flow and fund flow.
Module 4	Merger Strategy: Theories of merger-horizontal, vertical and conglomerate mergers-merger procedure-valuation of firm-financial impact of merger-merger and dilution effect on EPS.
Module 5	Takeover Strategy: Types of takeovers-negotiated and hostile bids-take over procedures-takeover defences-SEBI regulations with respect to takeovers-distress restructuring strategy-sell offs-spin offs.

Text Books

1. Jakhotiya G. P. (2000). Strategic Financial Management, Vikas Publishing House, New Delhi.
2. Girish P. Jakhotiya (2011). Strategic Financial Management, Vikas Publishing House, New Delhi.
3. George Foster (1986). Financial Statement Analysis, Pearson Publication.
4. Prasad G. Godbol (2013). Mergers, Acquisitions, Principles & Corporate restructuring, Vikas Publishing House.
5. Vanhorne & James C. (2002). Financial Management and Policy, Pearson, New Delhi
6. Brigham & Ehrhardt (2013). Financial Management, Thomson Press (India).

Reference Books

1. Pandey I. M. (2015). Financial Management, Vikas Publishing House, New Delhi
2. Rajni Sofat & Preeti Hiro (2015). Strategic Financial Management, Prentice Hall India, New Delhi.
3. Prasanna Chandra (2017). Financial Management, Tata McGraw Hill, New Delhi.
4. Fred Weston J & Samuel Weaver (2004)., Mergers & Acquisitions, McGraw Hill Publications.
5. Suvendu Narayan Roy (2013). Financial Management with new Approach, Excel Books.
6. Hampton (2003). Financial Decision Making: Concepts, Problems and Cases, Prentice Hall India, New Delhi.

Course Content and Lecture Schedule

No.	Topic	No. of Lectures
1	Strategic Financial Management (SFM)	
1.1	An overview of SFM, features, scope and importance.	2 Hours
1.2	Constraints, strategic planning process, components and benefits	2 Hours
1.3	Corporate valuation methods.	3 Hours
2	Risk and Uncertainty	
2.1	Types of corporate risk, uncertainty and its sources.	2 Hours
2.2	Investment decisions under risk and uncertainty.	2 Hours
2.3	Techniques of investment decisions, RADR and CE method.	3 Hours
3	Financial Analysis	
3.1	Evolution and objectives of financial analysis	1 Hours
3.2	Sources of information for financial analysis.	1 Hours
3.3	Traditional and modern approach, tools for financial analysis-trend, ratios, cash flow and fund flow.	5 Hours
4	Merger Strategy	
4.1	Theories of merger, horizontal, vertical and conglomerate mergers.	2 Hours
4.2	Merger procedure and valuation of firm	2 Hours
4.3	Financial impact of merger, merger and dilution effect on EPS.	3 Hours
5	Takeover Strategy	
5.1	Types of takeovers, negotiated and hostile bids, take over procedures	2 Hours
5.2	Takeover defenses, SEBI regulations with respect to takeovers	3 Hours
5.3	Distress restructuring strategy, sell offs, spin offs.	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA240	INSURANCE MANAGEMENT	Elective	3	0	0	3

Preamble: This course intends to provide a basic understanding of the insurance mechanism. It explains the concept of insurance and how it is used to cover risk. Insurance transaction as a business and its markets are explained. The relationship between insurers and their customers and the importance of insurance contracts are discussed.

Prerequisite: NIL

Course Outcomes (COs): After the completion of the course the student will be able to:-

CO 1	Recall the concepts pertaining to Life Insurance and General insurance.
CO 2	Illustrate the key elements of the Life Insurance Products and Services.
CO 3	Design the life insurance cover strategy for clients.
CO 4	Compare and contrast insurance plans; Analyze and use risk management techniques
CO 5	Facilitate the compliance required for acquiring the policy and settlement of claims.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PO7	PO8
CO 1	3	2	1	1	2		1	
CO 2	3	1	1	1	2		1	
CO 3	3	2	1	1	2		1	
CO 4	3	1	1	1	2		1	
CO 5	3	1	1	1	1		1	

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions).

Syllabus	
Module 1	<p>Insurance and its Evolution: Nature of insurance –insurance operations today - role of insurance in economic development and social security –contribution of insurance to the society –different classes of insurance – importance of insurance – unexpected eventualities in insurance. Types of insurance. Indian Insurance Environment.</p> <p>Life Insurance - Introduction: History and evolution, Functions of Insurance, Advantages of Life insurance, Terminologies in Life Insurance. General Insurance: History and evolution, How General insurance works, Advantages of General insurance, Principles of Insurance, Insurable interest, Subrogation and Contribution, Types of General Insurance, General Insurance Products in India, Specialized Insurances i.e., Oil & Energy Risks insurance – Satellite insurance.</p>
Module 2	<p>Risk Management Techniques: Risk avoidance - Risk retention - Risk reduction and control - Risk financing, Difference between Insurance and Assurance, Roll of the actuary. Different types of risks – actual and consequential losses – management of risks – loss minimization techniques- Management of risk by individuals –management of risk by insurers – fixing of premiums. Reinsurance: foundation of reinsurance – forms of reinsurance.</p>
Module 3	<p>Legal Aspects of Insurance- The Insurance Contract: Terms of an insurance contract – principles that form the foundation of insurance – significance of the principles of - utmost good faith- insurable- Interest - indemnity – subrogation – Contribution – disclosure of all relevant information –The relevance of proximate cause – the insurance contract. The Insurance Regulatory Development Authority (IRDA) Act, 1999 – IRDA (Investment) Regulations 2000 – IRDA Guidelines for Insurance Brokers Securities and Exchange Board of India (SEBI) Act, 1992 – SEBI Guidelines.</p>
Module 4	<p>The various constituents of the insurance market: Operations of insurance companies - operations of intermediaries – specialist Insurance companies insurance specialists – Marketing of General Insurance-Life Insurance Marketing- Channels of Sales. Management of insurance companies, challenges of globalisation and business process re-engineering; Methodology of outsourcing. Application of IT in insurance business, system controls, application of ERP for insurance companies, Customer relation- management.</p>
Module 5	<p>Claims Procedure: Meaning of claim and Importance of settling claims, limitations or notice of loss, Claims Settlement process, Investigation and assessment – Surveyors and loss assessors – Claim forms – Loss assessment and claim settlement - Important Aspects in an insurance claims – categories of claim – Discharge vouchers – Post settlement action – Salvage – Recoveries – Disputes related to claims – Other disputes resolution mechanisms. Grievance Redressal Mechanism: Consumer courts, Ombudsman - Integrated Grievance Management System (IGMS) - The Insurance Ombudsman.</p>

Text Books

1. Neelam Gulati (2009). *Principles of Insurance Management*, Excel Books India.
2. Mishra S.N., Mishra S.B. (2016). *Insurance, Principles and Practice 22nd Edition*, S Chand & Company Pvt. Ltd.
3. George E. Rejda (2011). *Principles of Risk Management and Insurance*. Pearson Publishers.

Reference Books

1. Study material published by Insurance Institute of India – IC 34 – *General Insurance*.
2. Study material published by Insurance Institute of India – IC 45 - *General Insurance Underwriting*
3. D. C. Srivastava, Shashank Srivastava (2001). *Indian Insurance Industry: Transition and Prospects*. New Century Publications, New Delhi.
4. *Principles and Practice of General Insurance*, The Institute of Chartered Accountants of India: New Delhi.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Insurance and its Evolution	
1.1	Insurance operation today	2 Hours
1.2	Life Insurance	2 Hours
1.3	General Insurance	3 Hours
2	Risk Management Techniques	
2.1	Risk avoidance	2 Hours
2.2	Management of risk	2 Hours
2.3	Re-insurance	3 Hours
3	Legal Aspects of Insurance	
3.1	Insurance Contract	2 Hours
3.2	Principles that form the foundation of insurance	2 Hours
3.3	IRDA	3 Hours
4	The various constituents of the insurance market:	
4.1	Operations of insurance companies	2 Hours
4.2	Marketing of insurance	2 Hours
4.3	Application of IT and ERP in insurance Companies	3 Hours
5	Claim Procedure	
5.1	Meaning of claim and Importance of settling claims	2 Hours
5.2	Claims Settlement process	3 Hours
5.3	Grievance Redressal Mechanism:	3 Hours
Total		36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA254	CUSTOMER RELATIONSHIP MANAGEMENT	Elective	3	0	0	3

Preamble: Effective CRM strategies help companies align business process with customer centric strategies using people, technology and knowledge. Companies strive to use CRM to optimize the identification, acquisition, growth and retention of desired customers to gain competitive advantage and maximize profit. This course equips learners with a sound foundational knowledge of CRM concepts and the best practices so that they can implement CRM practices successfully for ensuring long-term profitability. It explores a variety of factors and actions that drive successful partnering relationships and in turn lead to higher customer satisfaction, market share and net cash flow.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Understand the importance of customer relationship management in an organisation.
CO 2	Analyse the approaches that an organisation should adopt to build and maintain relationship with customers.
CO 3	Appraise the technologies used in customer relationship management.
CO 4	Develop strategies to implement CRM in an organization
CO 5	Assess the impact of CRM on marketing channels.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3	3	2	2	-	2	-
CO 2	3	2	2	2	3	-	3	-
CO 3	3	2	2	2	-	-	2	-
CO 4	3	3	2	-	-	-	1	-
CO 5	2	-	1	-	2	-	1	-

Assessment Pattern

Bloom’s Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions).

Syllabus	
Module 1	Introduction to CRM: Definition and Scope of CRM, History and Evolution of CRM, Objectives of CRM, Benefits of CRM, CRM myths, CRM technology, Technology Components of CRM, CRM as a strategic marketing tool, CRM significance to the stakeholders, CRM Issues and Problems, eCRM- Definition, Framework of eCRM, Six Es in eCRM, Features of eCRM, Difference between CRM and eCRM
Module 2	Managing Customer Relationship: Customer portfolio management, Managing customer life cycle, Customer lifetime value, Customer Interaction Cycle, Customer Interaction Management, Customer Profiling, Customer Centricity in CRM, Customer touch points, Loyalty Management, Loyalty Ladder, Types of customer loyalty, Loyalty programmes, reasons of failure of loyalty programmes.
Module 3	Technology in CRM: Sales Force Automations (SFA) barriers to successful SFA, functionality and technological aspects of SFA Enterprise Marketing Automation (EMA): Components of EMA (promotions, events loyalty and retention programs), response management. Call Center: ACD (Automatic Call Distribution), IVR (Interactive Voice Response), CTI (Computer Telephony Integration), web enabling call center, automated intelligent call routing, logging & monitoring. Application Service Provider (ASP): Functions, Advantages & disadvantages.
Module 4	Implementing CRM: Pre-implementation, kick off meeting, requirements gathering, prototyping and detailed proposal generation, development of customization, Power use beta test and data import, training, rollout and system hand off, ongoing support, system optimization, follow up.
Module 5	Impact of CRM on Marketing Channels: Traditional distribution channel structure supporting customer relationship, Emerging channel trends that impact CRM; CRM Models, CRM tools, Supplier Relationship Management (SRM), Partner relationship Management (PRM), Lead management, Communication methodologies, Data Mining for CRM, Data warehousing, Future of CRM, Ethical issues in CRM
Textbook	
<ol style="list-style-type: none"> 1. Sheth, J. N., Atul, P., & Shainesh, G. (2017). <i>Customer Relationship Management: Emerging Concepts, Tools and Applications</i>. McGraw Hill 2. Mohammed, H. P., & Sagadevan, A. (2006). <i>Customer Relationship Management - A step-by step approach</i>. Vikas Publication Pvt. Ltd 	
References and Suggested Readings	
<ol style="list-style-type: none"> 1. Greenberg, P. (2017). <i>CRM at the Speed of Light</i>. McGraw-Hill. 2. Buttle, F. & Maklan, S. (2015). <i>Customer Relationship Management: Concepts and Technologies</i>. Routledge. 3. Alok Kumar Rai (2012). <i>CRM: Concepts and Cases</i>. PHI 	

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Introduction to CRM	
1.1	Definition and Scope of CRM, History and Evolution of CRM, objectives of CRM, Benefits of CRM, CRM myths	2
1.2	CRM technology, Technology Components of CRM	2
1.3	CRM as a strategic marketing tool, CRM significance to the stakeholders, CRM Issues and Problems	2
1.4	eCRM- Definition, Framework of eCRM, Six Es in eCRM, features of eCRM, Difference between CRM and Ecrm	2
2	Managing Customer Relationship	
2.1	Customer portfolio management, Managing customer life cycle, Customer lifetime value	2
2.2	Customer Interaction Cycle, Customer Interaction Management, Customer Profiling, Customer Centricity in CRM, Customer touch points	3
2.3	Loyalty Management, Loyalty Ladder, Types of customer loyalty, Loyalty programmes, reasons of failure of loyalty programmes	2
3	Technology in CRM	
3.1	Sales Force Automations (SFA) barriers to successful SFA, functionality and technological aspects of SFA	2
3.2	Enterprise Marketing Automation (EMA): Components of EMA, Response management	2
3.3	Call Center:ACD (Automatic Call Distribution), IVR (Interactive Voice Response), CTI (Computer Telephony Integration),web enabling call center, automated intelligent call routing, logging & monitoring	2
3.4	Application Service Provider (ASP): Functions, Advantages & Disadvantages	1
4	Implementing CRM	
4.1	Pre-implementation, kick off meeting, requirements gathering, prototyping and detailed proposal generation	2
4.2	development of customization, Power use beta test and data import	2
4.3	training, rollout and system handoff, ongoing support, system optimization, follow up	2
5	Impact of CRM on Marketing Channels	
5.1	Traditional distribution channel structure supporting customer relationship, emerging channel trends that impact CRM	2
5.2	CRM Models, CRM tools	2
5.3	Supplier Relationship Management (SRM), Partner relationship Management (PRM), lead management	2
5.4	Communication methodologies, Data Mining for CRM, Data warehousing, Future of CRM, Ethical issues in CRM	2
Total Hours		36 hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA256	RURAL MARKETING	Elective	3	0	0	3

Preamble: The population of India is significantly centred in semi urban and rural geographies which must be approached with paradigms that suit their economic, social and demographic contexts. By understanding rural consumer behaviour and applying marketing in rural settings, spaces and structures, students should be able to identify challenges and opportunities in the marketing environment so that they can impart managerial initiatives and relevant frameworks useful for business development in rural India.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to:

CO 1	Apply knowledge of rural markets and governance initiatives to develop marketing strategies that overcome constraints facing rural consumer contexts.
CO 2	Analyse the differences in the rural consumer in terms of social, cultural and technological factors through application of rural marketing research
CO 3	Apply STP Strategies in rural markets with specific tools and approaches that enable market success
CO 4	Analyse marketing mix strategies to rural markets using methodologies and market orientations that target rural consumers
CO 5	Develop models of planned rural marketing frameworks that aid markets and societies centered in rural geographies

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2	3	3	1	-	-	1	-
CO 2	2	2	1	-	1	-	-	-
CO 3	3	3	2	-	-	-	1	-
CO 4	3	3	1	-	-	-	-	-
CO 5	2	3	3	-	-	-	2	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions).

Syllabus	
Module 1	Rural Markets: Rural Market in India- Size & Scope, Rural development as a core area, Efforts put for Rural development by government, Emerging Profile of Rural Markets in India, Problems of rural market. Constraints in Rural Marketing and Strategies to overcome constraints.
Module 2	Rural Consumer Behavior: Rural Consumer Vs Urban Consumer – a comparison, Factors affecting Rural Consumer Behavior- Social factors, Cultural factors, Technological factors Rural Marketing Research: Process of Research in Rural Markets, Approaches in Rural Markets.
Module 3	Segmenting, Targeting and Positioning: Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Rural Market Segmentation Tools. Product & Pricing Strategies for Rural Markets Rural Product classification, Product Decisions and Strategies, Product Life Cycle Strategies in Rural Markets, New Product Development in Rural Markets, Rural pricing Strategies.
Module 4	Promotion & Distribution Strategies for Rural Markets: Advertising, Advertising mix factors, Media planning, Objectives of advertising and sales promotion
Module 5	Rural and Urban Markets: Comparative Analysis, Parameters Differentiating Urban & Rural Markets, Similarities and Differences in Consumer Behavior in Rural & Urban Markets. Marketing of Agricultural Produce and Inputs: Regulated markets, Cooperative Marketing & Processing Societies, Corporate Sector in Agri-Business: Cultivation, Processing& Retailing; Rural Marketing of FMCGs.
Text Books	
<ol style="list-style-type: none"> 1. Kashyap, P. (2016). <i>The rural marketing</i>, (3rd Ed). Pearson Education. 2. Badi, V.R & Badi, N.V., (2010), <i>Rural Marketing</i>, Himalaya Publishing. 3. Velayudhan, S, K., (2007). <i>Rural marketing: targeting the non-urban consumer</i>, (2nd Ed). Sage Publications. 4. Krishnamacharyulu, C.S.G & Lalitha R., (2010). <i>Rural marketing</i> (2nd Ed). Pearson. 5. Dogra, B. & Ghuman, K., (2007). <i>Rural marketing: concept & cases</i>, Tata Mcgraw-Hill Publishing Company. 6. Ram Kishen, (2015). <i>New Perspectives in Rural & Agricultural Marketing</i>, Jaico Publishing House. 7. Chakraborty, D. (2018). <i>Rural marketing in India: texts and cases</i>, Atlantic Publishers 	
Reference Books	
<ol style="list-style-type: none"> 1. Singh, S., <i>Rural Marketing – Focus on Agricultural Inputs</i>, Vikas Publishing House 2. Shepherd, A., “A Guide to Maize Marketing for Extension Officers”. Extension Guide 1, Marketing & Rural Finance Service. FAO, Rome. http://www.fao.org/docrep/013/i1792e/i1792e00.pdf 	

3. Singh, A.K. and Pandey S., (2005). *Rural Marketing: Indian Perspective*, New Age International Publishers.
4. Krishnamoorthy, R., (2011). *Introduction to rural marketing*. Himalaya Publishing House

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Rural Market in India-	
1.1	Size & Scope of rural market, Problems of rural market. Rural development as a core area	3 Hrs
1.2	Efforts put for Rural development by government, Emerging Profile of Rural Markets in India	2 Hrs
1.3	Constraints in Rural Marketing and Strategies to overcome constraints	2 Hrs
2	Rural Consumer Behaviour	
2.1	Rural Consumer Vs Urban Consumer – a comparison	2 Hrs
2.2	Factors affecting Rural Consumer Behaviour- Social factors, Cultural factors, Technological factors.	3 Hrs
2.3	Process of Marketing Research in Rural Markets, Approaches in Rural Markets	2 Hrs
3	Segmenting, Targeting and Positioning /product & Pricing Strategies for Rural Markets:	
3.1	Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Rural Market Segmentation Tools.	2 Hrs
3.2	Rural Product classification, Product Decisions and Strategies, Product Life Cycle Strategies in Rural Markets	3 Hrs
3.3	New Product Development in Rural Markets, Rural pricing Strategies	3 Hrs
4	Promotion & Distribution Strategies for Rural Markets:	
4.1	Advertising, Advertising mix factors	2 Hrs
4.2	Media planning	2 Hrs
4.3	Objectives of advertising and sales promotion	2 Hrs
5	Rural and Urban Markets:	
5.1	Comparative Analysis, Parameters Differentiating Urban & Rural Markets	2 Hrs
5.2	Similarities and Differences in Consumer Behaviour in Rural & Urban Markets.	2 Hrs
5.3	Marketing of Agricultural Produce and Inputs: Regulated markets, Cooperative Marketing & Processing Societies	2 Hrs
5.4	Corporate Sector in Agri-Business: Cultivation, Processing& Retailing; Rural Marketing of FMCGs	2 Hrs
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA260	INTERNATIONAL MARKETING	Elective	3	0	0	3

Preamble: The task of global marketing is complex enough when the company operates in one foreign national market. It is much more complex when the company starts operations in several countries. Marketing programmes must adapt to needs and preferences of customers that have different levels of purchasing power as well as different climates, languages and cultures. In spite of the many differences some coordination of international activities will be required, and at the same time the company will gain some synergy across borders, in the way that experience and learning acquired in one country can be transferred to another. Knowledge of International marketing is required for scaling up globally.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Outline and illustrate the, scale, scope, limits, premises and expanse within which international markets operate
CO 2	Examine and demonstrate how companies enter into and operate in foreign markets.
CO 3	Compare and categorise how marketing mix variables of product and pricing are applied in international markets.
CO 4	Appraise and evaluate promotional strategies and distributional possibilities in a global company.
CO 5	Examine and review India's foreign trade policies, incentives and regulations to support international trade

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2	2	-	-	-	-	2	-
CO 2	3	3	3	-	-	-	3	-
CO 3	3	3	2	-	-	-	-	-
CO 4	3	1	3	-	1	-	2	-
CO 5	3	1	3	-	-	1	-	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions).

Syllabus	
Module 1	International Marketing: Scope of international marketing; international marketing vs. domestic marketing; challenges in global marketing; customer value and the value equation; competitive or differential advantage; benefits of international marketing; driving and restraining forces in international marketing; participants in international marketing; technological developments and international marketing; future and challenges of international marketing
Module 2	Market Coverage Strategies: Concentrated marketing; niche marketing; market segmentation and differentiated marketing; new product introduction strategies – shower approach, waterfall approach. Organising for International Marketing: Built in export department; separate export department; international sales subsidiary; international division; global organisation.
Module 3	International Product Strategies: Products for international markets; international product life- cycle; international product planning; product adoption and standardization; product-communication strategies. Pricing for International Markets: International pricing objectives; retrograde pricing; Incoterms. International marketing of services
Module 4	International Promotional Strategies: Marketing environment and promotion strategies; major decisions in international marketing communication; role of export promotion organisations; trade fairs and exhibitions; personnel selling in international marketing; challenges in international promotion. International Distribution Strategies: International channel system; direct exports and indirect exports; types of international marketing intermediaries, marketing environment and distribution strategies; international logistics
Module 5	Foreign Trade Policy and Procedures: Foreign trade policy and export promotion measures; export procedures and import procedures; quality control and pre- shipment inspection; export risk insurance; trade financing- pre-shipment and post-shipment financing; role of Exim Bank: foreign exchange regulations; Incoterms.

Text Books

1. Hollensen, S. (2009). *Global Marketing*, Pearson Education.
2. Joshi, R. M. (2014). *International Marketing*, Oxford University Press India.
3. Onkvisit, S. & Shaw, J. (1996). *International Marketing Analysis and Strategy*, Prentice-Hall of India Pvt Ltd.

References and Suggested readings

1. Cherunilam F. (2015). *International Marketing: Text and Cases*, Himalaya Publishing House.
2. Lee K. and Carter S. (2012). *Global Marketing Management*, Oxford University Press.
3. Doole I. & Lowe R. (2012). *International Marketing Strategy*. Cengage Learning.
4. Jain, S. C. (2001). *International Marketing*. South-Western.
5. Keegan W. J. (2010). *Global Marketing Management*. Pearson Education.
6. Cateora P. R., Gilly M. C. & Graham J. L., (2014). *International Marketing*, McGraw Hill Education India Private Limited.
7. Kumar, A., (2007). *Export and Import Management*, Excel Books.

8. Kotabe, M. & Helsen, K. (2014). *Global Marketing Management*, John Wiley & Sons.
9. *Handbook on Foreign Trade Policy and Guide to Export & Import*, The Institute of Chartered Accountants of India, New Delhi.
10. *Handbook of Procedures*, Department of Commerce, Ministry of Commerce & Industry, Government of India, New Delhi.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	International Marketing	
1.1	Scope of international marketing; international marketing vs. domestic marketing; challenges in global marketing; customer value and the value equation; competitive or differential advantage;	3
1.2	benefits of international marketing; driving and restraining forces in international marketing; participants in international marketing;	2
1.3	technological developments and international marketing; future and challenges of international marketing	3
2	Market Coverage Strategies & Organising for International Marketing	
2.1	Concentrated marketing; niche marketing; market segmentation and differentiated marketing.	2
2.2	New product introduction strategies, – shower approach, waterfall approach.	2
2.3	Built in export department; separate export department; international sales subsidiary; international division; global organisation	3
3	International Product Strategies & Pricing for International Markets	
3.1	Products for international markets; international product life- cycle; international product planning; product adoption and standardization; product-communication strategies	2
3.2	International pricing objectives; retrograde pricing;	2
3.3	Incoterms. International marketing of services	3
4	International Promotional Strategies & International Distribution Strategies	
4.1	Marketing environment and promotion strategies; major decisions in international marketing communication; role of export promotion organisations; trade fairs and exhibitions; personnel selling in international marketing; challenges in international promotion.	2
4.2	International channel system; direct exports and indirect exports; types of international marketing intermediaries	2
4.3	marketing environment and distribution strategies; international logistics	3
5	Foreign Trade Policy and Procedures	
5.1	Foreign trade policy and export promotion measures; export procedures and import procedures;	2
5.2	quality control and pre- shipment inspection; export risk insurance; trade financing- pre-shipment and post-shipment financing;	2
5.3	Role of Exim Bank: foreign exchange regulations; Incoterms.	3
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJMBA274	INNOVATION AND NEW PRODUCT MANAGEMENT	Elective	3	0	0	3

Preamble: This course gives an insight in to the importance of innovation and R&D for an organization as well as innovation strategies for market adoption. It also equips students with methodology to manage new product or services in already existing or new market.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Understand the types and models of innovation and the frameworks of innovation process
CO 2	Analyze market adoption strategies and organizational characteristics for successful innovation
CO 3	Understand the different strategic alliances and firm's intellectual property rights.
CO 4	Interpret the relationship between R&D and innovation Strategies.
CO 5	Formulate pathways for New Product Development.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	3	-	-	-	3	-
CO 2	3	2	3	-	-	-	3	-
CO 3	3	2	3	-	3	-	3	-
CO 4	3	2	3	-	-	-	3	-
CO 5	3	2	3	-	-	-	3	-

Assessment Pattern

Bloom’s Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Introduction to Innovation management –importance of innovation- stages of successful innovations- types of innovation – models of innovations- framework for management of innovation process - difference between innovation and invention.
Module 2	Market adoption and innovation within firms - Innovation and the market – innovation diffusion theories – adoption of innovation - Pearson’s uncertainty map -organizational characteristics that facilitate innovation – management tools for innovation –Operations & Process innovation-design requirement- process design-BPR-lean innovation.
Module 3	Strategic alliances - definition – forms of strategic alliances-- process for forming successful strategic alliances –risk in strategic alliances Knowledge based organization- characteristics-Technology trajectories-organizational heritage-learning organization- -organizational structures and innovation–IPR-remedies against infringement.
Module 4	Management of R&D –classifying R&D - R&D management & its link with business strategy– R&D strategic decision making process-evaluating R&D projects-managing R&D projects- innovation and technology transfer- limits and barriers for technology transfer.
Module 5	New product development –new product-classification-new product development process- product failures-models of NPD - NPD as strategy for growth- - new service development models – market research & NPD- techniques used in consumer testing of new products.
Text Book	
<ol style="list-style-type: none"> 1. Paul Trott (2017). <i>Innovation Management and New Product Development</i>, Pearson. 2. Crawford Merle C. and Di Benedetto Anthony C., (2014). <i>New Products Management</i>. McGraw- Hill/Irwin Marketing. 3. Michael Z. Brooke & William Ronald Mills (2004). <i>New Product Development: Successful Innovation in the Market Place</i>, Jaico Books. 	
References and Suggested Readings	
<ol style="list-style-type: none"> 1. Ulrich, Karl and Eppinger, Steven (2012). <i>Product Design and Development</i> (5th Edition). McGraw-Hill Irwin. 2. Bettencourt, Lance (2010) <i>Service Innovation: How to Go from Customer Needs to Breakthrough Services</i>. McGraw-Hill Irwin. 3. Bye, P., & Chanaron, J. J. (1995). Technology trajectories and strategies. <i>International Journal of Technology Management</i>, 10(1), 45-66. 4. Cooper, R. G. (1983). A process model for industrial new product development. <i>IEEE Transactions on Engineering Management</i>, (1), 2-11. 5. Şimşit, Z. T., Vayvay, Ö., & Öztürk, Ö. (2014). An outline of innovation management process: building a framework for managers to implement innovation. <i>Procedia-Social and Behavioral Sciences</i>, 150, 690-699. 6. Bhat, S. R. (2018). Innovation and intellectual property rights law—an overview of the Indian law. <i>IIMB Management Review</i>, 30(1), 51-61. 7. Du Preez, N. D., & Louw, L. (2008, July). A framework for managing the innovation process. In <i>PICMET'08-2008 Portland International Conference on Management of Engineering & Technology</i> (pp. 546-558). IEEE. 	

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Introduction to innovation management	
1.1	Importance of innovation, stages of innovation	3 Hours
1.2	Types of innovation, models of innovation	2 Hours
1.3	Framework of managing innovation process, Innovation and invention.	2 Hours
2	Market adoption and innovation within firms	
2.1	- Innovation and the market – innovation diffusion theories – adoption of innovation - Pearson’s uncertainty map	3 Hours
2.2	-organizational characteristics that facilitate innovation – management tools for innovation	2 Hours
2.3	–Operations & Process innovation-design requirement- process design-BPR-lean innovation	2 Hours
3	Strategic alliances	
3.1	definition – forms of strategic alliances-- process for forming successful strategic alliances –risk in strategic alliances	3 Hours
3.2	Knowledge based organization- characteristics-Technology trajectories- organizational heritage-learning organization	2 Hours
3.3	organizational structures and innovation–IPR-remedies against infringement	2 Hours
4	Management of R&D	
4.1	classifying R&D - R&D management & its link with business strategy	2 Hours
4.2	R&D strategic decision making process-evaluating R&D projects-managing R&D projects	2 Hours
4.3	innovation and technology transfer- limits and barriers for technology transfer	3 Hours
5	New product development	
5.1	New product-classification-new product development process-product failures	3 Hours
5.2	Models of NPD - NPD as strategy for growth- - new service development models	3 Hours
5.3	Market research & NPD- techniques used in consumer testing of new products.	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA276	BUSINESS PLANNING FOR SMALL & MEDIUM ENTERPRISES	Elective	3	0	0	3

Preamble: This course provides students with insight on key aspects and challenges of small and medium sized enterprises (SMEs). Students will gain knowledge of systems and techniques to manage and strategically position SMEs in the national and international context. Furthermore, this course will focus on the uniqueness of the managerial process, control and accountability issues of SMEs.

Prerequisite: NIL

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Examine the key characteristics of SMEs and understand the challenges and the unique position of SMEs in contrast to larger organizations.
CO 2	Understand the importance of defining the right strategy for the SME in a fast changing world and to apply specific tools, models and processes.
CO 3	Study the strategic management models and theory specific to SMEs
CO 4	Understand the concept of E-Business and emerging techniques in market analysis for SMEs
CO 5	Observe the contemporary environment in SMEs

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	1	3	3	-	3	-
CO 2	3	3	1	3	2	-	3	-
CO 3	3	3	1	3	3	-	3	-
CO 4	3	3	1	3	2	-	3	-
CO 5	3	3	1	3	1	-	3	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions).

Syllabus	
Module 1	Small Business – Setting up a Small Business: Determination of the nature of the business unit, Micro, Small and Medium Enterprises (MSMEs), Characteristics and Objective of MSME, Role of MSME in Economic Development, Challenges Faced by MSME, Steps of Starting SMSME's and Measures taken by Government for the promotion of MSME's.
Module 2	Business Planning - Identifying and Evaluating Business Ideas and Opportunities – Sources of new ideas, Business Plan - Objectives, Structure and Elements of a Business Plan, Setting up a new venture, Business Feasibility Studies –Source and Criteria of Financing – Microfinance – Human Resource Mobilization - Technical Assistance – Marketing Assistance – Legal Formalities and Documentation.
Module 3	Institutional Support to SMEs - Activities and objectives of Institutions Supporting Entrepreneurs, Institutions Supporting Agencies - Small Industries Development Bank of India (SIDBI), NABARD, NSIC (National Small Industries Corporation), Commodity Boards, State Directorate of Industries, State Financial Corporations, MUDRA Bank. Institutional Support Schemes- Interest Subsidy, Seed/Margin Money, Refinance Scheme, Composite Loan Scheme, Single Window Scheme, National Equity Fund Scheme, Bills Rediscounting Scheme.
Module 4	E-Commerce and SMEs - E-Business - Emerging techniques in market analysis; E-Commerce Strategies, E-Commerce benefits to Small Business, Digital Marketing, Business models incorporating ICT, Digital Enterprise, E-shops, social media and, E- payments system, Digital Signatures, E-business Environment - Legal, Ethical and Security topics in E-business.
Module 5	Contemporary Environment in SMEs - Changing scenario of SMEs in the era of Liberalisation and Globalisation, Competitiveness, Quality Control and Branding, Need for Professionalism in Management of Small Business in India, Social Responsibility of Entrepreneurs, Rural Entrepreneurship, Women Entrepreneurship, Self Help Groups (SHG).

Text Book

1. Matthias Fink, Sascha Kraus (2009) *The Management of Small and Medium Enterprises*, New York/London, Routledge.
2. William D. Bygrave, Andrew Zacharakis (2014) *Entrepreneurship, Third Edition*, USA, Wiley.
3. Vasant Desai (2011) *Small Scale Industries and Entrepreneurship*, Himalaya Publishing House.
4. Khanka S. S., (2007). *Entrepreneurial Development*, S. Chand & Co.

References and Suggested Readings

1. Shukla, M.B., (2013), *Entrepreneurship and Small Business Management*, Kitab Mahal, Allahabad
2. Baporikar, Neeta (2011). *Entrepreneurship Development and Project Management: Text & Cases*, Himalaya Publishing, Mumbai.
3. Charantimath, Poornima M, (2009), *Entrepreneurship Development Small Business Enterprise*, Dorling Kindersley India Pvt Ltd. (Pearson), Delhi

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Small Business	
1.1	Setting up a Small Business	3 Hours
1.2	Micro, Small and Medium Enterprises (MSMEs),	2 Hours
1.3	Steps of Starting SMSME's	2 Hours
2	Business Planning	
2.1	Identifying and Evaluating Business Ideas and Opportunities	2 Hours
2.2	Business Plan	2 Hours
2.3	Business Feasibility Studies	3 Hours
3	Institutional Support to SMEs	
3.1	Activities and objectives of Institutions Supporting Entrepreneurs	3 Hours
3.2	Institutions Supporting Agencies	2 Hours
3.3	Institutional Support Schemes	3 Hours
4	E-Commerce and SMEs	
4.1	E-Business - Emerging techniques in market analysis	2 Hours
4.2	E-Commerce	2 Hours
4.3	E-business Environment	2 Hours
5	Contemporary Environment in SMEs	
5.1	Changing scenario of SMEs in the era of Liberalisation and Globalisation	4 Hours
5.2	Social Responsibility of Entrepreneurs	2 Hours
5.3	Rural Entrepreneurship, Women Entrepreneurship, Self Help Groups	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
24SJ MBA282	WORLD CLASS MANUFACTURING	Elective	3	0	0	3

Preamble: The objective of this course is to acquaint the students with the global developments in the area of manufacturing, and the systems, tools and techniques which are required for achieving competitive edge by business organizations. The course helps the learner improve their learning and understanding in world class manufacturing. On completion of the course, the students are expected to learn what actions are appropriate for different situations of World Class Manufacturing with respect to the theories as well as concepts in competitive manufacturing and apply them in models and practices.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Familiarize the students with the concepts of Business excellence and competitiveness
CO 2	Evaluate the practices of world class manufacturing organizations and the models through which it is implemented.
CO 3	Appraise the role of world class HR in moulding a world class manufacturing organization.
CO 4	Familiarize the different tools and techniques used in world class manufacturing and also the latest technological advancements in the manufacturing sector.
CO 5	Evaluate contemporary manufacturing issues and strategies for tackling those issues.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	3	-	-	-	3	-
CO 2	3	2	3	-	-	-	3	-
CO 3	3	2	3	3	3	-	3	-
CO 4	3	3	3	-	-	-	3	-
CO 5	3	2	3	-	-	-	3	-

Assessment Pattern

Bloom’s Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be two parts; Part A and Part B.

Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions).

Part B contains 5 questions (one question each from each module) of 10 marks each (Students should answer all questions)

Syllabus	
Module 1	Evolution of World Class Manufacturing: World class organizations, competing in world markets, competitiveness and performance measures, factors affecting competitiveness, world class manufacturing and the information age, Manufacturing challenges of the information age- Models for Manufacturing excellence: Schonberger, Halls, Gunn & Maskell models and Business Excellence.
Module 2	Benchmark and Best Practices: Concepts of Benchmarking, bottleneck and best practices, best performers, gaining competitive edge through world class manufacturing- Value added manufacturing, Value stream mapping, Eliminating different types of waste- Lean Thinking (Toyota Production System), Theory of Constraints.
Module 3	Human Resource Management in WCM: Adding value to the organization - Organizational learning, Cross functional teams - People as problem solvers - Total Employee involvement - Morale and Teamwork -Human Integration movement- The Balanced Score Card. Associates: Facilitators, Teams man ship, Motivation and reward in the age of continuous improvement.
Module 4	System & Tools for World Class Manufacturing: Improving Product & Process Design - Lean Production, FMS, Rapid Prototyping, Poka Yoke, 5-S, 7 M, JIT, Product Mix Optimizing, Procurement & Stores practices- Six Sigma philosophy, Design of Six Sigma-DMAIC, DMADV. Total Productive maintenance and Visual Control.
Module 5	World Class Manufacturing: International Scenario and Indian Scenario, Manufacturing Innovations, Quick Response Manufacturing, Agile manufacturing, lean manufacturing, concurrent engineering, Globalization and World Class Manufacturing - Generic Manufacturing Strategies for Information Age- Strategic Planning Methodology for WCM, Issues in Strategic Planning of WCM- Performance Measurement: POP System, TOPP System and Ambite Systems

Text Book

1. Sahay, B.S., Saxena, K.B.C and Ashish Kumar, (2018). *World Class Manufacturing – A Strategic Perspective*, Laxmi Publications.
2. Narayanan V. K, *Managing Technology & Innovation for Competitive Advantage*, Prentice Hall, 2014.
3. Nair, N., (2002). *Production & Operations Management*, McGraw Hill Education (India) Private Limited.

References and Suggested Readings

1. Richard J. Schonberger (2009). *World Class Manufacturing: The Next Decade: Building Power, Strength, and Value*, Free Press.
2. Chary S. N., (2012). *Production & Operations Management*, McGraw Hill Education India Private Limited.
3. Ron Moore (2013). *Making Common Sense Common Practice – Models for manufacturing Excellence* (Kindle edition), Reliabilityweb.com.
4. Korgaonkar M. G., (2008). *Just In Time Manufacturing*, MacMillan Publishers India.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Evolution of World Class Manufacturing:	
1.1	World class organizations	3 Hours
1.2	World class manufacturing and the information age	2 Hours
1.3	Models for Manufacturing excellence:	2 Hours
2	Benchmark and Best Practices	
2.1	Concepts of Benchmarking	2 Hours
2.2	Gaining competitive edge through world class manufacturing-	2 Hours
2.3	Lean Thinking (Toyota Production System), Theory of Constraints.	3 Hours
3	Human Resource Management in WCM	
3.1	Organizational learning, Cross functional teams - People as problem solvers	2 Hours
3.2	Total Employee involvement	2 Hours
3.3	Associates: Facilitators, Teams man ship	2 Hours
4	System & Tools for World Class Manufacturing	
4.1	Lean Production, FMS, Rapid Prototyping, Poka Yoke, 5-S, 7 M, JIT	4 Hours
4.2	Product Mix Optimizing, Procurement & Stores practices, Toyota Production System (TPS).	2 Hours
4.3	Six Sigma philosophy and Design of Six Sigma-DMAIC	2 Hours
5	World Class Manufacturing	
5.1	International Scenario and Indian Scenario	3 Hours
5.2	Globalization and World Class Manufacturing -	2 Hours
5.3	Performance Measurement: POP System, TOPP System and Ambite Systems	3 Hours
	Total	36 Hours