

**Swami Rama Himalayan University**  
**Office of the Registrar**

SRHU/Reg/00/2023-186

Date: 30<sup>th</sup> September, 2023

**OFFICE ORDER**

I am directed to inform that the Academic Council in its 29<sup>th</sup> Meeting under Agenda Item 29/17 has approved the recommendations made by the **Board of Studies** for the following programmes under Himalayan School of Management Studies, as enclosed herewith, for implementation, effective from admission batch **2023**:

1. ✓ Master of Business Administration (MBA) programme.
2. Bachelor of Business Administration (BBA) programme.
3. B.Com. (Hons.) programme.

By Order,

  
30/9/23  
Registrar

Copy to: Hon'ble Chancellor  
Hon'ble Vice Chancellor  
Director General (Academic Development) } for kind information please  
Controller of Examinations  
Principal, Himalayan School of Management Studies

Encls.: As above.

# Swami Rama Himalayan University



## BOARD OF STUDIES

MASTER OF BUSINESS ADMINISTRATION

MAY 2023



HIMALAYAN SCHOOL OF MANAGEMENT STUDIES

  
Registrar  
Swami Rama Himalayan University

# MASTER OF BUSINESS ADMINISTRATION

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**Swami Rama Himalayan University**  
**Office of the Registrar**

SRHU/Reg/00/2023-91 (i)

Date: 8<sup>th</sup> May, 2023

**OFFICE ORDER**

In accordance with duly approved Statute 5.07 of the University, the Hon'ble Vice Chancellor has constituted the **Board of Studies** for B.Com. (Hons.), BBA & MBA programmes under **Himalayan School of Management Studies (HSMS)**, as under:

Dr. Vickram Sahai, Professor & Principal - HSMS		Chairperson
As per the provisions of Statute 5.07(c) of the University, Two Associate Professors nominated by the Vice Chancellor	Dr. Som Aditya Juyal, Associate Professor, HSMS	Member
	Dr. Shweta Sethi, Associate Professor, HSMS	Member
As per the provisions of Statute 5.07(d) of the University, 02 (Two) external subject experts nominated by the Vice Chancellor	Dr. Amit Joshi, Professor, Department of Management, Kumaun University, Ayarpatta, Nainital, Uttarakhand	Member
	Mr. Shahrukh Khan, Branch Operations Manager, Axis Bank, Dehradun, Uttarakhand	Member

By Order,

  
8/5/23  
Registrar

Copy to: Hon'ble Chancellor }  
Hon'ble Vice Chancellor } for kind information please  
Principal, HSMS  
Chairperson, Board of Studies (BOS)  
All concerned members of the BOS

  
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Swami Rama Himalayan University

# Swami Rama Himalayan University

## Office of the Registrar

SRHU/Reg/Int/2023-225(i)

Date: 8<sup>th</sup> May, 2023

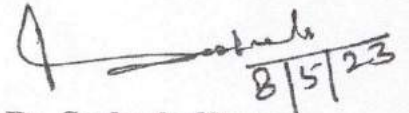
### Meeting Notice

The Meeting of the **Board of Studies** for B.Com. (Hons.), BBA & MBA programmes under **Himalayan School of Management Studies (HSMS)** will be held on **13<sup>th</sup> May 2023 (Saturday)** at 11:00 AM.

The 'Agenda' of the meeting shall be as follows:

1. To recommend, upon reference to it by the faculty, the courses of study, curriculum and methods of assessment in the subject or group of subjects within its purview.
2. To recommend programme objective and course outcome.
3. To recommend books, including text-books, supplementary reading, reference books and other study material for such courses of study.
4. To advise the faculty or faculties concerned regarding improvements in the courses of study.
5. To recommend organization of orientation and refresher courses in the subject.

All concerned members of the said 'Board of Studies' are requested to please make it convenient to attend the meeting.



**Dr. Susheela Sharma**  
Registrar

Copy to: Hon'ble Chancellor } for kind information please  
Hon'ble Vice Chancellor }  
Principal, HSMS  
Chairperson, Board of Studies (BOS)  
All concerned members of the BOS



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# Himalayan School of Management Studies

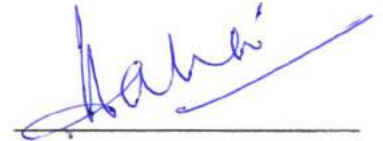
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## BOARD OF STUDIES AUGUST 2023

### Attendance

Date – May 15, 2023

1. Prof. (Dr.) Vickram Sahai

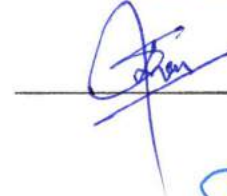


2. Prof. (Dr.) Amit Joshi



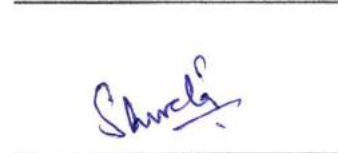
Head  
Department of Management Studies  
Kumaon University (Bhimtal) Nainital

3. Mr. Shahrukh Khan

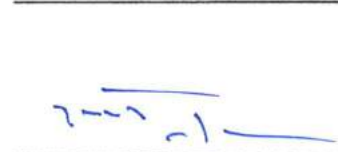


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3. Dr. Som Aditya Juyal



4. Dr. Shweta Sethi



5. Dr. Saurabh Joshi



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# Himalayan School of Management Studies

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## Minutes of the Meeting

In pursuance to the notification No-SRHU/Reg/OO/2023-225 (i), dated 8<sup>h</sup> May, 2023 the Meeting of Board of Studies for **Master of Business Administration** was held in the Himalayan School of Management Studies in the office of the Principal on 13<sup>th</sup> May, 2023 at 11:00 AM.

The following members of Board of Studies attended the above said meeting:

- |  |                 |
|--|-----------------|
| 1. <b>Prof. (Dr.) Vickram Sahai</b><br>Principal, Himalayan School of Management Studies                                     | Chairman        |
| 2. <b>Prof. (Dr.) Amit Joshi</b><br>Professor & Head, Department of Management Studies,<br>Kumoan University, Bhimtal Campus | External Expert |
| 3. <b>Mr. Shahrukh Khan</b><br>Branch Operations Manager, Axis Bank, Dehradun  | External Expert |
| 3. <b>Dr. Som Aditya Juyal</b><br>Associate Professor, Himalayan School of Management Studies                                | Member          |
| 4. <b>Dr. Shweta Sethi</b><br>Associate Professor, Himalayan School of Management Studies                                    | Member          |
| 5. <b>Dr. Saurabh Joshi</b><br>Assistant Professor, Himalayan School of Management Studies                                   | Special Invitee |

The Chairman welcomed all the members.

The committee reviewed the existing curriculum and the draft proposed and observed that:

1. MBA curriculum has been revised to reflect the latest industry trends, digital economy, and socio-economic situation at local, regional, national, and global levels. This curriculum was designed based on input from all key stakeholders in management education (industry,



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academia, and alumni), benchmarking with top Indian and foreign business schools, and also referencing the World Economic Forum's report on the future of jobs. MBA program syllabus committee members developed the program structure, identified core and elective courses, and designed curriculum mapping. As a result, we were able to provide a more comprehensive choice-based credit system as well as greater flexibility for inter-disciplinary and holistic learning. With the revised curriculum, students will have the opportunity to select from a wide variety of specializations and electives, including courses from the second generation. The courses contain six key learning outcomes employers seek in management talent. An attempt has been made to connect theory with practice and equip MBA students with the skills they need to meet the ever-changing needs of a sustainable economy and environment.

2. The **Program Outcomes** (POs) for MBA generally match with the expectations and requirements of the industry/ business world. After completion of the program, the student will be able to:
  - a. Apply theories & practices of management in a global business context.
  - b. Foster critical thinking for solving business problems.
  - c. Effectively communicate by the use of appropriate mode(s) of communication for the intended audience.
  - d. Participate collaboratively in teams to achieve the desired outcomes.
  - e. Appraise and integrate ethical, environmental, and sustainability considerations in decision-making & practice.
  - f. Understand the needs of organizations and provide effective leadership for the attainment of goals
3. The following **Program Specific Outcomes** (PSOs) have been included:
  - a. Apply conceptual knowledge of relevant functional areas of management and their application.
  - b. Apply decision support tools and techniques in the identification and resolution of business problems pertaining to the relevant functional areas of management and their application.
  - c. Demonstrate employability skills for appropriate roles in management.
4. The **Course Outcomes** (COs) for all courses offered have been reworked in keeping up with Bloom's Taxonomy in following order:
  - a. *Learn/Recall* various concepts.
  - b. *Discuss/Explain* the concepts based on their outcomes.
  - c. *Apply/Solve* the business problem using various concepts.
  - d. *Analyse/Examine* the relationship between the various concepts.
  - e. *Critique/Evaluate* the justification for selecting a particular concept/theory for achieving the desired result/goal.
  - f. *Create/Design/Develop/Formulate* practical solutions that address the current challenges faced by the organization(s).

These course outcomes are based on Bloom's Taxonomy and generic. Therefore, the teaching instructor must develop/tune the course outcomes in line with the course




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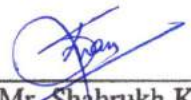


requirements while designing the lesson plan. It is mainly intended to create a flavour for the course and not lose any essential aspects of the above course objectives.


5. The discipline-specific electives offered in the third and fourth semesters have been expanded. This is to accommodate industry changes and corporate requirements, and enhance the program's choice-based credit system.
6. The students may either opt for either:
  - a. single specialization with all eight specialization courses of one particular stream (Marketing/ Finance/ Human Resource), or
  - b. dual specialization with four specialization courses of any two streams (Marketing/ Finance/ Human Resource/ International Business/ Supply Chain Management/ Business Analytics/ Sectoral Management), or
  - c. major-minor specialization with five courses from major (Marketing/ Finance/ Human Resource) and three courses from minor (International Business/ Supply Chain Management/ Business Analytics/ Sectoral Management)
7. Considering the University Office Order SRHU/Reg/00/2021-39 regarding continuous formative assessment & end term evaluation, the same were noted & duly incorporated in the curriculum as – continuous formal assessment (Internal) 40% & end term evaluation (External) 60%.
8. As per the University order SRHU/Reg/00/2020-108 students can take courses (as per UGC norms) from MOOC/ Swayam-NPTEL. The committee was apprised of this provision and added that students could take up at least one course (Discipline Specific Elective) in the second year from MOOC platforms. From the list of MOOC courses (consistent with the ones offered in the particular semester of the program) announced at the beginning of each semester, students will select courses to take from the MOOC platform.
9. The student should enroll in at least one value-added course during the programme. S/he will choose a value-added course from the list of value-added courses announced at the beginning of every semester by the program committee.


  
Prof. Vickram Sahai

  
Prof. Amit Joshi  
Department of Management Studies  
Kumaun University (Bhimtal) Nainital

  
Mr. Shahrukh Khan

  
Dr. Som Aditya Juyal

  
Dr. Shweta Sethi

  
Dr. Saurabh Joshi

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Program Outcomes

*After completion of the program, the student will be able to:*

- PO 1.** Apply theories & practices of management in a global business context.
- PO 2.** Foster critical thinking for solving business problems.
- PO 3.** Effectively communicate by the use of appropriate mode(s) of communication for the intended audience.
- PO 4.** Participate collaboratively in teams to achieve the desired outcomes.
- PO 5.** Appraise and integrate ethical, environmental, and sustainability considerations in decision-making & practice.
- PO 6.** Understand the needs of organizations and provide effective leadership for the attainment of goals.

### Program Specific Outcomes (PSOs)

- PSO 1.** Apply conceptual knowledge of relevant functional areas of management and their application.
- PSO 2.** Apply decision support tools and techniques in the identification and resolution of business problems pertaining to the relevant functional areas of management and their application.
- PSO 3:** Demonstrate employability skills for appropriate roles in management


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## MBA Program (Batch 2023 onwards)

### COURSE STRUCTURE

#	COURSE CATEGORY	CREDIT DISTRIBUTION PER SEMESTER				CATEGORY CREDITS
		1	2	3	4	
1	Core Course (CC)	21	21	09		51
2	General Elective (GE)	03	03			06
3	Ability Enhancement (AE)	02	02			04
4	Discipline Specific (DS)			15	09	24
5	Skill Enhancement (SE)			06	06	12
<b>Total Credits</b>		26	26	30	15	<b>97</b>

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# COURSE MATRIX

## FIRST SEMESTER

#	Course Category	Course Code	Course Title	Contact Hours			Evaluation Scheme				Credits	
				L	T	P	SE-1	SE-2	DDA	ESE		Total
1	CC	MBA 101	MANAGEMENT THEORY & ORGANIZATIONAL BEHAVIOUR	3	0	0	50	50	100	100	300	3
2	CC	MBA 102	STATISTICS FOR MANAGERS	3	0	0	50	50	100	100	300	3
3	CC	MBA 103	FINANCIAL ACCOUNTING & REPORTING	3	0	0	50	50	100	100	300	3
4	CC	MBA 104	ECONOMICS FOR BUSINESS DECISIONS	3	0	0	50	50	100	100	300	3
5	GE	MBA 105	COMPUTER APPLICATION FOR MANAGERS	3	0	0	50	50	100	100	300	3
6	CC	MBA 106	MARKETING MANAGEMENT	3	0	0	50	50	100	100	300	3
7	CC	MBA 107	COMMUNICATION FOR MANAGERS	3	0	0	50	50	100	100	300	3
8	CC	MBA 108	MANAGEMENT SCIENCE	3	0	0	50	50	100	100	300	3
9	AE	MBA 109	<i>Design thinking</i>	2	1	0	50	50	100	0	200	2
<b>GRAND TOTAL</b>				<b>26</b>	<b>1</b>	<b>0</b>	<b>450</b>	<b>450</b>	<b>900</b>	<b>800</b>	<b>2600</b>	<b>26</b>

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## SECOND SEMESTER

#	Course Category	Course Code	Course Title	Contact Hours			Evaluation Scheme				Credits	
				L	T	P	SE-1	SE-2	DDA	ESE		Total
1	CC	MBA 201	BUSINESS RESEARCH	3	0	0	50	50	100	100	300	3
2	CC	MBA 202	MANAGEMENT INFORMATION SYSTEMS	3	0	0	50	50	100	100	300	3
3	CC	MBA 203	COST & MANAGEMENT ACCOUNTING	3	0	0	50	50	100	100	300	3
4	CC	MBA 204	FINANCIAL MANAGEMENT	3	0	0	50	50	100	100	300	3
5	GE	MBA 205	LEGAL ASPECTS OF BUSINESS	3	0	0	50	50	100	100	300	3
6	CC	MBA 206	HUMAN RESOURCE MANAGEMENT	3	0	0	50	50	100	100	300	3
7	CC	MBA 207	OPERATIONS MANAGEMENT	3	0	0	50	50	100	100	300	3
8	CC	MBA 208	INTERNATIONAL BUSINESS	3	0	0	50	50	100	100	300	3
9	AE	MBA 209	<i>Introduction to Business Analytics</i>	2	1	0	50	50	100	0	200	2
<b>GRAND TOTAL</b>				<b>26</b>	<b>1</b>	<b>0</b>	<b>450</b>	<b>450</b>	<b>900</b>	<b>800</b>	<b>2600</b>	<b>26</b>

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### THIRD SEMESTER

#	Course Category	Course Code	Course Title	Contact Hours			Evaluation Scheme				Credits	
				L	T	P	SE-1	SE-2	DDA	ESE		Total
1	CC	MBA 301	STRATEGIC MANAGEMENT	3	0	0	50	50	100	100	300	3
2	CC	MBA 302	BUSINESS ETHICS & VALUES	3	0	0	50	50	100	100	300	3
3	CC	MBA 303	PROJECT MANAGEMENT & ENTREPRENEURSHIP	3	0	0	50	50	100	100	300	3
4	SE	MBA 304	<i>Career Advancement Course for Managers</i>	2	1	0	50	50	100	0	200	2
5	SE	MBA 305	SUMMER INTERNSHIP (6 weeks)	0	0	0	0	0	100	0	100	4
6	DS	MBAXXX	Elective-1	3	0	0	50	50	100	100	300	3
7	DS	MBAXXX	Elective-2	3	0	0	50	50	100	100	300	3
8	DS	MBAXXX	Elective-3	3	0	0	50	50	100	100	300	3
9	DS	MBAXXX	Elective-4	3	0	0	50	50	100	100	300	3
10	DS	MBAXXX	Elective-5	3	0	0	40	50	100	100	300	3
<b>GRAND TOTAL</b>				<b>26</b>	<b>1</b>	<b>0</b>	<b>450</b>	<b>450</b>	<b>1000</b>	<b>800</b>	<b>2700</b>	<b>30</b>

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### FOURTH SEMESTER

#	Course Category	Course Code	Course Title	Contact Hours			Evaluation Scheme					Credits
				L	T	P	SE-1	SE-2	DDA	ESE	Total	
1	SE	MBA401	BUSINESS RESEARCH PROJECT	1	1	4	0	0	150	150	300	6
2	DS	MBAX XXX	Elective-6	3	0	0	50	50	100	100	300	3
3	DS	MBAX XXX	Elective-7	3	0	0	50	50	100	100	300	3
4	DS	MBAX XXX	Elective-8	3	0	0	50	50	100	100	300	3
<b>GRAND TOTAL</b>				<b>10</b>	<b>1</b>	<b>4</b>	<b>150</b>	<b>150</b>	<b>450</b>	<b>450</b>	<b>1200</b>	<b>15</b>

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## ELECTIVE BASKET

Marketing		Finance		Human Resource	
MBAM101	ADVERTISING & MARKETING COMMUNICATIONS	MBAF201	BUSINESS VALUATION	MBAH301	CAREER MANAGEMENT & COMPETENCY MAPPING
MBAM102	B2B MARKETING	MBAF202	DERIVATIVES & RISK MANAGEMENT	MBAH302	COMPENSATION MANAGEMENT
MBAM103	CONSUMER BEHAVIOUR	MBAF203	FINANCIAL ANALYTICS	MBAH303	COUNSELING SKILLS OF MANAGERS
MBAM104	DIGITAL MARKETING	MBAF204	FINANCIAL INSTITUTIONS & MARKETS	MBAH304	CROSS CULTURAL MANAGEMENT
MBAM105	INTERNATIONAL MARKETING MANAGEMENT	MBAF205	FINANCIAL SERVICES	MBAH305	HUMAN RESOURCE ANALYTICS
MBAM106	MARKETING ANALYTICS	MBAF206	FINANCIAL STATEMENT ANALYSIS	MBAH306	HUMAN RESOURCE PLANNING & DEVELOPMENT
MBAM107	MARKETING RESEARCH	MBAF207	FINANCIAL TECHNOLOGY SERVICES & MANAGEMENT	MBAH307	LABOUR LAWS
MBAM108	RETAIL MARKETING	MBAF208	INTERNATIONAL FINANCIAL MANAGEMENT	MBAH308	LEADERSHIP POWER AND POLITICS
MBAM109	SALES & DISTRIBUTION MANAGEMENT	MBAF209	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	MBAH309	NEGOTIATION, PERSUASION AND SOCIAL INFLUENCE SKILLS
MBAM110	SERVICES MARKETING	MBAF210	VENTURE FINANCING	MBAH310	ORGANISATIONAL CHANGE & DEVELOPMENT
MBAM111	SOCIAL MEDIA MARKETING	MBAF211	WEALTH MANAGEMENT	MBAH311	PERFORMANCE MANAGEMENT
MBAM112	STRATEGIC BRAND MANAGEMENT	MBAF212	WORKING CAPITAL MANAGEMENT	MBAH312	TRAINING & DEVELOPMENT

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## ELECTIVE BASKET

International Business		Supply Chain Management		Business Analytics	
MBAIB401	CROSS CULTURAL MANAGEMENT	MBASC501	DECISIONS MODELS & OPTIMIZATION	MBABA601	DATA SCIENCE IN R
MBAIB402	EXIM FINANCING & DOCUMENTATION	MBASC502	OPERATION STRATEGY & SUPPLY CHAIN MANAGEMENT	MBABA602	FINANCIAL ANALYTICS
MBAIB403	FOREIGN TRADE & POLICY	MBASC503	PRODUCT DESIGN & DEVELOPMENT	MBABA603	HUMAN RESOURCE ANALYTICS
MBAIB404	INTERNATIONAL FINANCIAL MANAGEMENT	MBASC504	SERVICE OPERATIONS MANAGEMENT	MBABA604	MACHINE LEARNING WITH PYTHON
MBAIB405	INTERNATIONAL LOGISTICS MANAGEMENT	MBASC505	TECHNOLOGY, INNOVATION & NEW PRODUCT MANAGEMENT	MBABA605	MARKETING ANALYTICS
MBAIB406	INTERNATIONAL MARKETING MANAGEMENT	MBASC506	TOTAL QUALITY MANAGEMENT	MBABA606	PREDICTIVE ANALYSIS
Sectoral Management		Open Code Course			
MBASM701	AIRPORT MANAGEMENT	MBAOC801	CONTEMPORARY ISSUES IN BUSINESS & MANAGEMENT		
MBASM702	CIVIL AVIATION MANAGEMENT	<p>NOTE – The students may either opt for either:</p> <ol style="list-style-type: none"> <li>1. single specialization with all eight specialization courses of one particular stream (Marketing/ Finance/ Human Resource), or</li> <li>2. dual specialization with four specialization courses of any two streams (Marketing/ Finance/ Human Resource/ International Business/ Supply Chain Management/ Business Analytics/ Sectoral Management), or</li> <li>3. major-minor specialization with five courses from major (Marketing/ Finance/ Human Resource) and three courses from minor (International Business/ Supply Chain Management/ Business Analytics/ Sectoral Management)</li> </ol>			
MBASM703	HEALTHCARE MANAGEMENT				
MBASM704	HOSPITALITY OPERATIONS & MARKETING				
MBASM705	MANAGEMENT OF NGOs				
MBASM706	TOURISM MARKETING				

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### VALUE ADDED COURSES

The student enrolls in at least one value-added course during the programme. S/he will choose a value-added course from the list of value-added courses announced at the beginning of every semester by the program committee.

1. Aptitude Test Training
2. Basic Life Support (BLS) – compulsory value-added course
3. Campus Recruitment Training
4. Emotional Intelligence
5. Soft Skills for Managers
6. Yoga and Mindfulness

*\*Indicative list. More value-added courses may be included.*

### SWAYAM/ MOOC COURSES

*In addition to Office Order - SRHU/Reg/OO/2020 -108, and SRHU/Reg/OO/2022 -106:*

- The program committee, including swayam coordinator, will identify the MOOC courses for the student at the commencement of the semester/ academic year. The program committee will ensure that every year, distinct courses are identified for each semester of the program.
- The identified Swayam/ MOOC courses have to be consistent with (i) the course categories, and (ii) the courses being offered in the given semester of the program and the credits allocated to these courses, to justify the Choice Based Credit System.

*Credit transfer of Swayam/ MOOC courses*

- Swayam/ MOOC course code & title along with the credits will be transferred in the grade card for students successfully completing the allocated Swayam/ MOOC course(s).
- Students not clearing the allocated Swayam/ MOOC course, will obtain 'F' grade, and have to appear in the subsequent examinations.

### CREDITS

SEMESTER	I	II	III	IV	Total Credits (2 years) = 97
CREDITS	26	26	30	15	

The Student will choose elective courses for specialization from the list of optional courses announced at the beginning of Semester 3 by the program committee.

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## ATTENDANCE

Name of the Assessment Component	Attendance Criteria for Appearance
Sessional Examination I	75% attendance up to the start of the component from commencement of the Semester.
Sessional Examination II	
End Semester Examination	
End Semester Practical Examination	100% attendance up to the start of the component from the commencement of the Semester.

## CONTINUOUS INTERNAL ASSESSMENT

### Theory

The Continuous Internal Assessment of theory course(s) shall comprise of:

- The Sessional Examination I, shall be based on the syllabus covered in the first 05 (five) instructional weeks from the commencement of the semester.
- The Sessional Examination II, shall be based on the syllabus covered in next 05 (five) instructional weeks after Sessional Examination I.
- Day-to-Day Assignment: A teacher shall conduct Day to Day assessments on a regular basis continuously throughout the semester. It shall comprise a semester of Assessment/Group Discussion/Seminar/Presentation/Quiz/Viva Voce.

S. No.	Continuous Internal Assessment	Weightage (%)
1.	Sessional Examination I	25%
2.	Sessional Examination II	25%
3.	Day to Day Assignment	50%

### Practical

The Continuous Internal Assessment for a course with laboratory sessions, shall be done on a regular basis as per the course plan.

S. No.	Continuous Internal Assessment	Weightage (%)
1.	File record	20%
2.	Execution/demonstration	60%
3.	Viva-Voce	20%

A student must obtain at least 50% marks in the Continuous Internal Assessment (CIA) of a course, to appear in the end semester examinations. 40% of marks obtained (on the scale of 100 (hundred) marks after normalization) in the Continuous Internal Assessment of a course will be added to the final composite score of that course for the evaluation of the grade.

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Swami Rama Himalayan University

Course Code	Course Title	L	T	P	C
MBA101	MANAGEMENT THEORY AND ORGANISATIONAL BEHAVIOUR	3	0	0	3

**On completion of the course, the students will be able to:**

1. Recognize and recall key organizational concepts and principles of management.
2. Comprehend and interpret diverse organizational theories and models.
3. Utilize leadership and motivation theories in real-world scenarios.
4. Analyze organizational behavior models, leadership theories, and strategies for conflict resolution.
5. Evaluate the efficacy of various organizational theories and strategies.
6. Devise strategies and plans for managing organizational dynamics and resolving conflicts.

**UNIT I INTRODUCTION-MANAGEMENT 6 Hours**

Concept and Nature –Types of Managers- Responsibilities and skills of Professional Manager- Functions of Management– Administration vs. Management– Management Process – Levels of Management – Approaches to the study of Management.

**Transaction Methodology** – Classroom teaching and discussions.

**UNIT II PLANNING AND ORGANIZING 7 Hours**

Planning: Concept, Meaning and Definition, Process, Benefits and Limitations-Decision making: Concept, process & techniques- Departmentation: Concept- Basis of Power and Authority: Concept- Delegation and Decentralization: Concept and Definition, Importance and Limitations, Process – Line and Staff Organization – Conflicts between Line and Staff – Measures to overcome the Conflicts –Span of Control

**Transaction Methodology** – Classroom discussions and case discussions.

**UNIT III INTRODUCTION TO OB AND FOUNDATIONS OF INDIVIDUAL BEHAVIOR 10 Hours**

Definition of OB, contributing disciplines to OB, challenges and opportunities for OB, Models of OB, Foundations of Individual Behavior: biographical characteristics, Values and Attitude, Prejudices, Personality: Determinants of Personality, Perception, Attribution Theory, Management and Behavioural applications of Personality, and Perception.

**Transaction Methodology** – Classroom teaching and discussions.

**UNIT IV MOTIVATION & LEADERSHIP 10 Hours**

Definition & Process of Motivation, Early Theories of Motivation, Contemporary Theories of Motivation, Nature and process of Motivation, Application of Motivation Concept. Job Satisfaction: Nature & Significance of Job satisfaction, Leadership: Theories of Leadership; Leadership Effectiveness Model; Leadership in Indian Culture; Nature & Significance of Leadership; Leadership traits & Skills; Behavioral Styles in Leadership.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**UNIT V GROUP BEHAVIOR AND CONFLICT MANAGEMENT 12 Hours**

Nature & Concept of Group Formation, Stages of Group Formation, Theories of Group Formation. Difference between Group & Team. Definition of Conflict, Functional vs. Dysfunctional Conflict; Individual & Group Level Conflict; Organization level Conflict, conflict resolution strategies.

**TEXT BOOKS**

- Koontz H. and Heinz Weihrich (2015). *Elements of Management*, 10<sup>th</sup> edition. Tata McGraw Hill.
- Aswathappa, K. (2019). *Organizational Behaviour*. 15<sup>th</sup> edition, Himalaya Publishing House, India.
- Nafsanah; Robert B. Denhardt; Janet V. Den Robbins, S.P. and Judge, T.A. (2018) *Essentials of Organizational Behavior*. 14th Edition, Pearson Education, Inc., London.

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## REFERENCES

- Robbins and Coulter (2017). *Management*, 17<sup>th</sup> edition. Pearson – New York.
- Robbins, Stephen P., David A. Decenzo, Sanghamitra Bhattacharya and Madhushree Nanda Agarwal (2010) *Fundamentals of Management: Essential Concepts and Applications*, 4<sup>th</sup> edition. Pearson Education.
- L M Prasad , L. M. (2019). *Organizational Behaviour*. 13<sup>th</sup> Edition. Sultan Chand and Sons, India
- Luthans, F. (2017). *Organizational Behavior: An Evidence - Based Approach*, 14<sup>th</sup> edition, McGraw Hill Education, India.

## COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

  
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Swam Ranit Himalayan University

Pearson.

**REFERENCES**

- Anderson, David R., Sweeney, Dennis J., Williams, Thomas A., Camm, Jeffrey D., and Cochran James. J. (2019) *Statistics for Business and Economics*. Twelfth Edition. Cengage Learning
- Doane, David P; and Seward, Lori E. (2016). *Applied Statistics in Business and Economics*, 5<sup>th</sup> edition. McGraw Hill.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

  
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Swami Rama Himalayan University

Course Code  
MBA102

Course Title  
**STATISTICS FOR MANAGERS**

L T P C  
3 0 0 3

**On completion of the course, the students will be able to:**

- Course Outcomes**
1. Define key statistical terms used in managerial decision-making.
  2. Explain the basic principles of probability and its application in business scenarios.
  3. Apply descriptive statistical techniques to analyze and interpret business data.
  4. Analyze the relationships between different variables using correlation and regression analysis.
  5. Critique the use of statistical data in supporting or refuting a business hypothesis.
  6. Develop a data-driven strategy for optimizing business processes based on statistical analysis.

**UNIT I INTRODUCTION AND OVERVIEW**

**5 Hours**

Definition and role of statistics: Application of inferential statistics in managerial decision making; Measures of central tendency: mean, median and mode and their implications; Measures of Dispersion: range, skewness, standard deviation and mean deviation.

**Transaction Methodology** – Classroom teaching and problem solving exercises.

**UNIT II PROBABILITY**

**8 Hours**

Introduction, Probability Rules, Conditions of Statistical Independence, Condition of Statistical Dependence, Bayes' Theorem, Random variables, Use of expected Values in decision making, The Binomial Distribution, The Poisson Distribution, The Normal Distribution.

**Transaction Methodology** – Classroom teaching and problem solving exercises

**UNIT III ESTIMATION & HYPOTHESIS TESTING**

**10 Hours**

Theory of Estimation, Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi-Square Test). Analysis of Variance – one way, two ways. Techniques of Association of Attributes & Testing.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT IV DATA ANALYSIS**

**15 Hours**

Meaning of correlation, Types of correlation: positive correlation, negative correlation, perfect correlation, linear and non-Linear correlation; Scatter diagram, Karl Pearson's Coefficient of correlation, properties of correlation coefficient, probable error of correlation coefficient, meaning of multiple and partial correlations; multiple and partial correlation coefficients. Meaning of regression, Types of regression: simple and multiple regression, linear and non-linear regression, Statement of regression lines, definition of regression coefficients, properties of regression coefficients.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT V TIME SERIES & INDEX NUMBER**

**7 Hours**

Introduction, Objectives of Time Series, Identification of Trend - Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation - Methods of Estimating Trend; Index Numbers: Definition; uses; types; Simple Aggregate Method and Weighted Aggregate Method – Laspeyre's, Paasche's, Fisher's and CPI. Construction of Index Numbers and their uses.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

*\*Spreadsheets (MS EXCEL) will also be used for solving problems, along with the regular mode of pen and paper.*

**TEXT BOOKS**

- Lind, A; Marchal, WG; and Wathen, SA (2018). *Basic Statistics for Business and Economics*, 9<sup>th</sup> edition. McGraw-Hill Education.
- Levine, DM; Stephan, DF; and Szabat, KA (2020). *Statistics for Managers using Microsoft Excel*, 9<sup>th</sup> edition.

Course Code  
MBA103

Course Title  
**FINANCIAL ACCOUNTING & REPORTING**

L T P C  
3 0 0 3

Course  
Outcomes

*On completion of the course, the students will be able to:*

1. Recall the basic accounting principles, transaction classification, and equation components.
2. Understand the accounting concepts, double entry system and the accounting process.
3. Demonstrate the accounting process in a computerized accounting system for recording financial transactions
4. Analyze fixed assets, inventory accounting, and compare major accounting norms
5. Assess the fiscal stability of a business via analysis of financial statements.
6. Compile and interpret financial reports, conduct financial evaluations, and make informed financial decisions.

**UNIT I BASIC ACCOUNTING PROCEDURES 10 Hours**

Concepts and Conventions of Accounting – the language of business; Accounting -an Information System, Users of Accounting information.

Accounting Equation, Transactions and their effects on Accounting Equation, Classification of Accounts: Assets, Liabilities, Owners Equity, Revenues and Expenses, Double Entry system.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises

**UNIT II THE ACCOUNTING PROCESS 6 Hours**

The Journal & its Sub-division, The Ledger, The Trial Balance, The Financial Statements, Computerized Accounting (introduction to Tally Package).

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises

**UNIT III SPECIAL TOPICS IN ACCOUNTING 7 Hours**

Fixed Assets: Accounting and Depreciation, Inventory Accounting, Introduction to Accounting Standards, Applicability to Non-Corporate Sectors, Major Accounting Standards AS-1, AS-2, AS-3, AS-6 and AS-10.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises

**UNIT IV CORPORATE ACCOUNTING 7 Hours**

Preparation and Interpretation of Balance sheet, Profit & Loss Account and Cash Flow Statement.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises

**UNIT V FINANCIAL STATEMENT ANALYSIS 15 Hours**

The tools of analysis, Horizontal Analysis, Vertical Analysis, Trend Analysis, Ratio Analysis, Funds Flow and Cash Flow Analysis.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises

**TEXT BOOKS**

- Gupta, Ambrish (2016). *Financial Accounting for management*, 5<sup>th</sup> edition. Pearson Education – New Delhi.
- Maheshwari, S.N.; Maheshwari, Sharad K. and Maheshwari, Suneel (2015). *Financial Accounting*, 5<sup>th</sup> edition. Vikas – New Delhi.

**REFERENCES**

- Porter, Gary A. and Curtis L Norton (2013). *Introduction to Financial Accounting*, 8<sup>th</sup> edition. Cenage – New Delhi.
- Horngren, Charles T, and Donna Philbrick (2013). *Introduction to Financial Accounting*, 10<sup>th</sup> edition. Pearson – New Delhi.



### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

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Course Code  
MBA104

Course Title  
**ECONOMICS FOR BUSINESS DECISIONS**

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3 0 0 3

Course  
Outcomes

On completion of the course, the students will be able to:

1. Recollect key concepts of economics, managerial economics, and market structures.
2. Understand fundamental economic principles, determinants of demand and supply, and the circular economy flow.
3. Implement economic laws and cost concepts in practical scenarios, and estimate demand using relevant techniques.
4. Examine diverse production functions and market structures, analyzing impact of economies and diseconomies of scale.
5. Assess the influence of market structures on pricing decisions and evaluate macroeconomic policies.
6. Develop hypothetical economic models to analyze demand and supply and manage business cycles.

**UNIT I INTRODUCTION & OVERVIEW**

**7 Hours**

Introduction to Economics, Evolution, Nature and Scope, Circular Flow in an Economy, Managerial Economics, Fundamental Principles, Production Possibility Frontier.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT II DEMAND & SUPPLY ANALYSIS**

**10 Hours**

Demand Analysis for Decision Making – Determinants of demand, Law of demand, Law of supply; movement and shift of supply curve; elasticity of demand, demand estimation, demand forecasting (Emphasis to be given on analyzing managerial implications and solving simple numerical problems\*).

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT III PRODUCTION & COST ANALYSIS**

**10 Hours**

Production Analysis, Production Functions in short medium and long run, Law of Variable Proportions, Isoquant Analysis, Law of Returns to scale; Cost Concepts, Types of costs (Opportunity cost, Explicit, Implicit, Marginal, Incremental, Fixed and Variable), Production related costs, short run and long run costs, various cost curves; Economies and Diseconomies of scale, Break-even point.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT IV MARKET STRUCTURE & PRICING DECISIONS**

**10 Hours**

Types of market structures – Perfect Competition, Monopolistic Competition, Oligopoly and Monopoly; Price and output decisions under different markets; Concept of accounting and economic profit.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT V MACRO ECONOMIC POLICY**

**8 Hours**

An overview of macroeconomic policy, AD/ AS Analysis and full employment equilibrium, Circular flow, Methods of measuring national Income, Concepts of consumption, savings and investment, Determinants of consumption and savings, Exchange Rate of Currencies. Inflation and Deflation, Business cycle, consequences and measures to solve the problems of business cycle.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**TEXT BOOKS**

- Dwivedi, D.N. (2015). *Managerial Economics*, 8<sup>th</sup> edition. Vikas – New Delhi.
- Baye, Michael R; and Prince, Jeffrey T (2016). *Managerial Economics & Business Strategy*. McGraw Hill.

**REFERENCES**

- Perloff, Jeffrey M; and Brander, James A (2013). *Managerial economics & Strategy*. Pearson.
- Salvatore, Dominick (2015). *Managerial Economics in a Global Economy*, 8<sup>th</sup> edition. Oxford University

  
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Publication – New Delhi

- Hirschey, Mark (2013). *Managerial Economics*. Cenage – New Delhi.
- Samuelson, William F; and Marks, Stephen G. (2012). *Managerial Economics*. Wiley

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	2						2		
CO2	3	2					3		
CO3	2	3	1				2		
CO4	2	3	1	2	1		2	2	2
CO5	1	3	1	2	1		1	2	2
CO6	1	3	2	1	1	1	1	2	3



  
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Course Code  
MBA105

Course Title  
**COMPUTER APPLICATIONS FOR MANAGERS**

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3 0 0 3

Course  
Outcomes

On completion of the course, the students will be able to:

1. Recall key principles of computer characteristics, types, programming languages, and memory types.
2. Interpret functionalities of input-output devices, storage options, and operating systems.
3. Utilize file management techniques and engage with various database systems.
4. Assess diverse types of computer networks, data communication methods, and network protocols.
5. Critique the Internet's architecture, its services, protocols, and assess security threats.
6. Strategize for implementing IT applications in business, compare traditional and e-commerce, and address electronic commerce issues.

**UNIT I INTRODUCTION**

**8 Hours**

Introduction, Definition, Characteristics of Computers, Block diagram of computer, Types of computers and features, Types of Programming Languages, Data, Types of Memory (Primary and Secondary) – RAM – ROM – PROM – EPROM, Storage; Input and Output Devices & Hardware's, Output devices, Storage; Number Systems.

**Transaction Methodology** – Classroom teaching, Assignment and Quiz.

**UNIT II LANGUAGE PROCESSORS AND OPERATING SYSTEMS**

**8 Hours**

Introduction to Languages, Compilers, Interpreters and assemblers; DOS - Files and Directories, Internal and External Commands, Batch Files, Types of O.S.

**Transaction Methodology** – Classroom teaching, Assignment and Quiz.

**UNIT III DATABASE MANAGEMENT SYSTEM**

**9 Hours**

Concept of files, file management; organization and types of Access, Drawbacks in file based system. Database; types of Database, Components of DBMS, Recent trends in database (Advanced Database: Distributed, Object oriented Database, Multimedia Database systems, Mobile Databases, RDBMS, Advantages and Limitations

**Transaction Methodology** – Classroom teaching, Assignment and Quiz.

**UNIT IV COMPUTER NETWORKS AND PROTOCOLS**

**8 Hours**

Computer Networks: Overview - Types (LAN, WAN, MAN) - Network Topologies, Data Communication, Transmission Media. Introduction to Communication Protocol: TCP/IP, OSI model, Network Devices: Servers, Workstations, Network interface cards, Hubs, Switches, cables routers, repeaters.

**Transaction Methodology** – Classroom teaching, Assignment and Quiz

**UNIT V INTERNET AND DATA SECURITY**

**12 Hours**

Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, E-mail, Searching, downloading & uploading from Internet, Types of attacks, DOS attacks, Viruses and Worms, Identity Theft, Snooping and Sniffing, Internet Security: Cyber Law and Internet security Legislation. I.T applications for business - Introduction, Comparison between Traditional commerce and E-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce.

**Transaction Methodology** – Classroom teaching, Assignment and Quiz

**ITM Lab**

Application of following software for documentation and report preparation:

*Orientation and recap of Computer systems (as covered in lectures), Use of MS-Office: Basics of MS-*

Word, MS-Excel, MS-PowerPoint, , Internet search engines, Working with Google & Google services, E-mailing.

**Transaction Methodology – Practical sessions (Computer Lab)**

**TEXT BOOKS**

- Sinha, PK and Sinha, Preeti (2021). Fundamentals of Computers, 8th edition. BPB Publications – Delhi.
- Sudalaimuthu and Hariharan (2011). *Information Technology for Managers*, 1<sup>st</sup>. edition. Himalayan Publishing House – Mumbai
- Morley, D. and C.S. Parker (2013). *Understanding Computers Today & Tomorrow*, 14<sup>th</sup>. edition. Cengage Course – Delhi.

**REFERENCES**

- Introduction to Computer Science (2011). ITL Education Solutions Ltd, Pearson Education
- Madan, S. (2015). Introduction to Information technology. New Delhi: Scholar Tech Press.
- Rajaraman, V (2014). Fundamentals of Computers, 6<sup>th</sup> Edition. Prentice Hall of India – New Delhi

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

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Course Code  
MBA106

Course Title  
**MARKETING MANAGEMENT**

L T P C  
3 0 0 3

On completion of the course, the students will be able to:

1. Recall fundamental marketing principles and the elements of the marketing mix.
2. Interpret factors influencing consumer behaviour and the role of marketing information systems.
3. Employ marketing mix strategies in practical scenarios.
4. Analyze product development aspects, including new product development and branding decisions.
5. Assess pricing methods, promotional strategies, and effectiveness of marketing channels.
6. Create sustainable and competitive global marketing strategies, considering social responsibility and ethics.

**UNIT I MARKETING CONCEPTS & CHALLENGES**

**6 Hours**

Nature and scope of Marketing Management, Marketing process, Marketing environment, Marketing Organizations, Marketing Challenges, Emerging Concepts in Marketing, Marketing Mix.

**Transaction Methodology** – Classroom teaching and discussion

**UNIT II MARKETING PLANNING & CONTROL**

**6 Hours**

Marketing Planning and Marketing Competitiveness, Customer Value, Marketing Planning Process, Identifying and analyzing the competitors, Defining the competitive strategy and Marketing Control-Control process.

**Transaction Methodology** – Role play, Case analysis and discussion

**UNIT III UNDERSTANDING BUYER BEHAVIOUR**

**8 Hours**

Types of Consumers, Factors influencing consumer behaviour, Consumer Decision making Process; Organizational Buyer Behaviour and Process; MIS-subsystems, Conducting Marketing Research and Demand forecasting.

**Transaction Methodology** – Role play, Case analysis and discussion

**UNIT IV MARKETING STRATEGY**

**10 Hours**

Product: Concepts of Product, Product Planning & Policy, New Product Development, Test Marketing, Product Life Cycle, Product Mix Decisions, Branding, Packaging and Labeling Decisions.

Price: Objectives of Pricing, Pricing Policies, Pricing Methods, Managing Price Changes.

Promotion: Advertising, Sales Promotion, Personal Selling, Public Relations, Publicity and Propaganda.

Place (Distribution): Designing and managing Marketing Channels-selection, cooperation, Vertical and Horizontal Integration, Channel Conflict Management, Value Analysis, Competitive advantage, Physical Distribution System & Logistic Management.

**Transaction Methodology** – Role Play, Group Activity and case discussion and analysis

**UNIT V PRODUCT MIX & EXTENDED MARKETING**

**15 Hours**

Product: Concepts of Product, Product Planning & Policy, New Product Development, Test Marketing, Product Life Cycle, Product Mix Decisions, Branding, Packaging and Labeling Decisions.

Price: Objectives of Pricing, Pricing Policies, Pricing Methods, Managing Price Changes.

Promotion: Advertising, Sales Promotion, Personal Selling, Public Relations, Publicity and Propaganda.

Place (Distribution): Designing and managing Marketing Channels - selection, cooperation, Vertical and Horizontal Integration, Channel Conflict Management, Value Analysis, Competitive advantage, Physical Distribution System & Logistic Management.

*Extended Marketing* – Creating competitive Advantage; Global Markets and Strategies; Sustainable Marketing – Social Responsibility and Ethics.

**Transaction Methodology** – Role Play, Group Activity and case discussion and analysis

### TEXT BOOKS

- Kotler, Philip; Armstrong, Gary; and Opresnik, Marc Oliver (2018). *Principles of Marketing*, 17<sup>th</sup> edition. Pearson.
- Kotler, Philip (2017). *A Framework of Marketing Management*, 6<sup>th</sup> edition. Pearson Education.

### REFERENCES

- Ramaswamy and Namkumari (2014). *Marketing Management, Global Perspective Indian Context*, 4<sup>th</sup> edition. Macmillan.
- KartikeyaKompella (2019). *Marketing Wisdom*. Springer.
- Hollensen, Svend (2015). *Marketing Management – A Relationship Approach*. Pearson.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

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Swami Ramakrishnan University

Course Code  
MBA107

Course Title  
**COMMUNICATION FOR MANAGERS**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Recall principles of professional communication in digital, social, and mobile domains, along with understanding the importance of etiquette and diversity in communication.
2. comprehend the process of message planning, writing, and completion, and the styles and formats suitable for various types of messages.
3. apply strategies for creating routine, positive, negative, and persuasive messages, and adapt their writing for digital, social, and visual media.
4. evaluate the effectiveness of different communication styles for various media and understand the nuances of crafting proposals and reports.
5. assess their communication and negotiating skills and utilize the APA style of referencing and in-text citations.
6. construct effective presentations and proposals, devise strategies for successful negotiations, and develop comprehensive reports following APA citation style.

**UNIT I UNDERSTANDING THE FOUNDATIONS OF BUSINESS COMMUNICATION 6 Hours**

Professional communication in the digital, social, and mobile world. Communication & collaboration. Business Etiquette, Communicating in a diverse world.

**Transaction Methodology** – Flipped Classroom, Role Plays, Case Study, Problem Solving, Exercises, Quizzes.

**UNIT II WRITING BUSINESS MESSAGES 9 Hours**

Planning the message, writing the message, and complete the message. Styles and formats. Routine & positive messages, negative messages & persuasive messages.

**Transaction Methodology** – Class Room Teaching, Problem-Solving Exercises.

**UNIT III WRITING FOR DIGITAL MEDIA 6 Hours**

Writing for digital, social, and visual media.

**Transaction Methodology** – Classroom Teaching, Problem-Solving Exercises, Application-based Assignments.

**UNIT IV REPORTS & PROPOSALS 9 Hours**

Researching, planning, and writing proposals and reports. APA style of referencing & in-text citations.

**Transaction Methodology** – Classroom Teaching, Problem-Solving Exercises, Application-based Assignments.

**UNIT V BUSINESS COMMUNICATION LAB 15 Hours**

Presentation skills & negotiating skills.

**TEXT BOOKS**

- Bovee. L Courtland, John. V Thill (2018) *Business Communication Today*, 14<sup>th</sup> edition, Pearson.
- Lesiker Raymond, Flatley Mary et al (2019) *Business Communication: Making connections in a digital world*, 13<sup>th</sup> edition. Tata McGraw Hill.

**REFERENCES**

- Jain Neera, Mukherji Shoma (2017) *Effective Business Communication*, McGraw Hill Education
- Gallego, Kevin (2019). *Skills Development for Business & Management students*, Oxford University Press

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### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	1	1	1	3	1	3	1	1
CO2	2	2	1	1	2	1	3	1	1
CO3	2	3	2	3	3	2	2	2	2
CO4	1	3	2	2	2	2	2	2	2
CO5	1	3	2	2	2	2	2	2	2
CO6	1	3	3	2	2	3	2	2	3

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Swami Rama Himalayan University

Course Code  
MBA108

Course Title  
**MANAGEMENT SCIENCE**

L T P C  
3 0 0 3

Course  
Outcomes

*On completion of the course, the students will be able to:*

1. recall the fundamentals of operations research, linear programming, transportation, assignment, and integer programming
2. comprehend the concept of a model, stages in model building, and the applications of dynamic programming and game theory
3. utilize different methods for linear programming, transportation and assignment problems, and the Gomorry Cut method for integer programming
4. Analyze portfolio optimization, risk reduction, and productivity assessments through linear programming and game theory application
5. evaluate probabilistic programming models, Markov processes, and network analysis techniques such as PERT.
6. formulate operation research problems into linear programming models, construct solution strategies using simulation methods like Monte Carlo, and develop strategies for project management using time-cost tradeoffs.

**UNIT I INTRODUCTION TO OPERATIONS RESEARCH & LINEAR PROGRAMMING 8 Hours**

*Introduction*– Operations research, meaning of a model, steps in building of a model.

*Linear Programming* – Introduction, terminology and applications, Mathematical formulation of a linear programming problem, Graphical solution, Algebraic method (Simplex method) – Maximization and minimization cases (single and mixed constraints), Application of Linear Programming in portfolio optimization, risk minimization and efficiency analysis.

**Transaction Methodology** – Classroom teaching and problem solving exercises.

**UNIT II TRANSPORTATION & ASSIGNMENT 10 Hours**

*Transportation*–Introduction, Balanced & Unbalanced Problem, formulation as Linear Programming Problem and solution using excel solver, Initial basic feasible solution (only LCM & VAM methods), Test of optimality and optimal solution, Stepping Stone and MODI methods)

Note: Exclude special degeneracy and prohibited routes.

*Assignment* – Introduction, Balanced and unbalanced assignment problem, formulation as Linear Programming problem and solution using excel solver, Solution using Hungarian assignment method.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT III DYNAMIC PROGRAMING AND INTEGER PROGRAMMING 8 Hours**

*Dynamic Programming* – Meaning, applications, Construction and problem solving in stages deterministic and probabilistic programming

*Integer Programming* – Integer programming: Formulation & solution through Gomorry Cut method, Applications to Production planning & Advertising Media selection.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT IV THEORY OF GAMES, SIMULATION & MARKOV PROCESSES 10 Hours**

*Game Theory*–Introduction and basic terminology, Pure strategy games (including identification of saddle point and value of the game), Principle of dominance, Mixed strategy games, Formulation as a linear programming problem.

*Simulation & Markov Processes* – Introduction and applications, Problem Solving using Monte Carlo method and Random numbers. One and two steps transition probabilities Matrix (with Applications on credit rating, brand switching, Predicting Future Market Shares, Equilibrium Conditions. Limiting probabilities, Chapman Kolmogorov equation.)

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT V NETWORK ANALYSIS 9 Hours**

Meaning and applications, Fundamental concepts & Construction, Time estimates in network analysis –earliest finish, latest finish, critical path, Float (Independent, free and total float), Programming Evaluation review technique (PERT) – three time estimates, Standard, deviation and probability of project completion within a scheduled time, Direct and indirect cost, Time-cost tradeoff – Crashing of activities.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**Note:** A relevant software/package may be used to teach applications of problems for different units in the paper.

**TEXT BOOKS**

- Taha, Hamdy A. (2014). Operations Research – An Introduction, 9<sup>th</sup> edition. Pearson Education
- Kalavathy, K (2015). Operations Research, 4<sup>th</sup> edition. Vikas.

**REFERENCES**

- Pai, Pradeep Prabhakar (2012). Operations Research – Principles & Practice. Oxford University Press.
- Natarajan, AM (2014). Operations Research, 2<sup>nd</sup> edition. Pearson Education.
- Ravindran (2015). Operations Research – Principles & Practice. 2<sup>nd</sup> edition. Wiley India.
- Vohra, ND (2014). Quantitative Techniques in Management, 5<sup>th</sup> edition. McGraw Hill.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	1			1		3	1	1
CO2	2	2	2	1	1	1	3	1	2
CO3	2	3	1	1	1	1	1	3	2
CO4	1	3	2	3	2	1	1	3	2
CO5	1	3	2	1	1	1	2	2	2
CO6	1	3	2	2	2	2	2	2	2

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Course Code  
MBA109

Course Title  
**DESIGN THINKING**

L T P C  
2 1 0 1

Course Outcomes

*On completion of the course, the students will be able to:*

1. Recall principles of design thinking, ethnography, and various stages of design thinking.
2. Understand innovation, creativity, and customer-centric product development concepts.
3. Utilize tools such as mind mapping and SWOT analysis within the design thinking process.
4. Examine point of view statements, ethnographies, and minimum viable products.
5. Assess design thinking's influence on various business models and industry applications.
6. Strategize using design thinking to enhance business creativity and innovation.

**UNIT I INTRODUCTION**

6 Hours

Design Thinking in Business. Ethnography & Plattner and Kelley's 5 states of design thinking. Innovation & Creativity. Tool for visualization: Mind Mapping.

Transaction Methodology – Case Study.

**UNIT II PROBLEM STATEMENT & RESEARCH**

6 Hours

Understanding the customer. Point of view statement. Writing an Ethnography. Tool: Thinking skills.

Transaction Methodology – Case Study.

**UNIT III PROTOTYPING AND PRODUCT IDEATION**

6 Hours

Product development and minimum viable product. Tool: SWOT analysis.

Transaction Methodology – Case Study

**UNIT IV BUSINESS MODELS & DESIGN THINKING**

6 Hours

Business Models and Design Thinking

Transaction Methodology – Case Study.

**UNIT V DESIGN THINKING IN SELECT INDUSTRIES**

6 Hours

Design Thinking in select industries.

Transaction Methodology – Case Study.

**TEXT BOOKS**

- Brown, Tim. (2009). *How Design Thinking Transforms Organizations and Inspires Innovation*. Harper Collins.

**REFERENCES**

- Harvard Business Review (2020). *HBR's 10 Must Reads on Design Thinking*. Harvard Business Review Press.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3		2	2			3		2
CO3		3						2	3
CO4		3						2	3
CO5	2	3			2	2	1	2	2
CO6	2	2			1	1	1	2	2



Course Code  
MBA201

Course Title  
**BUSINESS RESEARCH**

L T P C  
3 0 0 3

On completion of the course, the students will be able to:

- Course Outcomes**
1. Recall key the elements like business research types, scope, and research process components.
  2. Comprehend research philosophies, research designs, and various data collection methods.
  3. Apply sampling and scaling techniques, create questionnaires, and use different measurements.
  4. Process and analyze data using statistical methods, including advanced techniques like regression and factor analysis
  5. Assess the reliability and validity of findings, identify hypothesis formulation errors, and interpret statistical results.
  6. Construct well-structured, effective research reports with appropriate visual aids.

**UNIT I BUSINESS RESEARCH CONCEPTS 11 Hours**

*Business Research Concepts* – Concept, nature, scope, need and managerial value of Business research; Manager and Research, Characteristics of Research, Philosophy in research, Types of Research.

*Research Process* - Concepts, Constructs, Definitions, Variables, Proposition, Theory, Models, Research Questions, Review of Literature, Research Process.

**Transaction Methodology** – Classroom teaching and discussion

**UNIT III RESEARCH DESIGN & METHODS OF DATA COLLECTION 7 Hours**

Concept and types of Research Design– Exploratory, Descriptive and Experimental Data Collection Methods:-Primary Data: Focus group; Depth Interview; Projective Techniques; Surveys; Observation; Experimentation; Secondary Data.

**Transaction Methodology** – Classroom teaching, case analysis and discussion

**UNIT IV: SAMPLING DESIGN, SCALING TECHNIQUES AND QUESTIONNAIRE DESIGNING 8 Hours**

Sampling: Need and Concept. Types of Sampling – Probability and Non-Probability Sampling; Sample Design – Meaning and Steps in Designing the Sample; Factors Affecting Sample Size; Procedures of determining sample size. Measurement: Meaning and Approaches; Types of Measurement: Nominal, Ordinal, Interval, Ratio. Scaling Techniques: Comparative and Non Comparative, Reliability and Validity, Questionnaire Designing.

**Transaction Methodology** – Classroom teaching and discussion

**UNIT V UNIT V: DATA TABULATION, ANALYSIS & INTERPRETATION 12 Hours**

Field work and tabulation of Data, Processing and analysis of data, Hypothesis– Formulation: Types of Errors in Formulation of Hypothesis, Null and Alternate hypothesis test. t-test, Chi Square, F-test, Analysis of Variance, Correlation, Regression, Factor Analysis, Conjoint Analysis, Discriminant Analysis.

**Transaction Methodology** – Group Activity and case discussion and analysis

**UNIT VI RESEARCH DOCUMENTATION 7 Hours**

Purpose (Research Application) and Types of Research Report; Structure of Research Report; Report Writing, Use of Tables and Figures.

**Transaction Methodology** – Case analysis and discussion

**TEXT BOOKS**

- Hair, Joe F; Page, Michael; and Brunsveld, Niek (2020). *Essentials of Business Research Methods*, 4<sup>th</sup> edition. Routledge.

**REFERENCES**

- Saunders, Mark NK; Lewis, Philip; and Thornhill, Adrian (2019). *Research Methods for Business Students*, 8<sup>th</sup> edition. Pearson Education.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	1			1		3	1	1
CO2	2	2	2	1	1	1	3	1	2
CO3	2	3	1	1	1	1	1	3	2
CO4	1	3	2	3	2	1	1	3	2
CO5	1	3	2	1	1	1	2	2	2
CO6	1	3	2	2	2	2	2	2	2

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Course Code  
MBA202

Course Title  
**MANAGEMENT INFORMATION SYSTEMS**

L T P C  
3 0 0 3

**Course Outcomes**

On completion of the course, the students will be able to:

1. Identify key elements of information systems, data, and roles in system analysis.
2. Comprehend the influence of dynamic environments on businesses and the stages in system analysis
3. Utilize SAD tools and software development processes in practical scenarios
4. Examine enterprise systems like ERP, SCM, and CRM, and the significance of information system audit.
5. Appraise the ethical obligations of business professionals and the societal effects of IT.
6. Develop an IT implementation plan considering strategic decisions and configuration design.

**UNIT I ROLE OF MIS IN ORGANIZATIONS**

**9 Hours**

Organization and Information Systems, Changing Environment and its impact on Business - The ITES and its influence - The Organization: Structure, Managers and activities - Data, information and its attributes - The level of people and their information needs - Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.

**Transaction Methodology** – Classroom teaching and discussion

**UNIT II SYSTEM ANALYSIS & DESIGN**

**9 Hours**

Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD – Roles and responsibilities of System Analyst, Database Administrator and Database Designer.

**Transaction Methodology** – Classroom teaching, practice exercise, assignment and quiz

**UNIT III SYSTEM DEVELOPMENT LIFE CYCLE**

**8 Hours**

Sequential Process of software development; Computer Aided Software Engineering (CASE); Tools and the modular approach to software development; Information system audit.

**Transaction Methodology** – Classroom teaching, assignment and quiz

**UNIT IV ENTERPRISE RESOURCE PLANNING**

**10 Hours**

Enterprise Resource Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation - Supply Chain Management (SCM): Features, Modules in SCM - Customer Relationship Management (CRM): Phases. Knowledge Management and e-governance. Nature of IT decision - Strategic decision - Configuration design and evaluation Information technology implementation plan.

**Transaction Methodology** – Classroom teaching, Case Study

**UNIT V SECURITY AND ETHICAL CHALLENGES**

**9 Hours**

Ethical responsibilities of Business Professionals – Business, technology; Computer crime – Hacking, cyber theft, unauthorized use at work; Piracy – software and intellectual property; Privacy – Issues and the Internet Privacy; Challenges – working condition, individuals; Health and Social Issues, Ergonomics and cyber terrorism.

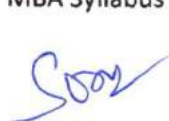
**Transaction Methodology** – Classroom teaching, practice exercise, assignment and quiz

**TEXT BOOKS**

- Launden, K.C. and Launden, J.P. (2018). *Management Information System*, Pearson Education.

**REFERENCES**

- Joseph and Mohapatra (2011). *MIS – In Knowledge Economy*, 2<sup>nd</sup> edition. Prentice Hall of India.
- Brian, James O. (2011). *Management Information System*, 7<sup>th</sup> edition. Tata McGraw Hill.



### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2	1	1	2	3
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		2	2
CO6	2	3	1	2	1	2		2	3

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Course Code  
MBA203

Course Title  
**COST & MANAGEMENT ACCOUNTING**

L T P C  
3 0 0 3

**Course Outcomes**

*On completion of the course, the students will be able to:*

1. Recall the fundamentals of management and cost accounting, and cost elements.
2. Understand the processes of material control, overhead handling, and Activity Based Costing.
3. Use cost-volume-profit analysis for decision making and apply marginal costing in real-life scenarios.
4. Analyze the role and effect of various budget types and controls.
5. Assess standard cost systems and variance calculations, understanding their implications.
6. Build insights into responsibility accounting and the role of transfer pricing.

**UNIT I INTRODUCTION**

**8 Hours**

Accounting for Management, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, classification of costs, Elements of cost - Materials, Labour and overheads, Material Control, Purchase, Receiving, Inspection, Storage, Issuance of Materials, EOQ, Stock Valuation, Stock Audit and Inventory Control.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT II OVERHEADS**

**9 Hours**

Overheads, Distribution and Absorption, Single or Output Costing, Contract Costing and Process Costing. Activity Based Costing (ABC) and Activity Based Management (ABM).

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT III COST –VOLUME PROFIT ANALYSIS & MARGINAL COSTING**

**8 Hours**

Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi-product pricing, replacement, sales etc. Marginal Costing versus Absorption Costing, Practical applications of marginal costing.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT IV BUDGETING & STANDARD COSTING**

**12 Hours**

Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, Variance analysis and its applications and implications.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT V RESPONSIBILITY ACCOUNTING & TRANSFER PRICE**

**7 Hours**

Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing: concept, types & importance.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**TEXT BOOKS**

- Pandey I M (2018). *Management Accounting*, 3<sup>rd</sup> revised edition. Vikas Publishing House.
- Madhav, V. Rajan and Srikanth M. Datar (2021). *Hornsgren's Cost Accounting – A Managerial Emphasis*, 17<sup>th</sup> edition. Pearson.

**REFERENCES**

- Maheswari & Mittal (2014). *Cost Accounting- Theory & Problems*, Sri Mahaveer Book.

**COURSE ATTAINMENT MATRIX**

MBA Syllabus 2023

32  
Registrar  
Swami Rama Himalayan University

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

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Course Code  
MBA204

Course Title  
**FINANCIAL MANAGEMENT**

L T P C  
3 0 0 3

- Course Outcomes**
- On completion of the course, the students will be able to:*
1. Identify key elements of finance functions, roles of finance manager, and sources of finance.
  2. Understand risk-return concept, time value of money, and cost of capital calculation.
  3. Implement project appraisal and capital budgeting techniques considering risk.
  4. Examine impacts of leverages and capital structures on financial health.
  5. Assess dividend policies and their effects on business finance.
  6. Develop working capital strategies considering risk-return tradeoff and financing policy.

**UNIT I INTRODUCTION AND COST OF CAPITAL 12 Hours**

Nature and scope, Finance functions, financial objectives, roles and responsibilities of the finance manager, introduction to Indian financial system, Sources of finance: Equity capital, debenture, preference capital and term loans.

Time value of money, Concept of risk and return, Cost of capital: concept, measurement of cost of capital, WACC and MCC, Valuation of stocks and bonds.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT II CAPITAL BUDGETING 8 Hours**

Introduction, project appraisal, techniques, Determination of cash flow streams, capital rationing and conflicts in NPV and IRR, capital budgeting under risk and uncertainty.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT III CORPORATE FINANCIAL STRUCTURE 9 Hours**

Leverage: Operating, financial and combined leverage, Capital structure: Theories of capital structure (Net income approach, net operating income approach, traditional approach MM approach), determinants of capital structure, EBIT-EPS relationship.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT IV DIVIDEND POLICY 8 Hours**

Introduction, forms of dividend, stability of dividends, theories of dividend policy (Relevance and irrelevance theories), determinants of dividend decision, implication of bonus issue, rights issue, share split and buy back of shares.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT V WORKING CAPITAL MANAGEMENT 8 Hours**

Concept, Significance, Operating cycle, Estimation, risk-return tradeoff, Determinants, Working capital policies: Current asset policy and financing policy, working capital financing.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**TEXT BOOKS**

- Pandey, I.M. (2021). *Financial Management*, 12<sup>th</sup> edition. Pearson.
- Bearley, RA; Myers, SC and Marcus, AJ (2017). *Fundamentals of Corporate Finance*. McGraw Hill.

**REFERENCES**

- Stephen A. Ross; Randolph W. Westerfield; Bradford D. Jordan (2015). *Fundamentals of Corporate Finance*. McGraw Hill.
- Chandra, P.C. (2015). *Financial Management*, 9<sup>th</sup> edition. Tata McGraw Hill.
- Kothari, Rajesh (2017). *Financial Management*. Sage Texts.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

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Course Code  
MBA205

Course Title  
**LEGAL ASPECTS OF BUSINESS**

L T P C  
3 0 0 3

**On completion of the course, the students will be able to:**

- Course Outcomes**
1. Recall the key legal principles that govern business transactions and relationships.
  2. Describe the implications of various business laws on decision-making and compliance.
  3. Apply legal concepts to analyze and assess potential legal issues in business scenarios.
  4. Analyze case studies involving legal disputes in a business context and identify the key legal issues.
  5. Critique the strengths and weaknesses of different legal approaches to business challenges.
  6. Develop comprehensive legal strategies for mitigating risks in business operations.

**UNIT I LAW OF CONTRACTS-I 15 Hours**

Contract concept and its role in a developing society, Agreements, Proposal and its Acceptance, Promise, Consideration, Capacity to Contract, Performance of Contracts, Discharge of Contracts, Breach of Contracts, Remedies for Breach of Contract, Special kind of Contracts (Indemnity & Guarantee, Bailment & Pledge, Contract of Agency).

**Transaction Methodology** – Classroom teaching and problem solving exercises

**UNIT II NEGOTIABLE INSTRUMENT ACT 10 Hours**

Negotiable instrument Act, 1881; Auction Sale.

**Transaction Methodology** – Classroom teaching and problem solving exercises.

**UNIT III LAW RELATING TO SALES OF GOODS 8 Hours**

Contract of Sale, Essential elements of Contract of Sale, Distinction between Sale & similar transactions, Kinds of goods-perishable goods, stipulations regarding time of delivery of goods and payment of price, Condition and Warranties-Implied conditions & warranties in a contract of sale and distinction between them, Transfer of Property and risk in a contract of sale-rules regarding ascertained and unascertained goods, doctrine of *nemo dat quod non habet* and its exceptions, doctrine of caveat emptor and its exceptions, performance of Contract of Sale rules regarding delivery, Duties and Rights of Parties, Breach of Contract of Sale-Remedies available.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT IV LAW RELATING TO LIMITED COMPANIES 12 Hours**

Company law as contained in Companies Act 2013, Salient features of Companies, Classification and Formation of Companies, Memorandum and Article of Association, Doctrine of Ultra Vires and Indoor Management, Prospectus- Share Capital, Types of Shares and Debentures, Membership in a company, Transfer and Transmission of Shares, Creation and Registration of Charges. Appointment of directors, responsibilities of directors and board of directors, Meeting and Resolutions. Winding up of the company.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**TEXT BOOKS**

- Kapoor, N.D. (2015). Elements of Mercantile Law, 37<sup>th</sup> edition. Sultan Chand & Sons – New Delhi

**REFERENCES**

- Sulphrey and Basheer (2013). *Laws for Business*. 2<sup>nd</sup> edition. Prentice Hall of India – New Delhi.
- Kuchhal, M.C. and Alok (2014-15). *Corporate Laws*, 6th edition. Shree Mahaveer Book Depot
- Singh, Avtar (2015). *Business Law*, Eastern Book Company – Lucknow

Registrar  
Himalayan University

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

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*Harvi*

Course Code  
MBA206

Course Title  
**HUMAN RESOURCE MANAGEMENT**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Understand key HRM principles, strategic HRM, green HRM, and the HR manager's role.
2. Learn about HR planning, job analysis/design, workforce diversity, and equal employment opportunity.
3. Implement recruitment planning, selection processes, and training programs. Understand various transfer types.
4. Analyze performance management systems and evaluate training effectiveness.
5. Assess wage and salary structures, job evaluation methods, and executive compensation strategies.
6. Develop a comprehensive understanding of dismissals and separation management, aiming to create a balanced, efficient HR environment.

**UNIT I INTRODUCTION**

**7 Hours**

Concept, Nature and Scope of Human Resource Management, Role of Human Resource Manager, Duties and Responsibilities of Human Resource Manager, Typical organizational setup of Human Resource Department, Strategic HRM, Challenges in HRM, Green HRM

**Transaction Methodology** – Case study, Self-reading material (articles, research paper)

**UNIT II CREATING HUMAN RESOURCE BASE**

**14 Hours**

Human Resources Planning – Meaning and importance of human resources planning, Process, techniques, benefits of human resource planning, Markov analysis. Concept of equal employment opportunity. Job Analysis and Job Design. Workforce diversity.

Recruitment Planning, Sources of Recruitment, Selection: Selection process, Uses of tests in selection, Reliability and validity of tests, selection errors. Placement, Promotion, Basis of Promotion, transfer, reasons for transfer, types of transfer.

**Transaction Methodology** – Case study, Role plays, HRP calculation exercises, Critical thinking exercises.

**UNIT III DEVELOPING HUMAN RESOURCES**

**8 Hours**

Training & Development – Concept, Training vs. Development, Training Principles, Training need assessment, Types of training programs, on-the-job and off-the-job; Diversity training, Evaluation of Training Programs.

**Transaction Methodology** – Case study, Role plays, Group presentations, Self-assessment exercises

**UNIT IV MONITORING & EVALUATION**

**7 Hours**

Performance Management- Performance Appraisal – objectives, uses, process, methods, Traditional vs. Modern Methods, Management by Objectives (MBO), Assessment center, 360 Appraisal, BARS, forced ranking, balanced scorecard, potential appraisal.

**Transaction Methodology** – Group presentations, Case study, Demonstration exercises

**UNIT V COMPENSATION MANAGEMENT & DISCIPLINE ADMINISTRATION**

**9 Hours**

Wages & Salary concepts, components of wages, criteria of wage fixation, Job evaluation - Concept, Methods, Methods of wage determination in India, wage differential, Methods of payment, Broad-banding, Skill Based Pay. Executive compensation, Incentive based pay system, Best global practices in HR.

Discipline administration – Hot Stove Rule, grievances handling - managing dismissals and separation.

**Transaction Methodology** – Case study, Critical thinking exercises.

**TEXT BOOKS**

- Dessler, Garry and Varkkey (2020). *Human Resource Management*, 16<sup>th</sup> edition. Pearson Education.

## REFERENCES

- Decenzo, A. David, Robbins, P. Stephen and Verhulst, L. Susan (2015). *Human Resource Management*, 12<sup>th</sup> edition. Wiley Publication.

## COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3



Course Code  
MBA207

Course Title  
**OPERATIONS MANAGEMENT**

L T P C  
3 0 0 3

**Course  
Outcomes**

On completion of the course, the students will be able to:

1. Identify basics of operation/production management, forecasting methods, layout types, work study.
2. Understand concepts of JIT, lean system, supply chain, inventory management, productivity management.
3. Apply aggregate production planning, scheduling, lot sizing, and work measurement techniques.
4. Analyze different facility locations, plant layouts, resources planning tools like ERP, MRP.
5. Assess quality dimensions, cost of quality, continuous improvement strategies, and SQC variations.
6. Develop insights on ISO standards, Six sigma, TQM, and control charts for variables and attributes.

**UNIT I INTRODUCTION**

**7 Hours**

Nature and Scope of Operation/ Production Management; Relationship with other functional areas; Recent trends in Operation Management, Manufacturing and Theory of Constraints; Types of Production Processes, Just in Time (JIT) & lean system.

**Transaction Methodology** – Classroom teaching and discussion

**UNIT II FORECASTING & CAPACITY PLANNING**

**10 Hours**

Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

**Transaction Methodology** – Classroom teaching, case analysis and discussion

**UNIT III LOCATION & LAYOUT PLANNING**

**8 Hours**

Facility location: Types, Characteristics; Plant Layout, Types of Layout; layouts by products and process.

**Transaction Methodology** – Classroom teaching, case analysis and discussion

**UNIT IV PRODUCTION & PLANNING MODELS**

**8 Hours**

Planning Hierarchies in Operations, Lot sizing and aggregate planning. Line balancing. Resource Planning: ERP, Capacity Requirement Planning, Material Requirement Planning and Manufacturing Resource Planning.

**Transaction Methodology** – Classroom teaching, case analysis and discussion

**UNIT V WORK STUDY, QUALITY ASPECTS & STATISTICAL QUALITY CONTROL**

**12 Hours**

Work Study: Method Study, Work measurement, Work Sampling, Productivity: Basic Concepts, Productivity Cycle, Productivity Management, Total Productivity Model. Quality: Dimensions Cost of Quality, Continuous improvement (Kaizen), ISO (9000&14000 Series), Six sigma, QC TQM.

Introduction to SQC, source of variation, control chart for variables and attributes, acceptance sampling, implication for managers.

**Transaction Methodology** – Classroom teaching, case analysis and discussion

**TEXT BOOKS**

- Panneerselvam, R. (2012). *Production and Operations Management*, 3<sup>rd</sup> edition. Prentice Hall of India
- Krajewski, LJ; Ritzman, LP; and Malhotra, MK (2013). *Operation Management – Strategy and Analysis*, Prentice Hall of India.

**REFERENCES**

- Stevenson, W.J. (2012). *Operations Management*, 11<sup>th</sup> edition. McGraw Hill.

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### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	1	1	1	1	1	3	1	1
CO2	3	2	1	1	2	2	3	1	2
CO3	1	2	2	2	2	2	1	2	3
CO4	1	3	1	2	2	2	1	2	2
CO5	3	3	1	2	3	2	3	2	2
CO6	1	3	2	1	2	2	3	2	2

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Course Code  
MBA208

Course Title  
**INTERNATIONAL BUSINESS**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Identify the evolution of International Business, theories, key regulations, and business strategies.
2. Understand globalization, FDI, balance of payments, international business environment, and trade barriers.
3. Apply knowledge of entry strategies, greenfield ventures, and economic agreements in international context.
4. Analyze different organizational structures, cultural differences, and cultural synergy in international business.
5. Assess WTO's function, principles, dispute settlement mechanism, and India's position in trade rounds.
6. Formulate strategies for global leadership and motivation, preventing cultural misunderstandings, and fostering effective international partnerships.

**UNIT I CONCEPT OF INTERNATIONAL BUSINESS**

**8 Hours**

Overview and evolution of International Business, Globalization. Modes and Theories of International Business - Classical Theory, Absolute and Comparative Advantage. Gains from International Trade, Heckscher-Ohlin Theorem; Leontief Paradox. FDI and Balance of Payments.

**Transaction Methodology** – Classroom teaching, Case Assignment.

**UNIT II INTERNATIONAL BUSINESS ENVIRONMENT**

**10 Hours**

Regulations of International Business, WTO and India, Intellectual Property Rights, Regional Economic Integration. International Business Environment: Geographical, economic, socio-cultural, political and legal environments. Tariffs and Non-tariff barriers to trade, Subsidies and Quotas.

**Transaction Methodology** – Classroom teaching, Case Assignment.

**UNIT III INTERNATIONAL FINANCE & ENVIRONMENT STUDIES**

**12 Hours**

Entry strategy, entry modes, Greenfield venture, Acquisition, Strategic alliances. Licensing and joint ventures; Global competitiveness. Prahalad and Doz's strategy model; Foreign Direct Investments, Joint Ventures. Overview of economic institutions and agreements.

**Transaction Methodology** – Classroom teaching, Case Assignment.

**UNIT IV INTERNATIONAL TRADE OPERATIONS & GLOBAL HUMAN RESOURCE**

**8 Hours**

Organizational structures suited to international business firms; Control procedures; Location of decision-making; Role of subsidiaries; Bartlett and Ghoshal's model of TNCs; Organizational culture profile: Denison's Model; Understanding cultural differences and building relationships that are critical in contemporary global market place. Skills for developing cultural awareness and avoiding cultural faux pas. Motivating and leading employees globally; creating cultural synergy.

**Transaction Methodology** – Classroom teaching, Case Assignment.

**UNIT V WORLD TRADE ORGANIZATION**

**7 Hours**

GATT to WTO, Functions and Principles of WTO, WTO and Developing Countries. Dispute Settlement Mechanism. Recent Trade Rounds and Position of India.

**Transaction Methodology** – Classroom teaching, Case Assignment.

**TEXT BOOKS**

- Hill, Charles WL and K Arun (2014). International Business – *Competing in the Global Market Place*, 10<sup>th</sup> edition. McGraw Hill.
- Cavugil, Tamer (2016). International Business – *The New Realities*, 3<sup>rd</sup> edition. Pearson Education.

**REFERENCES**

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- Daniels, John D (2016). *International Business*, 15<sup>th</sup>. edition. Pearson Education.
- Varma, Sumati (2015). *International Business*. Pearson Education.
- Sundaram, Anant K. (2016). *International Business Environment*, 1<sup>st</sup> edition. Pearson Education.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3	2	
CO2	3						3	2	
CO3	1	3							3
CO4		3		2	1				2
CO5		3	2	1					3
CO6		1			2	3			3

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Course Code  
MBA209

Course Title  
**INTRODUCTION TO BUSINESS ANALYTICS**

L T P C  
2 1 0 2

Course  
Outcomes

*On completion of the course, the students will be able to:*

1. Define Business Analytics, Big Data, and business decision modeling concepts.
2. Elucidate descriptive statistics and data visualization techniques, including data dashboards.
3. Utilize regression analysis, predictive modeling, and data mining techniques.
4. Investigate data using optimization and decision analysis methods.
5. Evaluate the use and significance of text and web analytics, R Environment, and R packages.
6. Design and create custom R scripts for specific business analytics tasks.

**UNIT I INTRODUCTION TO BUSINESS ANALYTICS 5 Hours**

Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data- Business decision modeling.

**Transaction Methodology** – Classroom teaching and discussions.

**UNIT II DESCRIPTIVE ANALYTICS 5 Hours**

Overview of Description Statistics (Central Tendency, Variability), Data Visualization -Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Advanced Ms-Excel or SPSS.

**Transaction Methodology** – Classroom discussions and case discussions.

**UNIT III PREDICTIVE ANALYTICS 7 Hours**

Trend Lines, Regression Analysis – Linear & Multiple, Predictive modeling, forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Data mining and business intelligence, Data mining for business, Classification, Association, Cause Effect Modeling.

**Transaction Methodology** – Classroom teaching and case discussions.

**UNIT IV PRESCRIPTIVE ANALYTICS 6 Hours**

Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods - Text analytics Web analytics.

**Transaction Methodology** – Classroom discussions, case analysis.

**UNIT V PROGRAMMING USING R 7 Hours**

R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

**Transaction Methodology** – Classroom discussions, case analysis.

**TEXT BOOKS**

- Evans, James. (2022). *Business Analytics, Global Edition*, 3<sup>rd</sup> edition. Pearson.

**REFERENCES**

- Paczkowski, Walter R. (2022). *Business Analytics: Data Science for Business Problems*. Springer.
- Hodeghatta, Umesh R.; &Nayak, Umesha (2023) *Practical Business Analytics Using R and Python: Solve Business Problems Using aData-driven Approach*. A Press

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

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Course Code  
MBA301

Course Title  
**STRATEGIC MANAGEMENT**

L T P C  
3 0 0 3

- Course Outcomes**
- On completion of the course, the students will be able to:*
1. Understand strategic management's nature, levels, and strategies
  2. Comprehend key concepts like vision, mission, objectives, and environmental appraisal.
  3. Use strategic analysis tools like SWOT, ETOP, BCG matrix, and value chain analysis.
  4. Examine corporate level strategies and Porter's generic strategies
  5. Assess strategy implementation, resource allocation, and organizational structure.
  6. Develop strategic control insights and understand non-profit strategic management.

**UNIT I INTRODUCTION 7 Hours**  
Nature of Strategic Management, Characteristics, Strategic Management Process, Strategic Management Model. Levels at which strategy operates. Role of strategists in business Policy.  
**Transaction Methodology** – Case Study

**UNIT II STRATEGY FORMULATION 8 Hours**  
Vision, mission and purpose, objectives and goals of a business organization - Environmental appraisal - Types of strategies - Guidelines for crafting successful business strategies.  
**Transaction Methodology** – Case Study

**UNIT III ENVIRONMENTAL APPRAISAL 10 Hours**  
External Analysis: Industry analysis, remote environment analysis, competitive analysis, global environment analysis. Internal Analysis: Resource based view of the firm, Capabilities, core competence, value chain analysis, VRHN analysis, distinctive competency, sustainable competitive advantage and profitability. SWOT Analysis.  
**Transaction Methodology** – Caselet and Quiz

**UNIT IV STRATEGIC ANALYSIS & CHOICE 10 Hours**  
Environmental Threat and Opportunity Profile (ETOP); BCG Matrix - Organizational Capability Profile - Strategic Advantage Profile Corporate Level strategies-growth, stability, renewal, corporate portfolio analysis, grand strategies, McKinsey's 7s Framework. Business Level Strategies- Michael Porter's Generic strategies. Functional level strategies.  
**Transaction Methodology** – Role Plays and Case Study

**UNIT V STRATEGIC IMPLEMENTATION & EVALUATION 10 Hours**  
Issues in implementation, Project implementation, Procedural implementation, Resource Allocation, Budgets, Organization Structure, Social responsibilities and Ethics - Building a capable organization - Functional issues. Symptoms of malfunctioning of strategy -Operations Control and Strategic Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation. Strategic Management for non-profit organizations.  
**Transaction Methodology** – Case Study

**TEXT BOOKS**

- Hitt, Michael A.; Ireland; Hoskisson; Manikutty (2016). *Strategic Management – A South Asian Perspective*. Cengage.

**REFERENCES**

- Wheelen, Thomas L. (2016). *Concepts in Strategic Management and Business Policy – Globalization, Innovation and Sustainability*, 14<sup>th</sup> edition. Pearson Education.
- Kazami, Azhar and Adela Kazami (2015). *Strategic Management*, 4<sup>th</sup> edition. McGraw Hill.



### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	2	1	1	1	2	1	3	1	1
CO2	2	1	1	1	3	1	2	1	1
CO3	3	2	3	2	3	3	3	3	1
CO4	3	2	3	2	2	2	2	2	2
CO5	3	2	3	2	2	2	2	2	2
CO6	3	3	3	3	2	2	2	2	2



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Course Code  
MBA302

Course Title  
**BUSINESS ETHICS & VALUES**

L T P C  
3 0 0 3

Course  
Outcomes

*On completion of the course, the students will be able to:*

1. Recall the conceptual framework of ethics and ethical decision making.
2. Understand the concept of ethical dilemma and use of ethics in functional areas.
3. Apply principles of ethics in various business functions like marketing, finance, HR, and IT.
4. Identify and analyze the factors affecting ethical corporate behavior, codes of ethics, and ethical leadership.
5. Review various ethical issues including gender ethics, harassment, and discrimination.
6. Develop insights on corporate social responsibility, environmental ethics, and corporate governance

**UNIT I INTRODUCTION TO BUSINESS ETHICS 10 Hours**

Ethics, Professional Ethics, Business Ethics: Meaning and Definitions of Ethics. Nature and Objective of Ethics. Ethics and Morality. Meaning of Business Ethics. Need and Objective of Business Ethics. Significance of Business Ethics. Ethical Dimensions. Factors Causing Unethical Behavior. Important Factors of Building an Ethical Infrastructure. Characteristics of Values. Types of Values.

**Transaction Methodology** – Classroom teaching, Individual Assignment.

**UNIT II ETHICAL DECISION MAKING 9 Hours**

Ethical Decision in Organization. Structure of Ethical Decision Problems in Ethical Decision Making. Guidelines for Managers for Ethical Decision Making. Ethical Dilemmas in Organization. Salient Features of Ethical Dilemma. Ethical manager in modern day business.

**Transaction Methodology** – Classroom teaching, Case Analysis.

**UNIT III ETHICS IN FUNCTIONAL AREAS 8 Hours**

Ethics in Marketing. Common Unethical Practices. Marketing Ethics – Important Issues. Ethical Products. Ethics in Pricing. Ethical Promotion. Ethics in Channel. Ethics in Finance. Ethics in Human Resource Management. Ethics in Information Technology. Preventing Crimes and Ethical Dimension.

**Transaction Methodology** – Classroom teaching, Role Plays.

**UNIT IV DEVELOPMENT OF ETHICAL CORPORATE BEHAVIOR 8 Hours**

Factors affecting managerial Work. Elements Necessary for Ethical Corporate Behavior. Codes of Ethics. Organizational Ethics Development System. Ethics Committee. Reward/Punishment System. Whistle Blowing. Ethical leadership. Ethical Issues: Gender Ethics, Sexual Harassment and Discrimination.

**Transaction Methodology** – Classroom teaching, Case Analysis and Role Plays.

**UNIT V CORPORATE SOCIAL RESPONSIBILITY 10 Hours**

Social Responsibilities: Meaning and Definition. Why business should be socially responsible? Main Social Responsibilities of Business Organization. Corporate Social Responsibility in India. Corporate Governance. How to Achieve Good Corporate Governance. Environmental Ethics. Pollution. The Facets of Environmental Ethics. Sustainable Development. Corporate governance in the Indian context. Case Study.

**Transaction Methodology** – Classroom teaching, Group Presentations.

**TEXT BOOKS**

- Murthy, C S V (2016) Business Ethics-Text and Cases. Himalayan Publishing House.

**REFERENCES**

- Reddy, Nirmal & Rani (2016) Business Ethics and Corporate Governance. Himalayan Publishing House.
- Mandal, S.K (2015). Business Ethics and Corporate Governance. McGraw Hill Education.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						2		
CO2		2					2		
CO3	1	3		2	2	2		2	2
CO4		2	1		3			2	2
CO5					2	2			3
CO6	2	1		2	2				3

  
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Course Code  
MBA303

Course Title

**PROJECT MANAGEMENT & ENTREPRENEURSHIP**

L T P C  
3 0 0 3

**Course Outcomes**

**On completion of the course, the students will be able to:**

1. Recall the main concepts in project planning and entrepreneurship
2. Understand project factors and the significance of entrepreneurship.
3. Apply market research and financial analysis in project planning.
4. Analyze project location decisions and finance sources.
5. Assess project plans and finance strategies.
6. Develop project plans and entrepreneurial strategies

**UNIT I INTRODUCTION TO PROJECT MANAGEMENT**

**7 Hours**

Nature, Scope, Process Elements, Significance and Emergence of Projects, Project types. Project Planning, Developing.

**Transaction Methodology** – Classroom teaching, discussion and assignments.

**UNIT II PROJECT LOCATION**

**8 Hours**

Location of Project Site, Working Conditions, Development Plans of the Government and the Local Bodies, Elements and Factors Affecting Location Decisions, Analysis of Infrastructure, Labour, Raw Material, Transport and Other Factors.

**Transaction Methodology** – Classroom teaching and quiz.

**UNIT III PROJECT SELECTION**

**9 Hours**

Selection of the Product or Service, Market Research, Product Appraisal, Product Design, Factors Affecting the Selection Decision, Packaging and other considerations, Choice of Technology, Choice of Process, Feasibility, Effects on Environment, Pollution control, government and Local Bodies Regulation, Economic Analysis of the Projects, Regional and Social Implications.

**Transaction Methodology** – Classroom teaching, discussion and assignments.

**UNIT IV PROJECT FINANCING**

**9 Hours**

Sources of Project finance; Venture Capital, Angel Investors, Institutional financing, Financial Bootstrapping, Cooperative Societies, Raising Capital from Market, Raising Foreign Exchange. Government Regulation, Cost of Capital, Cost Benefit Analysis, Cash flow Analysis. Project Scheduling, Monitoring and contract Management, Project Appraisal, Contract Project Review. Various options available to pay back the money borrowed for starting a business.

**Transaction Methodology** – Classroom teaching, discussion and assignments.

**UNIT V ENTREPRENEURSHIP DEVELOPMENT**

**12 Hours**

Definition, Classification, Nature and Importance of Entrepreneurship and Entrepreneurs, Concept of Entrepreneurship. Entrepreneurial Environment, Growth of Entrepreneurs, Entrepreneur vs. Professional Managers, Entrepreneurial Development, Development of Women Entrepreneurs. How to become an entrepreneur with no money or experience? Role of Government and financial Institution in Entrepreneurship Development, Sources of finance, Institutionalize finance to Entrepreneurs. Entrepreneurial Challenges in Uttarakhand. Avenues of Entrepreneurial development in Uttarakhand.

**Transaction Methodology** – Classroom teaching, discussion and assignments.

**TEXT BOOKS**

- Chandra, P. (2019). *Projects: Planning, Analysis, Selection, Financing, Implementation and Review*, McGraw Hill.
- Desai, Vasant. (2013). *Dynamics of Entrepreneurial Development and Management*. Himalaya Publishing.

**REFERENCES**

- Gupta, Neeti & Gupta, Anuj. *Entrepreneurship Development and Project Management*. Kalyani.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

  
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Course Code	Course Title	L	T	P	C
MBA304	CAREER ADVANCEMENT COURSE FOR MANAGERS	2	1	0	2

**On completion of the course, the students will be able to**

- Course Outcomes**
1. Define group discussion and its purpose in various professional settings.
  2. Explain how to tailor a presentation to a specific audience.
  3. Apply vocal and non-verbal techniques to enhance the impact of the speech.
  4. Analyze the strengths and areas for improvement in an interviewee's responses and overall performance.
  5. Appraise the ethical implications of soft skills utilization in managerial decision-making.
  6. Design a personalized development plan to strengthen specific soft skills.

**UNIT I GROUP DISCUSSION 6 Hours**

Understanding the nature of discussion, Difference between debate and discussion, Ways to form and present the arguments, Ways to defend.

**Transaction Methodology** – Activity Based Learning.

**UNIT II PRESENTATION SKILLS 6 Hours**

To learn the skill of presentation. How to prepare the presentation? Knowing the audience and their requirement. Effective ways to deliver the presentation. How to prepare the multi-media presentations (e.g. Canva)?

**Transaction Methodology** – Activity Based Learning.

**UNIT III INTERNSHIP & EMPLOYMENT DOCUMENTATION 6 Hours**

What is a Dossier? Documents required in a Dossier. How to write a Cover Letter? Internship write-up, Difference between Resume, C.V and a Bio-Data.

**Transaction Methodology** – Activity Based Learning.

**UNIT IV PERSONAL INTERVIEWS 6 Hours**

To learn the skills of appearing in an interview and being successful in it.

**Transaction Methodology** – Activity Based Learning.

**UNIT V PUBLIC SPEAKING 6 Hours**

To get acquainted with the art of public speaking, To know the rhetoric of making a public speech

**Transaction Methodology** – Activity Based Learning.

**TEXT BOOKS**

- Klaus, Peggy (2008). *The Hard Truth about Soft Skills*. Collins.
- Mitra, Barun K. (2014). *Personality Development and Soft Skills*. Oxford University Press.
- Wentz, Frederick H. (2012) *Soft Skills Training – A Workbook to Develop Skills for Employment*. CreateSpace Independent Publishing Platform.
- Palmer, Wendy and Janet Crawford (2013). *Leadership Embodiment – How the way we sit and stand can change the way we think and speak*, Journal of Adult Education.
- Garner, Eric (2014). *Teambuilding – How to uncohesive groups into productive teams*, Bookboon.com

**REFERENCES**

- Collins, James C. (2011). *God to Great*, Harper Collins.
- Collins, James C. (2009). *How the Mighty Fall*, Harper Collins.
- Lencioni, Patrick (2002). *The Five Dysfunctions of a Team*. Jossey-Bass.
- Buckingham, Marcus and Coffmann Curt (1999). *First, Break all the Rules*. Simon & Schuster.
- Covey, Stephen (1989). *The Seven Habits of Highly Effective People*, Free Press.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

  
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Course Code  
MBA305

Course Title  
**SUMMER INTERNSHIP PROJECT**

P C  
6-8 week 4

*On completion of the course, the students will be able to:*

**Course Outcomes**

1. Demonstrate knowledge and understanding of the industry or field related to the internship project.
2. Summarize and explain the objectives and scope of the internship project.
3. Utilize appropriate tools, techniques, or technologies to accomplish tasks related to the internship project.
4. Analyze data, information, or processes relevant to the internship project to identify patterns, trends, or areas for improvement.
5. Assess personal growth, learning, and skill development achieved during the internship project.
6. Design and develop solutions, recommendations, or strategies to address challenges or opportunities identified during the internship project.

After completing the fourth semester, each student will undergo an industrial training for 6-8 weeks. The student is required to prepare a project report detailing the assignment, job, and task taken during the summer internship. In addition, they must detail their experiences and learnings.

Evaluation component	Marks
Summer Training Report	40
Mini-Viva with a Logbook Evaluation	25
Presentation and  Defense	25
General Behaviour	10
<b>Total</b>	<b>100</b>

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3







Course Code  
MBA401

Course Title  
**BUSINESS RESEARCH PROJECT**

L T P C  
1 1 4 6

Course Outcomes

**On completion of the course, the students will be able to:**

- Describe the importance of research in generating new knowledge and advancing the field of study.
- Summarize and explain the main features and characteristics of a research project.
- Apply research methodologies and techniques to design and conduct a research project.
- Analyze research data to identify patterns, relationships, and trends relevant to the research questions.
- Critically evaluate the quality and rigor of the research project based on predefined criteria and standards
- Integrate findings from the literature review and data analysis to generate new insights or theories.

The capstone course is a bridge between academic learning and professional life; it involves topics that address complex concepts, which require a range of skills and perspectives, and which can be applied to future professional endeavors in a variety of situations and situations.

A preferred approach would be to incorporate Action-Based Learning (ABL), where students can interact directly with their clients/stakeholders as well as deliverables that integrate learning and analysis into a real-world situation and provide a sense of accomplishment.

Evaluation component	Marks
Mini Viva with a Logbook Evaluation	80
Business Research Project Report	50
Presentation	100
Defense	50
General Behaviour	20
<b>Total</b>	<b>300</b>

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

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Course Code  
MBAM101

Course Title  
**ADVERTISING & MARKETING COMMUNICATIONS**

L T P C  
3 0 0 3

**Course Outcomes**

*On completion of the course, the students will be able to:*

1. Demonstrate knowledge and understanding of the principles and theories of advertising and marketing communications.
2. Summarize and explain the main features and characteristics of different advertising media and channels.
3. Apply advertising and marketing communication strategies to real-world scenarios and case studies.
4. Analyze the effectiveness of advertising messages and campaigns.
5. Critically evaluate the success and impact of advertising and marketing communication campaigns based on predefined criteria and objectives.
6. Create connections between advertising strategies and broader marketing communication strategies.

**UNIT I INTRODUCTION**

**7 Hours**

Understanding Marketing communication, Integrated Marketing communication (IMC); Evolution of IMC; Growth of IMC; IMC mix, IMC Planning Process, role of IMC in the Marketing process, IMC Partners and industry organization.

**Transaction Methodology** – Classroom teaching and discussion

**UNIT II ADVERTISING AND SALES PROMOTION**

**10 Hours**

Purpose and functions, role and benefits of advertising, types of advertising; Parties involved in advertising. Advertising agencies- working and services. Formulating advertising objectives and budgeting for the advertising. Message generation- Creative strategy planning development and implementation, Media Planning- Broadcast media, print media and supporting media. Measuring effectiveness of Advertising. Scope and role of sales promotion. Types of sales promotion – Consumer oriented and trade oriented sales promotion techniques.

**Transaction Methodology** – Role Plays and Cases

**UNIT III PUBLIC RELATIONS AND PUBLICITY**

**8 Hours**

Public relations, process of public relations, Public relation vehicles, Managing public relations, identifying stakeholders. Publicity; publicity versus advertising, power of publicity, Corporate Advertising- objectives and types.

**Transaction Methodology** – Case Analysis and discussion

**UNIT IV DIRECT MARKETING, PERSONAL SELLING AND INTERNET MARKETING**

**10 Hours**

Growth and role of direct marketing in IMC programs; evaluation of direct marketing. Scope and role of personal selling; personal selling and other promotional tools, evaluating personal selling. Marketing on the internet, developing an internet program, internet marketing tools, the internet and integrated marketing.

**Transaction Methodology** – Role Play, Group Activity and case discussion and analysis

**UNIT V MONITORING, EVALUATION AND CONTROL**

**10 Hours**

Measuring effectiveness of promotional programmes. Matching methods with IMC objectives, Message evaluation; Behavioral evaluation; Evaluation criteria. Evaluating the social, ethical and economic aspects of promotion. Regulation of advertising –Self-control and Government Regulations.

**Transaction Methodology** – Case Analysis and discussion

**TEXT BOOKS**

- Dutta, Kirti (2016). *Integrated Marketing Communication*. Oxford University Press.
- Belch, George E; Michael A. Belch and Keyoor Purani (2014). *Advertising & Promotion – An Integrated Marketing Communications Perspective*. McGraw Hill.

**REFERENCES**

- Malaval, Abbo, Muneesh Kumar and Decaudin (2015). *Integrated Marketing Communication – Pentacom, 4<sup>th</sup> edition*. Pearson Education.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	2	2	1	2	1	2	1	1
CO2	2	1	1	1	2	1	2	1	1
CO3	3	2	3	1	2	2	3	3	1
CO4	3	2	2	2	3	2	3	2	2
CO5	2	2	3	2	2	2	2	2	2
CO6	3	3	3	3	2	2	2	2	2

  
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Course Code  
MBAM102

Course Title  
**B2B MARKETING**

L T P C  
3 0 0 3

**Course Outcomes**

**On completion of the course, the students will be able to:**

1. Demonstrate knowledge and understanding of the principles and theories of B2B marketing.
2. Interpret and explain the strategic planning process in B2B marketing.
3. Utilize market research and customer insights to develop effective B2B marketing plans.
4. Assess the impact of different marketing channels and touchpoints on B2B buyer decision-making.
5. Critically evaluate the success and impact of B2B marketing initiatives based on predefined criteria and objectives.
6. Create connections between B2B marketing strategies and broader organizational strategies.

**UNIT I INTRODUCTION TO INDUSTRIAL MARKETS**

**6 Hours**

Industrial Marketing System, Concepts and Characteristics - Types of Industrial Markets - Industrial Buyer Behaviour.

**Transaction Methodology** – Classroom teaching and discussions.

**UNIT II STRATEGIC INDUSTRIAL MARKETING (S.T.P.)**

**5 Hours**

Marketing Information Systems and Marketing Research – B2B Commerce.

**Transaction Methodology** – Classroom discussions and case discussions.

**UNIT III CLASSIFICATION OF INDUSTRIAL PRODUCTS AND SERVICES**

**8 Hours**

New Product Development and Introduction - Industrial Product Management - Pricing Decisions in Industrial Markets.

**Transaction Methodology** – Classroom teaching and discussions.

**UNIT IV FORMULATING CHANNEL STRATEGIES & PHYSICAL DISTRIBUTION DECISIONS**

**9 Hours**

Channel Management -Promotional Strategies for Industrial Goods/ Services.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**UNIT V DEVELOPING MARKETING STRATEGIES AND PROGRAMS FOR INDUSTRIAL GOODS / SERVICES**

**7 Hours**

Formulating channel strategy – Pricing strategy- Promotional strategy – Sales force automation.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**TEXT BOOKS**

- Havaladar, Krishna (2015). *Business Marketing*, 4<sup>th</sup> edition. McGraw Hill.

**REFERENCES**

- Seebacker, Uwe G. (2021). *B2B Marketing: A Guidebook for the Classroom to the Boardroom*. Springer.
- Hall, Simon (2022). *Innovative B2B Marketing: New models, processes and theory*. Kogan Page.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	2	1	2	1	2	1	2	2	1
CO2	3	2	3	2	2	2	2	1	1
CO3	2	2	2	3	3	2	2	2	1
CO4	1	2	2	1	3	1	3	2	1
CO5	2	2	1	1	2	2	2	2	2
CO6	3	3	2	2	2	1	2	2	3

Course Code  
MBAM103

Course Title  
**CONSUMER BEHAVIOUR**

L T P C  
3 0 0 3

**Course Outcomes**

*On completion of the course, the students will be able to:*

1. Recall and explain key concepts in consumer behavior, such as perception, motivation, attitudes, and decision-making processes.
2. Summarize and explain the main features and characteristics of consumer decision-making models and theories.
3. Apply consumer behavior theories and concepts to real-world scenarios and case studies.
4. Analyze the factors influencing consumer behavior in specific industries or market contexts.
5. Critically evaluate the success and effectiveness of marketing strategies based on consumer behavior outcomes.
6. Create connections between consumer behavior theories and real-world marketing applications.

**UNIT I INTRODUCTION**

**7 Hours**

Scope of Consumer Behavior-Importance of Consumer Behavior in developing marketing strategy; Consumer Decision Making Process- Howard and Seth Model, Engel- Kollat-Blackwell Model- Consumer Behavior in the Indian Context.

**Transaction Methodology** – Classroom teaching and discussion, class exercise.

**UNIT II RESEARCH ON CONSUMER BEHAVIOUR**

**9 Hours**

Research Process- Methods of Research, Qualitative vs. Quantitative Research, Measures of Behavioral Indicators: Motivation, Course etc. Segmentation.

**Transaction Methodology** – Classroom teaching and discussion, class exercise, practice session.

**UNIT III POSITIONING & DIFFERENTIATION**

**10 Hours**

Motivation-Theories and Dynamics of motivation-The System of Needs-Motivation and Consumer (overview)-Personality, Lifestyle and Psychographics-Theories of Personality-Perception-Memory and Course- Theories or Types of Course-Buying behavior and Course-Attitude Formation and Change-Models of Attitude Formation-Components of Attitude: Belief, Affect and Intention-Strategies for Attitude Change- Attitude-Behavior Consistency-Communication and Consumer Behavior-Reference Groups and Family Influences-Importance of Group Influence on CB-The Power of Reference Groups-Groups and their Appeal- Family as a consumption unit-Family Lifecycle influences on Consumption Patterns-Family Decision Making.

**Transaction Methodology** – Classroom teaching and discussion, role play, class exercise.

**UNIT IV SOCIAL CLASS & CONSUMER BEHAVIOUR**

**10 Hours**

Concept of Social Class with special emphasis on India-Value, Attitude and Lifestyle Profiles of Social Classes-Social Class Mobility-Social Class and Marketplace Behavior-CB applications of Social Class. Influence of Culture on Consumer Behavior-Cross-cultural Consumer Behavior-The Multinational Imperative-Cross-cultural consumer analysis-Emerging markets and MNC strategies-Cultural Dimensions and MNC Brands-Implications for multinational Branding in India.

**Transaction Methodology** – Classroom discussion and Case teaching.

**UNIT V CONSUMER INFLUENCE & DIFFUSION OF INNOVATION**

**9 Hours**

Consumer Decision Making-Important dimensions of Consumer Decision Making- Product and Service Consumption- Consumption Effects on Consumer Satisfaction-Impulse Buying; B2B Buyer Behavior.

**Transaction Methodology** – Classroom teaching and discussion, class exercise, role play.

**TEXT BOOKS**


- Hawkins, Del I.; Motherbaugh, David L. and Mookerjee, Amit. (2014). *Consumer Behavior, Building Marketing Strategy*, 12<sup>th</sup> edition. Tata McGraw Hill – New Delhi

## REFERENCES

- Sroka, Włodzimierz (2020). *Perspectives on Consumer Behaviour – Theoretical Aspects and Practical Applications*. Springer

## COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	2	2	1	2	2	3	3	2
CO2	3	3	3	1	1	3	3	3	3
CO3	3	3	3	2	1	2	2	2	2
CO4	2	2	1	2	2	3	2	2	3
CO5	2	2	1	2	2	2	2	2	3
CO6	2	1	1	3	1	1	1	2	1



Course Code  
MBAM104

Course Title  
**DIGITAL MARKETING**

L T P C  
3 0 0 3

**On completion of the course, the students will be able to:**

1. Recall and explain key terms and techniques used in digital marketing, such as SEO, SEM, social media marketing, content marketing, and email marketing.
2. Summarize and explain the main features and characteristics of different digital marketing channels and platforms.
3. Apply digital marketing strategies to real-world scenarios and case studies.
4. Assess the impact of different digital marketing channels on consumer behavior and conversions.
5. Critically evaluate the success and impact of digital marketing initiatives based on predefined criteria and objectives.
6. Create connections between digital marketing strategies and broader marketing communication strategies.

**UNIT I INTRODUCTION**

**6 Hours**

Meaning & Process of Marketing-Digital Marketing. Visibility Meaning, Types. Visitors' Engagement-Meaning, importance & Examples. Bringing Targeted Traffic- Inbound and outbound marketing. Converting Traffic into Leads, Types of Conversion & Conversion Process tools. Role of Digital Marketing in increase in sales, competitive analysis.

**Transaction Methodology** – Classroom teaching and discussions.

**UNIT II DIGITAL MARKETING VS. TRADITIONAL MARKETING**

**5 Hours**

Difference- Traditional marketing and Digital marketing. Benefits and challenges. Tools for effective Digital Marketing.

**Transaction Methodology** – Classroom discussions and case discussions.

**UNIT III WEBSITE PLANNING, SEARCH ENGINE MARKETING, SEO**

**8 Hours**

Brand awareness, credibility and delivery among consumers through the internet. Understanding domain names & extensions. Different types of websites based on functionality, purpose planning & conceptualizing. SEM in digital marketing - Need & Types. Introduction to SEO-Benefits and Challenges. Difference between SEO and SEM.

**Transaction Methodology** – Classroom teaching and discussions.

**UNIT IV MOTIVATION & LEADERSHIP**

**9 Hours**

Definition & Process of Motivation, Early Theories of Motivation, Contemporary Theories of Motivation, Nature and process of Motivation, Application of Motivation Concept. Job Satisfaction - Nature & Significance of Job satisfaction, Leadership - Theories of Leadership; Leadership Effectiveness Model; Leadership in Indian Culture; Nature & Significance of Leadership; Leadership traits & Skills; Behavioral Styles in Leadership.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**UNIT V EMAIL MARKETING**

**7 Hours**

Email marketing Meaning, Basics, Types and benefits. Mobile Marketing-Definition & Types. Introduction to Affiliate Marketing- Need & Skills required.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**UNIT VI VIDEO MARKETING & BLOGGING**

**10 Hours**

Introduction to Video Marketing, Types, Strategy, Need, Benefits and Challenges. Blogs- Meaning, Importance, Issues and Challenges. Case studies on digital marketing.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**TEXT BOOKS**

- Chaffey, Dave & Ellis-Chadwick, Fiona (2022). *Digital Marketing*, 8<sup>th</sup> edition. Pearson.

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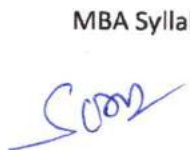
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#### REFERENCES

- Odame, Paul &Jubi, Glora (2021). *Digital Marketing: The New Rules of Digital Marketing. Digital Marketing Made Simple; Learn Latest Skills, Techniques and Strategies*. Litmux.com.

#### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	2	3	2	2	2	1	3	2	3
CO2	3	2	3	2	3	2	3	2	2
CO3	3	2	2	3	1	3	2	2	3
CO4	2	2	2	1	2	2	2	2	2
CO5	2	1	2	3	2	1	3	2	1
CO6	1	2	1	2	2	2	2	1	2



Course Code  
MBAM105

Course Title  
**INTERNATIONAL MARKETING MANAGEMENT**

L T P C  
3 0 0 3

*On completion of the course, the students will be able to:*

Course  
Outcomes

1. Define and explain the key concepts and principles of international marketing management, including the global marketing environment, market entry strategies, and cultural considerations.
2. Explain the importance of cultural awareness and market research in developing effective international marketing campaigns.
3. Apply international market research techniques to assess market potential and competitive landscape in foreign markets.
4. Analyze the performance of international marketing efforts using key performance indicators (KPIs) and market metrics.
5. Evaluate the effectiveness of international marketing strategies in expanding market share and enhancing brand reputation.
6. Design a comprehensive international marketing strategy for an organization, considering market selection, product positioning, and pricing strategies.

**UNIT I UNIT I: INTRODUCTION**

**7 Hours**

Globalization: drivers for globalization; building global presence; Approaches to global market: haphazard approach, myopic approach, a major challenge to effective global management. International entry methods; organisation, planning and control of international marketing.

**Transaction Methodology** – Classroom teaching and discussion, class exercise.

**UNIT II INTERNATIONAL MARKETING ENVIRONMENT**

**7 Hours**

Basic concepts and decision framework; economic, cultural, political, social, technological environments; regional integration and global trade protection; understanding the international marketing system.

**Transaction Methodology** – Classroom teaching and discussion, class exercise, case study.

**UNIT III DECISION MAKING IN INTERNATIONAL MARKETING**

**12 Hours**

Product Decision: dimensions of international product offer, international Services, branding decisions, packaging and labeling decisions. Pricing Decision: Domestic V/s International Pricing, Factors influencing international pricing decisions, INCOTERMS and its role in international pricing. International promotion aspects. Distribution Decision: determinants of channel decisions, international channel structure, managing and controlling international channel, International Logistics (SCM).

**Transaction Methodology** – Classroom teaching and discussion, class exercise, presentations

**UNIT IV MANAGEMENT OF RISK & INFRASTRUCTURE IN INTERNATIONAL MARKETING**

**8 Hours**

Commercial risks, political risks, risks arising out of foreign laws, cargo risks, credit risks, exchange fluctuation risks. Agencies in India provide cover to these risks. International Marketing Infrastructure: Export promotion in India; Role of Export Promotion Councils; state trading and canalizing agencies: ECGC, Exim Bank, Commodity Boards etc.

**Transaction Methodology** – Classroom teaching and discussion

**UNIT V EXPORT PROCESS**

**11 Hours**

Export procedure- Steps involved in executing export order. Export/Import Documentation: Commercial Documents, Regulatory Documents, Documents related to goods, Documents related to payment, Documents related to Shipment, Documents related to inspection, Documents related to foreign exchange, Documents related to excisable goods.

**Transaction Methodology** – Classroom teaching and discussion, class exercise, documentation procedure.

**TEXT BOOKS**

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- Keegan, Warren J. (2018). *Global Marketing Management*, 8<sup>th</sup> edition. Pearson Education.

**REFERENCES**

- Pegan, Giovanna; Vianelli, Donata; De Luca, Patrizia (2021). *International Marketing Strategy: The Country of Origin Effect On Decision-Making in Practice*. Springer

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	2	1	2	1	2	2	2	1	1
CO2	3	2	2	2	3	3	2	1	1
CO3	2	2	2	2	2	2	3	3	1
CO4	1	2	1	1	2	1	2	2	2
CO5	2	2	1	1	2	3	2	2	2
CO6	1	1	1	3	3	2	2	2	2







Course Code  
MBAM106

Course Title  
**MARKETING ANALYTICS**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Define and explain the key concepts and principles of marketing analytics, including data collection, data analysis techniques, and performance metrics.
2. Explain the advantages and limitations of different marketing analytics techniques, such as segmentation, attribution modeling, and A/B testing.
3. Apply data analysis tools and software to analyze marketing data and extract meaningful insights.
4. Analyze consumer behavior data to understand customer preferences, purchase patterns, and brand loyalty.
5. Evaluate the effectiveness of marketing analytics in improving marketing decision-making and return on investment (ROI).
6. Design a comprehensive marketing analytics project, including problem formulation, data collection, analysis, and actionable recommendations.

**UNIT I INTRODUCTION TO MARKETING ANALYTICS**

**5 Hours**

*Introduction:* The Customer Journey, Marketing Data Landscape.

*Summarize Marketing Data (Using Excel and R Programming):* Using Pivot Tables, Summarizing Marketing Data Using Charts, Exploratory Data Analytics

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT II CONSUMER PREFERENCES & FORECASTING**

**10 Hours**

*Consumer/ Customer Preferences Analysis (Using Excel & SPSS):* Factor Analysis, Multidimensional Scaling (MDS), Analysis of Variance (ANOVA) (One-Way, Two-Way), Conjoint analysis, Logistic regression, Cluster analysis.

*Forecasting (Using Excel and R Programming):* Correlation, Simple Regression and Multiple Regression to forecast sales, Modelling Trend and Seasonality, Ratio to Moving Average Method, Winter's Method.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT III PRICING ANALYTICS & RETAIL ANALYTICS**

**10 Hours**

*Pricing Analytics:* Optimizing Pricing, Price Bundling, Non-Linear Pricing and Price Skimming, Revenue Management.

*Retail Analytics:* Market Basket Analysis and Lift, Recency-Frequency-Monetary Method and Associated Applications, Shelf Space Analysis.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT IV ANALYTICS ON ADVERTISING & PROMOTION AND CUSTOMER PROFITABILITY**

**10 Hours**

*Analytics on Advertising and Promotion:* Determining Advertising effectiveness, Media Mix Models.

*Customer Profitability:* Customer Lifetime Value and Strategies, Customer Equity, Customer Acquisition, Retention and Development, Customer satisfaction, Customer Loyalty, Word of mouth.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT V WEB & SOCIAL LISTING ANALYTICS**

**10 Hours**

*Web Analytics:* Introduction to Web analytics, Understanding Google Analytics, Identifying key metrics, Building a web analytics strategy, Evaluating and Improving Performance.

*Social Listening and Analytics:* Social listening, Web Scraping, Text Mining.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**TEXT BOOKS**

- Chapman, C & McDonnell Feit, E (2019). *R for Marketing Research and Analytics*. Springer
- Winston, Wayne L. (2015). *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*. Wiley.

## REFERENCES

- Bonacchi, M & Perego, P (2019). *Customer Accounting: Creating Value with Customer Analytics*. Springer
- Viglia, Giampaolo (2014). *Pricing, Online Marketing Behavior, and Analytics*. Palgrave Macmillan.
- Quirk, Thomas J; and Rhiney, Eric (2018). *Excel 2016 for Advertising Statistics: A Guide to Solving Practical Problems*. Springer.

## COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	2	1	1	2	1	3	1	2
CO2	3	3	3	1	2	2	3		
CO3	3	3	3	2	2	1		2	1
CO4	2	1	2	2	3			2	1
CO5	2	2	2	2	2	2		3	2
CO6	1	3	3	2	2	2		3	3

Course Code  
MBAM107

Course Title  
**MARKETING RESEARCH**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Recall and explain key terms and techniques used in marketing research, such as research design, data collection methods, sampling, and data analysis.
2. Summarize and explain the main features and characteristics of marketing research processes and methodologies.
3. Apply marketing research techniques to real-world scenarios and case studies.
4. Analyze marketing research data to derive meaningful insights and recommendations.
5. Critically evaluate the quality and relevance of marketing research studies based on predefined criteria and objectives.
6. Design and develop marketing research plans and proposals to address specific research objectives.

**UNIT I INTRODUCTION**

**10 Hours**

Importance and Role of research in Marketing; the marketing research industry; Approaches to Marketing intelligence. Types of Market research; research approaches; significance of Market research, Market research process, criteria of good marketing research, problems encountered by marketing research in India.

**Transaction Methodology** – Classroom teaching and discussion, class exercise, role play.

**UNIT II MARKET RESEARCH DESIGN**

**10 Hours**

Research design- Pre-test, Post-test, Control group and Solomon four group design, Causal Research; observation techniques, experiments and test markets.

**Transaction Methodology** – Classroom teaching and discussion, class exercise.

**UNIT III DATA COLLECTION**

**8 Hours**

Primary and secondary data; Questionnaire Design and issues; Interviews; Comparative and non-comparative attitude measurement scaling techniques, sampling design: Sampling procedure, types of sampling, sample size determination.

**Transaction Methodology** – Classroom teaching and discussion, class exercises and field work.

**UNIT IV DATA ANALYSIS & INTERPRETATION**

**10 Hours**

Analyzing qualitative data collected through interviews and open ended questions – salient features of different methods. Non-parametric tests: One Sample tests ( Kolmogorov-Smirnov One Sample Test; Runs test for Randomness; One Sample Sign Test; chi-square test); Two Sample tests (Sign test; Median test; Mann-Whitney U test; Wilcoxon Matched-Pairs Signed Rank test); K Sample tests (Median test; Kruskal-Wallis Test); Multidimensional Scaling, Discriminant analysis.

**Transaction Methodology** – Classroom teaching and discussion, hands on exercises.

**UNIT V REPORTING THE RESULTS AND ETHICAL ISSUES IN MARKETING RESEARCH**

**7 Hours**

Preparing Marketing research report and presentation: written report, format of report, common problems in preparing report, the critical nature of report, Graphical presentation of reports. Ethical Issues: Ethical issues related clients, respondents, sampling, questionnaire design, reporting.

**Transaction Methodology** – Classroom teaching and discussion, Group Presentations.

**TEXT BOOKS**

- Malhotra, N (2020). *Marketing Research – An Applied Orientation*, 7<sup>th</sup> edition. Pearson Education.

**REFERENCES**

- Wilson, Allan (2019). *Marketing Research delivering customer insight*, 4<sup>th</sup> edition. Red Globe Press.
- Burns, Alvin C.; Bush, Ronald F.; Veeck, Ann (2017). *Marketing Research*. Pearson

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3				1		3	1	2
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	2				2	1
CO5	1	3	1	2	3	3		3	2
CO6		1	3	2	3	3		3	3

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Course Code  
MBAM108

Course Title  
**RETAIL MARKETING**

L T P C  
3 0 0 3

Course  
Outcomes

*On completion of the course, the students will be able to:*

1. Recall and explain key concepts in retail marketing, such as store formats, customer experience, visual merchandising, and retail branding.
2. Interpret and explain the strategic planning process in retail marketing.
3. Apply retail marketing strategies to real-world scenarios and case studies.
4. Analyze the impact of store layout, merchandising, and pricing on consumer behavior.
5. Critically evaluate the success and impact of retail marketing initiatives based on predefined criteria and objectives.
6. Integrate marketing tactics with overall store brand positioning and customer experience.

**UNIT I INTRODUCTION**

**11 Hours**

Scope of Retailing- Indian and Global Retail Scenario- Retailing Functions- Types of Retailers- Trends in Retailing – The Retail Environment- Business Models in Retail- Retail Formats & the Concepts of Lifecycle.

**Transaction Methodology** – Classroom teaching and discussion, class exercise.

**UNIT II RETAIL STRATEGY**

**12 Hours**

Building a substantial advantage through retail strategy- Strategic Retail planning process- Financial Strategy: Objectives & goals- Setting & measuring performance objectives- Types of measures- Role of Bench Marks.

**Transaction Methodology** – Classroom teaching and discussion, case study.

**UNIT III RETAIL LOCATION**

**8 Hours**

Retail Locations- Retail Site Locations- Information Systems and Supply Chain Management- Customer Relationship Management.

**Transaction Methodology** – Classroom teaching and discussion, class exercise.

**UNIT IV MERCHANDISE MANAGEMENT**

**7 Hours**

Basics in retail merchandising- Process of merchandise planning- Methods of merchandise procurement- Retail pricing and evaluating merchandise performance.

**Transaction Methodology** – Classroom teaching and discussion, class exercise.

**UNIT V STORE MANAGEMENT**

**7 Hours**

Managing the store- Store layout, Design & Visual Merchandising- Customer Service.

**Transaction Methodology** – Classroom teaching, case study, YouTube videos.

**TEXT BOOKS**

- Levy, Michael; Weitz, Barton A (2019). *Retailing Management*. 10<sup>th</sup> edition. McGraw Hill Company.

**REFERENCES**

- Berman and Evans. (2013). *Retail Management: A Strategic Approach*, 11<sup>th</sup> edition. Pearson Education.
- Berg, Bettina (2014). *Retail Branding and Store Loyalty: Analysis in the Context of Reciprocity, Store Accessibility, and Retail Formats*. GablerVerlag
- Weindel, Julia Katharina (2016). *Retail Brand Equity and Loyalty: Analysis in the Context of Sector-Specific Antecedents, Perceived Value, and Multichannel Retailing*. GablerVerlag.
- Elsner, Stefan (2014). *Retail Internationalization: Analysis of Market Entry Modes, Format Transfer and Coordination of Retail Activities*. GablerVerlag.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	2	2	2	2	2	2	2	1	1
CO2	3	2	1	1	2	3	2	1	1
CO3	2	2	2	2	2	2	3	3	1
CO4	1	2	1	1	2	1	1	2	2
CO5	2	2	1	1	2	3	2	2	3
CO6	2	2	1	2	3	2	2	2	2

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Course Code  
MBAM109

Course Title  
**SALES & DISTRIBUTION MANAGEMENT**

L T P C  
3 0 0 3

*On completion of the course, the students will be able to:*

1. Recall and explain key concepts in sales and distribution, such as sales planning, channel management, salesforce management, and logistics.
2. Summarize and explain the main features and characteristics of different sales and distribution channels.
3. Apply sales and distribution strategies to real-world scenarios and case studies.
4. Analyze the effectiveness of different sales and distribution channels in reaching target customers.
5. Critically evaluate the success and impact of sales and distribution initiatives based on predefined criteria and objectives.
6. Design and develop sales and distribution strategies and plans for specific target markets and customer segments.

**UNIT I INTRODUCTION**

**7 Hours**

Objectives and roles of sales managers. Personal selling and salesmanship. Theories of salesmanship. Sales planning and sales forecasting. Sales organization.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**UNIT II MANAGEMENT OF SALES FORCE**

**8 Hours**

Recruiting sales force, selecting and training, evaluating the sales force, motivating and compensating the sales force.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**UNIT III CONTROLLING SALES FORCE**

**8 Hours**

Managing sales expenses. Sales meetings. Setting standards and evaluating sales force. Sales budget. Sales quotas, sales territory management. Sales control and cost analysis.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**UNIT IV DISTRIBUTION MANAGEMENT**

**11 Hours**

Physical distribution. Marketing channels. Functions of distribution channel. Distribution channel strategy. Designing the distribution channel. Distribution channel management. Managing Channel Member Behavior, Distribution channels network building.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**UNIT V SUPPLY CHAIN MANAGEMENT**

**11 Hours**

Role of Supply Chain Management (SCM) in customer service. Demand forecasting, Inventory management. Materials handling. Transportation, Warehousing and storage. Communication and order processing. Recent trends in SCM. Application of IT.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**TEXT BOOKS**

- Still, Richard R.; Cundiff, Edward W.; Govoni, Normal A. P.; Puri, Sandeep (2017). *Sales and Distribution Management: Decisions, Strategies, and Cases*. Pearson.

**REFERENCES**

- Rushton, Alan; Croucher, Phil; Baker, Peter (2022). *The Handbook of Logistics and Distribution Management: Understanding the Supply Chain*. Kogan Page.
- Cespedes, Frank V. (2018). *Sales Management That Works: How to Sell in a World that Never Stops Changing*. Harvard Business Review Press.



### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
C01	3	3	3	2	2	1	3	2	3
C02	2	2	3	2	3	2	3	2	3
C03	3	2	3	3	1	3	2	2	3
C04	2	2	2	1	2	2	2	2	2
C05	2	1	2	3	2	1	3	2	2
C06	1	2	1	2	2	2	2	1	2

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Swami Rama Himalayan University

Course Code  
MBAM110

Course Title  
**SERVICE MARKETING**

L T P C  
3 0 0 3

**On completion of the course, the students will be able to:**

1. Recall and explain key concepts in service marketing, such as service quality, customer experience, service design, and service recovery.
2. Summarize and explain the main features and characteristics of different types of services and service industries.
3. Demonstrate proficiency in designing service delivery processes and customer touchpoints.
4. Analyze the impact of service encounters and customer interactions on overall service experience.
5. Critically evaluate the success and impact of service marketing initiatives based on predefined criteria and objectives.
6. Design and develop service marketing strategies and plans for specific service industries and customer segments.

**UNIT I INTRODUCTION TO SERVICES**

**7 Hours**

Introduction to services, Consumer Behaviour in Services, Customer Expectations of Service, Customer perception of Service.

**Transaction Methodology** – Classroom teaching and discussion

**UNIT II LISTENING TO CUSTOMER REQUIREMENTS**

**10 Hours**

Understanding Customer Expectations and Perceptions through Marketing Research, Building Customer Relationship, Service Recovery.

**Transaction Methodology** – Case analysis and discussion

**UNIT III ALIGNING STRATEGY, SERVICE DESIGN AND STANDARDS**

**9 Hours**

Service Development and Design, Customer Defined Service Standards, Physical Evidence and the Service Space.

**Transaction Methodology** – Role play, Case analysis and discussion

**UNIT IV DELIVERING & PERFORMING SERVICES**

**9 Hours**

Employees' Roles in Service Delivery, Customers' Roles in Service Delivery, Delivering Service through Intermediaries and Electronic channels, Managing Demand and Capacity.

**Transaction Methodology** – Role Play, Group Activity and case discussion and analysis

**UNIT V COMMUNICATING SERVICES**

**10 Hours**

Integrated Service marketing Communications, Pricing of Services, The Financial and Economic Effect of Service, The Integrated Gaps Model of Service Quality.

**Transaction Methodology** – Case analysis and discussion

**TEXT BOOKS**

- Wirtz, Jochen; Lovelock, Christopher; and Chatterjee, Jayanta (2017). *Services Marketing – People, Technology and Strategy*, 8<sup>th</sup> edition, Pearson.
- Zeithaml; VA; Gremler, DD; and Bitner, MJ (2017). *Services Marketing – Integrating Customer Focus across the Firm*, 7<sup>th</sup> edition. McGraw Hill.

**REFERENCES**

- Srinivasan (2014). *Service Marketing: The Indian Context*, 4<sup>th</sup> edition. Prentice Hall of India.
- Roy, Sanjit Kumar; Mutum, Dilip S; and Nguyen, Bang (2017). *Services Marketing Cases in Emerging Markets: An Asian Perspective*, Springer International Publishing.



  
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### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
C01	2	3	2	2	2	1	3	2	2
C02	3	2	3	2	3	2	3	2	3
C03	3	2	2	3	1	3	2	2	2
C04	2	2	2	1	2	2	2	2	2
C05	3	1	2	3	2	1	3	2	3
C06	2	2	1	2	2	2	2	1	2

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Registrar  
Swami Rama Himalayan University

Course Code  
MBAM111

Course Title  
**SOCIAL MEDIA MARKETING**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Recall and explain key concepts in social media marketing, such as social media platforms, content strategy, audience targeting, and analytics.
2. Summarize and explain the main features and characteristics of different social media platforms and their audience demographics.
3. Apply social media marketing strategies to real-world scenarios and case studies.
4. Analyze the impact of different social media platforms and content types on audience engagement and conversions.
5. Critically evaluate the success and impact of social media marketing initiatives based on predefined criteria and objectives.
6. Create connections between social media marketing strategies and broader digital marketing strategies.

**UNIT I INTRODUCTION**

**8 Hours**

Introduction to the concept of social Media-Definition, Characteristics and Scope, History. Social media marketing- Definition, Uses and Scope, Social media platforms - Facebook, YouTube, LinkedIn, Instagram, Twitter, Pinterest, Blogs. Importance of Social Media Marketing. Social Media Marketing advantages and limitations. Introduction to social media marketing strategies.

**Transaction Methodology** – Classroom teaching and discussions.

**UNIT II CONTENT DESIGNING FOR SOCIAL MEDIA PLATFORMS**

**12 Hours**

Terminologies-basics of content creation, process, identification of target audience and social media platform, defining content mix using sales posts, interactive posts and informative posts, Impact of colors, images on the customer, tools used for content creation like canva, GIFs, Instagram stories, pin templates, tall pins, image cut outs, YouTube video Thumbnail, etc.

**Transaction Methodology** – Classroom discussions and case discussions.

**UNIT III FACEBOOK AND INSTAGRAM ADVERTISING AND MARKETING**

**9 Hours**

Introduction to Facebook and Instagram platform as advertising and marketing media, characteristics of Facebook and Instagram marketing. Target audience, page set up, Post types and its dimensions, competitor analysis, case studies.

**Transaction Methodology** – Classroom teaching and discussions.

**UNIT IV TWITTER, LINKEDIN, YOUTUBE, PINTEREST ADVERTISING AND MARKETING**

**10 Hours**

Introduction and overview of platforms, Characteristics, how to use these platforms, target audience, profile / account building, how to pin. Crafting summary for marketing, creating and uploading videos, use of hashtags, Case studies.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**UNIT V METRICS OF SOCIAL MEDIA MARKETING**

**6 Hours**

What is to be measured- Parameters to measure impact volume, reach and Engagement (engagement rates, engagement metrics). Influence, share of voice (volume and sentiment), referrals and conversions, response rate and time. Case studies.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**TEXT BOOKS**

- Tuten, Tracy, L.; & Solomon, Michael, R. (2018). *Social Media Marketing*, 3rd edition. SAGE Publications.

**REFERENCES**

- McDonald, Miller J. (2022). *Social Media Marketing Workbook*.



### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	2						3		
CO2	3	1	1				3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	2				2	1
CO5	1	3	1	2	3	3		3	2
CO6		1	3	2	3	3		3	3

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Course Code  
MBAM112

Course Title  
**STRATEGIC BRAND MANAGEMENT**

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*On completion of the course, the students will be able to:*

1. Recall and explain key concepts in brand management, such as brand positioning, brand equity, brand identity, and brand architecture.
2. Summarize and explain the main features and characteristics of strong brands and successful brand strategies.
3. Apply brand management strategies to real-world scenarios and case studies.
4. Analyze the impact of brand elements, brand associations, and brand experiences on consumer perception and behavior.
5. Evaluate the ethical considerations and potential social and cultural impacts of brand management practices.
6. Create connections between brand management strategies and broader organizational strategies.

**UNIT I INTRODUCTION**

**7 Hours**

History of Branding and its importance; Brand Building; Identification of opportunity for branding and brand management process, Brand Identity, personality, image and equity.

**Transaction Methodology** – Classroom teaching and discussion

**UNIT II BRAND PLANNING**

**10 Hours**

Brand equity, Brand Knowledge, Choosing Brand Elements to build Brand Equity, Designing Marketing Programs to Build Brand Equity, integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Associations to Build Brand Equity.

**Transaction Methodology** – Role play, Case analysis and discussion

**UNIT III CREATING STRONG BRANDS THROUGH SECONDARY BRAND ASSOCIATIONS**

**10 Hours**

Creating Mental Maps, Customer-Based Brand Equity Model, Brand Resonance, Brand Building Blocks, Brand Positioning Criteria, Brand Element Guidelines and Examples, Personalizing Marketing, Value Pricing, Blending 'Push' and 'Pull' Strategies, Integrated Marketing Communications, Leveraging Secondary Associations.

**Transaction Methodology** – Classroom teaching and discussion

**UNIT IV BRAND METRICS & BRAND ARCHITECTURE**

**9 Hours**

Indirect and Direct Measures of Brand Equity, Qualitative, Exploratory Research, Quantitative, Tracking Research, Experimental Approaches, Industry Measurement Models, Financial Measures of Brand Equity, Brand Equity Measurement System, Corporate Branding Strategy, Brand Hierarchy, Brand Portfolios, Line Extensions, Category Extensions

**Transaction Methodology** – Case analysis and discussion

**UNIT V BRAND GROWTH**

**9 Hours**

Managing Brands over time, Managing Brand over geographic boundaries, cultures and market segments, Closing Observations, Global Branding Strategies, Brand Reinforcement & Revitalization, Service brand, private labels, industrial brands, luxury brands, heritage brands, internet brands, TOM (top of mind recall) brands, Brand Audit.

**Transaction Methodology** – Case analysis and discussion

**TEXT BOOKS**

- Chernev, Alexander (2018). *Strategic Brand Management*, 2<sup>nd</sup> edition. Cerebellum Press.

**REFERENCES**

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- Lalaounis, Sotiris T. (2020). *Strategic Brand management and Development: Creating and Marketing Successful Brands*. Routledge.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	2	3	2	2	2	2	3	3	2
CO2	2	3	3	1	2	3	3	3	2
CO3	2	3	3	2	1	2	2	2	2
CO4	2	2	1	2	2	3	2	2	3
CO5	2	2	1	2	2	2	2	2	2
CO6	2	1	1	3	1	2	1	2	2

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Course Code  
MBAF201

Course Title  
**BUSINESS VALUATION**

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3 0 0 3

**Course Outcomes**

*On completion of the course, the students will be able to:*

1. Define business valuation and its significance in decision-making processes.
2. Summarize the steps involved in business valuation process.
3. Apply asset-based valuation methods, such as net asset value (NAV) and liquidation value approaches, to assess the worth of a business.
4. Critically evaluate the impact of different valuation approaches and assumptions on the final value conclusion.
5. Evaluate the impact of non-financial factors such as management quality and competitive advantages, on the value of the business.
6. Develop recommendations for enhancing the value of a business based on a thorough analysis of its strengths, weakness and market opportunities.

**UNIT I INTRODUCTION & THE CONCEPT OF RISK & RETURN**

**10 Hours**

Nature and Scope, Tools, Environmental factors such as Globalization, Technological Growth, Price Volatility, Regulatory changes and market competition, Intra firm factors such as Risk aversion, agency costs, liquidity requirements and accounting benefits.

*Risk:* Concept of Risk, Risk aversion and portfolio analysis, Price Risk, Risk measurement, management of risk, insurance, hedging, Investment horizon - Time Dimension.

*Return:* Concept of return, utility, measurement of returns - before and after taxes, rates of returns and compounding, time dimensions of returns

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT II INTEREST & EXCHANGE RATES**

**8 Hours**

Basics of Debt Instrument, Interest Rate Risk – yield curve, duration, convexity, Default Risk, Purchasing Power Risk, Exchange Rate Risk – Interest rate Parity, Purchasing Power Parity, Fisher Equation.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT III PRODUCT DEVELOPMENT**

**10 Hours**

*Product Development:* Definition, Direction, design and testing of product, Preview of product and launch.

*Futures, Forwards & Swaps:* Forwards, Forward Rate Arrangements, Structure of a swap, Interest Rate Swap, Currency Swap, Commodity Swap, Options- Single Period Options and Multi Period Options, Calls and Puts, Hedging.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT IV SECURITIES & INSTRUMENTS**

**10 Hours**

*Fixed Income Securities:* Primary and Secondary Market, Fixed rate instruments, Floating rate instruments.

*Equity Instruments & Hybrid Securities:* Valuation of equity shares, Equity options and warrants, Index Futures and Index Options, Currency and Commodity Hybrid Securities, Interest Rate and Equity Hybrid Securities, Interest Rate and Foreign Exchange Rate Hybrid Securities.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT V CORPORATE RESTRUCTURING**

**7 Hours**

Mergers, Acquisitions, Amalgamation, Divestitures, Synergy Value, ESOPs, Business Valuations – different approaches, Financing of corporate restructuring.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**TEXT BOOKS**

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- Damodran, Aswath (2016). *Damodaran on Valuation*. Wiley.
- Palepu, Krishna G. (2015). *Business Analysis Valuation: Using Financial Statements*, 5<sup>th</sup> edition. Cengage.

**REFERENCES**

- Fisher, D. E; Jordan, R. L. (2012). *Security Analysis & Portfolio Management*. 6<sup>th</sup> edition. Pearson Education.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

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Swami Rama Himalayan University

Course Code  
MBAF202

Course Title  
**DERIVATIVES & RISK MANAGEMENT**

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3 0 0 3

*On completion of the course, the students will be able to:*

- Course Outcomes**
1. Define derivatives and their role in managing financial risks.
  2. Explain the principles of hedging, speculation, and arbitrage in derivative trading.
  3. Apply trading strategies using derivatives to speculate on price movements and capture market opportunities.
  4. Analyze the impact of derivatives on portfolio risk and return.
  5. Critically evaluate the ethical and regulators considerations associated with derivatives trading and risk management.
  6. Develop customized derivatives solutions to address specific risk management challenges and client needs.

**UNIT I INTRODUCTION**

**9 Hours**

Meaning and purpose of derivatives; Forward contracts, future contracts options, swaps and other derivatives; type of traders; Trading future contracts Specification of the future contracts; Operation of margins; Settlement and regulations.

**Transaction Methodology** – Classroom teaching, Individual Assignment and Cases.

**UNIT II SOURCES OF FINANCIAL RISK**

**8Hours**

Credit vs. market, default risk, foreign exchange risk, interest rate risk, purchasing power risk, etc.; Systematic and nonsystematic risk.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT III OPTIONS**

**8Hours**

Types of options; Option trading; Valuation of put options; Binomial Option pricing Modal; Black-Scholes model for Call Options put options; Index options; Option markets-exchange traded options, over-the counter options.

**Transaction Methodology** – Classroom teaching, Individual Assignment and Cases.

**UNIT IV FUTURE & SWAPS**

**10 Hours**

*Futures:* Future contracts; Future markets – margins, trading, future positions and taxation; Future prices and spot prices: Future vs. options.

*Swaps:* Mechanics of interest rate swaps, valuation of interest rate swaps; Currency swaps and its valuation; Credit risk and swaps.

**Transaction Methodology** – Classroom teaching, Individual Assignment and Cases.

**UNIT V MANAGING MARKET RISK**

**10 Hours**

Hedging schemes- delta hedging, theta, gamma; Relationship in delta, theta and gamma; Portfolio insurance.

*Derivatives Market in India:* Present position in India- regulation, working and trading activity.

**Transaction Methodology** – Classroom teaching, Individual Assignment and Cases.

**TEXT BOOKS**

- Bisnupriya Mishra (2012). *Financial Derivatives, Excel book.*
- N R Parasuraman (2014). *Fundamental of financial Derivatives ,Wiley*

**REFERENCES**

- Stulz, Rene (2003). *Risk Management and Derivatives.* South Western.
- Madhumathi and Ranganatham (2011). *Derivatives and Risk Management, 1P<sup>st</sup>PPP edition.* Pearson Education.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

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Swami Rama Himalayan University

Course Code  
MBAF203

Course Title  
**FINANCIAL ANALYTICS**

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3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Define and explain the fundamental concepts and principles of financial analytics, including financial data analysis, financial modeling, and key financial metrics.
2. Interpret financial analytics reports and use data-driven insights to inform financial strategies and decision-making.
3. Apply data analysis tools and software to analyze financial data and extract meaningful insights.
4. Analyze financial statements and performance metrics to assess the financial health and profitability of a company.
5. Evaluate the effectiveness of financial analytics in improving financial decision-making and business performance.
6. Design a comprehensive financial analytics project, including problem formulation, data collection, analysis, and actionable recommendations.

**UNIT I INTRODUCTION TO FINANCIAL ANALYTICS**

**4 Hours**

Introduction of Software @ Risk and EViews, Introduction to financial data Analysis Using EViews and @Risk, Simulation, Decision making, Uncertainty.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT II TECHNIQUES OF FINANCIAL DATA ANALYSIS AND FORECASTING**

**15 Hours**

Types of Data, Cross-section Data, Panel Data, Time series analysis, Exponential Smoothing, Classical Linear Regression Model. ACF, PACF, correlogram, Stationary and Non-stationary Time series, Test of Stationarity, Auto Regressive, Moving Average, ARMA models of Stationary Time Series, ARIMA (p, d, q) models for analysis and forecasting of financial data, Diagnostic checking, Q and LB Statistic, Box Jenkins Methodology for ARIMA models. Practical Applications using financial data, Evaluation of Forecasts, Root Mean Square Error, Thiel Statistics.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT III MULTIPLE REGRESSION MODELS FOR FINANCIAL DATA**

**10 Hours**

Multiple Regression models for financial data, Cointegration, Vector Auto regression, Vector Error Correction Model, Logit and Probit models, Modelling asset return volatility, ARCH, GARCH and EGARCH models for estimating asset price volatility and volatility forecasting. (Using MS-Excel, @Risk and EViews).

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT IV EQUITY RESEARCH AND PORTFOLIO MODELS**

**8 Hours**

Measuring systematic and non-systematic risk of assets using regression and Simulation, spread sheet models for the construction of a portfolio of equity, Portfolio performance, Equity and Bond Valuation. Valuation using Black-Sholes- Merton option pricing model.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT V FINANCIAL RISK MODELS**

**8 Hours**

Spread sheets for Measuring Market risk, Value at Risk (VaR), Calculation of Market risk using Historical and Monte-Carlo simulation, Stress-testing, Back-testing. Altman Z score model, calculation of the probability of default using equity prices, Discriminant Analysis.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**TEXT BOOKS**

- Bennett, Mark J.; Hugen, Dirk L. (2016). *Financial Analytics with R. Building a Laptop Laboratory for Data Scienc.* Cambridge.

## REFERENCES

- Pignataro, Paul (2015). *Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity*. Wiley.
- Dobelman, John A.; Williams, Edward E (2018). *Quantitative financial analytics: the path to investment profits*. World Scientific.

## COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3



Course Code  
MBAF204

Course Title  
**FINANCIAL INSTITUTIONS & MARKETS**

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3 0 0 3

- Course Outcomes**
- On completion of the course, the students will be able to:*
1. Define financial institutions and markets and their role in facilitating the flow of funds in the economy.
  2. Explain the concepts of risk and return in the context of financial institutions and markets.
  3. Utilize financial market data and tools to assess investment opportunities and make informed investment decisions.
  4. Analyze the impact of monetary policy and interest rate changes on financial institutions and markets.
  5. Critically evaluate the effectiveness of regulatory frameworks in ensuring the stability and efficiency of financial markets.
  6. Develop innovative financial products or services to meet the evolving needs of customers and the market.

**UNIT I FINANCIAL SYSTEMS 10 Hours**

Financial System: Concept, functions and structure/COMPONENTS of Indian Financial system, Financial Markets: Concept, Types, Classification of Financial Markets- Money Market, Call money Market, Govt. Securities Market. Capital Market, Debt Market, Primary and Secondary Market, Global Financial Markets.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT II FINANCIAL MARKETS 10 Hours**

Money Market: concept, functions, structure, money market instruments, Capital Market: Concept, Features and functions of capital market, Structure of capital market, Functions of capital market, Distinguish between capital market and money market. Capital market instruments. Stock exchanges: Definition & functions of stock exchange, stock exchanges in India, SEBI Regulations, Sensitive Indices, Investor grievance redressal measures.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT III FINANCIAL SERVICE INSTITUTIONS 8 Hours**

Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, National Securities Depository Ltd, Securities Trading Corporation of India Ltd. Credit Rating Institutions.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT IV FINANCIAL INSTRUMENTS 8 Hours**

Commercial Papers, Certificate of Deposits, Treasury Bills, Commercial Bills, Gilt-edged Securities, Equity Shares, Dematerialization, Preference Shares, Debentures, Warrants and Convertibles, Depository Receipts.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT V INDIAN FINANCIAL INSTITUTIONS 9 Hours**

Commercial Banks-Roles, Functions, Regulations, Public Sector, Private Sector and Foreign Banks, Development Banks: IFCI, IDBI, SFCs, NABARD, RRBs, SIDBI, Non-Banking Financial Institutions, Insurance Companies-Public and Private, Investment Policy, Regulatory Authority.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**TEXT BOOKS**

- Gordon and Natarajan (2013). *Financial Markets and Services*, 9<sup>th</sup> edition. Himalayan Publishing House.
- Gurusamy, S. (2014). *Financial Markets and Institutions*, 3<sup>rd</sup> edition. Tata McGraw Hill.
- Gomez, Clifford (2015). *Financial Markets, Institutions and Financial Services*, 5<sup>th</sup> edition. PHI.

**REFERENCES**

  
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- Madura, Jeff. (2008). *Financial Institutions and Markets*, 8<sup>th</sup> edition, Oxford University Press.
- Bhole, L.M. (2012). *Financial Institutions and Markets*, 3<sup>rd</sup> edition Tata McGraw Hill.
- Desai, Vasant (2009). *Financial Markets and Financial Services*, 1<sup>st</sup> edition Himalayan Publishing House.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3









  
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Course Code  
MBAF205

Course Title  
**FINANCIAL SERVICES**

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3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Identify the key players in the financial system, such as banks, financial markets, and regulatory bodies.
2. Explain the functions of financial markets, including capital markets, money markets, and primary and secondary markets.
3. Apply financial analysis techniques to evaluate the performance of a company or investment opportunity.
4. Analyze the effects of financial regulations on the stability and efficiency of the financial system.
5. Evaluate the effectiveness of financial services in meeting the diverse needs of customers.
6. Develop a strategy to optimize asset allocation for a diversified investment portfolio.

**UNIT I INDIAN FINANCIAL SYSTEM & REFORMS**

**9 Hours**

Financial intermediaries – financial markets – financial instruments and services – Indian financial system before liberalization and post liberalization – systematic and policy reforms – stock market reforms- government securities market reforms – Impact of financial reforms.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT II FINANCIAL PRODUCTS & SERVICES**

**9 Hours**

Mutual Funds: types, rating; calculation of NAV; Exchange Traded Funds; Gold ETF; Services and products offered by Non-Banking Financial Companies. Regulatory norms and Directives for NBFCs. Housing Financial Companies: Government Policies for Housing Finance Companies (HFC); National Housing Bank; Products and services offered by HFCs.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT III DEPOSITORY PARTICIPANTS**

**8 Hours**

Dematerialization of shares – Demat account; DP account and Trading account; Procedures; CDSL and NSDL; Market Intermediaries and their services.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT IV HIRE PURCHASE & LEASE FINANCING**

**9 Hours**

Types of leasing – legislative framework – leasing in India – International and Indian accounting standards – matters of depreciation and tax – financial resolution; Hire purchasing – concepts and features – tax and depreciation implications – Financial evaluation – problems on lease financing.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT V CREDIT RATING SERVICES**

**10 Hours**

Process of credit rating of financial instruments – rating methodology – rating agencies: ICRA, CRISIL, SMERA, Standard & Poor; Moody and the comparison between the ratings; Securitization of debt – features – special purpose vehicles – pass through certificate and mechanism – benefits of securitization.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**TEXT BOOKS**

- Siddaiah (2013). *Financial Services*. Pearson Education – New Delhi.

**REFERENCES**

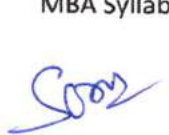
- Goel (2013). *Financial Services*. Prentice Hall of India – New Delhi.
- Suresh (2013). *Management of Banking and Financial Services*. Pearson Education – New Delhi.

  
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**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3






Course Code  
MBAF206

Course Title  
**FINANCIAL STATEMENT ANALYSIS**

L T P C  
3 0 0 3

**Course Outcomes**

*On completion of the course, the students will be able to:*

1. Define financial statements and their purpose in communicating the financial performance of the company.
2. Explain the limitations and potential biases associated with financial statement analysis.
3. Apply financial analysis tools to evaluate a company's performance and compare it to industry benchmarks.
4. Analyze the financial risks and opportunities associated with specific industries and market conditions.
5. Critically evaluate the financial implications of business decisions and strategies.
6. Develop financial forecasting models based on historical financial statements data and industry trends.

**UNIT I FINANCIAL MODELING FOR PROJECT APPRAISAL**

**6 Hours**

Use of Functions like Net Present Value (NPV), Internal Rate of Return (IRR), etc.; Forecasting techniques.

**Transaction Methodology** –Case Studies, Individual Assignment and problem solving exercises.

**UNIT II ANALYSIS OF THE STATEMENT OF SHAREHOLDERS' EQUITY**

**6 Hours**

The Analyst's Checklist; Reformulating the Statement of Owners' Equity; Comprehensive Income Reporting; Financial Analysis – ratio analysis and report writing.

**Transaction Methodology** –Case Studies, Individual Assignment and problem solving exercises.

**UNIT III ANALYSIS OF THE BALANCE SHEET AND INCOME STATEMENT**

**8 Hours**

The Analyst's Checklist; Reformulation of the Balance Sheet; Reformulation of the Income Statement (Tax allocation, issues in reformulating income statements); Comparative analysis of the Balance Sheet and Income Statement (Common size analysis; trend analysis).

**Transaction Methodology** –Case Studies, Individual Assignment and problem solving exercises.

**UNIT IV ANALYSIS OF THE CASH FLOW STATEMENT**

**10 Hours**

The Analyst's checklist; GAAP Statement of Cash Flows and Reformulated Cash Flow Statements; Analysis of cash flow statement and quality of earnings.

**Transaction Methodology** –Case Studies, Individual Assignment and problem solving exercises.

**UNIT V ANALYSIS OF PROFITABILITY**

**15 Hours**

The Analyst's Checklist; Du Point Analysis; Cutting to the Core of Operations (the analysis of profitability)-First level breakdown (distinguishing financing and operating activities and the effect of leverage)-Second level breakdown (drivers of operating profitability)-Third level breakdown (profit margin drivers; turnover drivers; borrowing cost drivers). Growth Analysis; The Analysis of Changes in Profitability and Sustainable Earnings-Analysis of changes in operations-Issues in identifying sustainable earnings-Operating leverage-Analysis of changes in financing; The Analysis of Growth in Shareholders' Equity; Growth, Sustainable Earnings, Evaluation of P/B Ratios and P/E Ratios-How price-to-book ratios and trailing P/E ratios articulate-Training Price-Earnings Ratios and Transitory Earnings-P/E Ratios and Analysis of Sustainable Earnings.

**Transaction Methodology** – Case Studies, Individual Assignment and problem solving exercises.

**TEXT BOOKS**

- Narasimhan, MS (2016). *Financial Statement and Analysis*. Cengage Course.
- Subramanayam, KR (2014). *Financial Statement Analysis*. McGraw Hill.

**REFERENCES**

- Palepu, Krishna G. (2015). *Business Analysis Valuation: Using Financial Statements, 5<sup>th</sup> edition*. Cengage.
- Penman, Stephen H. (2017). *Financial Statement and Security Valuation*. McGraw Hill.



### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

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Course Code	Course Title	L	T	P	C
MBAF207	FINANCIAL TECHNOLOGY SERVICES & MANAGEMENT	3	0	0	3

**On completion of the course, the students will be able to:**

- Course Outcomes**
1. Define financial technology (FinTech) and its role in transforming the financial service industry.
  2. Explain the impact of FinTech on traditional financial institutions and their business.
  3. Apply block chain technology to design and develop decentralized financial applications.
  4. Analyze the impact of FinTech on customer experience, financial inclusion and accessibility of financial services.
  5. Critically evaluate the societal impact and implication of FinTech on economic systems and consumer behavior.
  6. Synthesize multiple FinTech solutions to develop integrated financial service platforms.

**UNIT I INTRODUCTION TO FINTECH 7 Hours**

Transformation, FinTech Evolution - Infrastructure, Banks Startups and Emerging Markets, Collaboration between Financial Institutions and Startups, FinTech Typology, Emerging Economics - Opportunities and Challenges, 8 From too-Small-To-Care to Too-Big-To-Fail, Introduction to Regulation Industry, The Future of RegTech and other Technologies Impacting it.

**Transaction Methodology** – Class Discussion, Case studies, Observations, Presentation.

**UNIT II PAYMENTS, CRYPTO CURRENCIES AND BLOCKCHAIN 8 Hours**

Individual Payments, Digital Financial Services, Mobile Money, Regulation of Mobile Money, SFMS - RTGS – NEFT, NDS Systems, Crypto currencies, Legal and Regulatory Implications of Crypto currencies. What is Blockchain? The Benefits from New Payment Stacks.

**Transaction Methodology** – Class Discussion, Case studies, Observations, Presentation.

**UNIT III FINANCE AND ALTERNATIVE FINANCE 8 Hours**

Brief History of Financial Innovation, Digitization of Financial Services - FinTech & Funds - Crowd funding, Regards, Charity and Equity - P2P and Marketplace Lending, New Models and New Products - What is an ICO?

**Transaction Methodology** – Class Discussion, Case studies, Observations, Presentation.

**UNIT IV FINTECH REGULATION AND REGTECH 10 Hours**

FinTech Regulations, Evolution of RegTech, RegTech Ecosystem - Financial Institutions, RegTech Ecosystem, Ensuring Compliance from the Start - Suitability and Funds, RegTech Startups – Challenges, RegTech Ecosystem - Regulators Industry, Use Case of AI in Smart Regulation and Fraud Detection, Regulatory Sandboxes, Smart Regulation, Redesigning Better Financial Infrastructure

**Transaction Methodology** – Class Discussion, Case studies, Observations, Presentation.

**UNIT V DATA & TECH 12 Hours**

Data & Tech – Introduction, History of Data Regulation, Data in Financial Services, Application of Data Analytics in Finance - Methods of Data Protection: GDPR Compliance and Personal Privacy – How AI is Transforming the Future of FinTech, Digital Identity, Change in mindset - Regulation 1.0 to 2.0 (KYC to KYD), AI & Governance, New Challenges of AI and Machine Learning - Challenges of Data Regulation, Data is the New Oil - Risk of Breach, The Future of Data-Driven Finance - Case Studies.

**Transaction Methodology** – Class Discussion, Case studies, Observations, Presentation.

**TEXT BOOKS**

- Rubini, Agustin (2017). *Fintech in a Flash: Financial Technology made Easy*. Create Space.
- Christi, Sussaine; Barberis, Janos (2016). *The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries*. John Wiley & Sons.

**REFERENCES**

- Lynn, Theo; Mooney, John G.; Rosati, Pierangelo; Cummins, Mark (2019). *Disrupting Finance: Fintech and Strategy in the 21<sup>st</sup> century*. Palgrave.

- Nicoletti, Bernardo (2017). *The Future of FinTech- Integrating Finance and Technology in Financial Services*. Palgrave Macmillian.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

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Course Code  
MBAF208

Course Title  
**INTERNATIONAL FINANCIAL MANAGEMENT**

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Course  
Outcomes

*On completion of the course, the students will be able to:*

1. Define and explain the key concepts and principles of international financial management, including exchange rate systems, foreign exchange markets, and international financial markets.
2. Explain the importance of financial analysis and risk assessment in international investment decisions.
3. Apply financial management techniques to evaluate foreign investment opportunities and assess their potential risks and returns.
4. Analyze the impact of exchange rate fluctuations and interest rate differentials on multinational corporations' financial performance.
5. Evaluate the financial performance and efficiency of multinational corporations operating in different countries and regions.
6. Design a comprehensive international financial strategy for a multinational corporation, considering factors such as cash flow management, capital budgeting, and foreign direct investments.

**UNIT I INTERNATIONAL FINANCIAL SYSTEM & MARKET FOR FOREIGN EXCHANGES 9Hours**

Growing Importance of International Finance & Global Financial Environment, International Monetary System & Evolvement of Floating Rate Regime, Foreign Exchange Markets, Spot, Forward, Swap Markets, Currency Futures & Option Market, Foreign Exchange Market in India.

**Transaction Methodology** – Class discussions and Case Study.

**UNIT II DETERMINATION OF EXCHANGE RATES& INTERNATIONAL PARITY CONDITIONS 9 Hours**

An Introduction to Exchange Rates, Inter-Bank & Merchants Rates, Determinants of Exchange Rates. International Parity conditions, Purchasing Power Parity, Interest Rate Parity & Concept of Covered interest Arbitrage, Balance of Payment, Exchange Rate Forecasting.

**Transaction Methodology** – Class discussions and Case Study.

**UNIT III MANAGING FOREIGN EXCHANGE RISK 9 Hours**

Types of Foreign Exchange Exposure & Risk, Transaction Risk, Transaction Risk & Operational Risk; Corporate approach to Currency Risk Management & Hedging Philosophy; Management of Transaction Exposure, Internal & Contractual Hedge; Strategic Management of Operating Exposure; Interest Rate Risk Management, Interest Rate Swaps, Futures & Forward Rate Agreements.

**Transaction Methodology** – Class discussions and Case Study.

**UNIT IV INTERNAL INVESTMENT & FINANCING 9 Hours**

Euro Currency Market; Financing the Global Firms, Availability & Cost of Capital; Sourcing Equity Globally, ADRs/GDRs, etc.; International Debt Market, Structuring International Debt; Foreign Investment Decisions, FDI & Portfolio Investment; International Trade Finance.

**Transaction Methodology** – Class discussions and Case Study.

**UNIT V INTERNATIONAL TRADE MECHANISM 9 Hours**

Foreign Trade Contracts & Procedures International Commercial Terms; Letters of Credit - Meaning and Mechanism, Types of Letters of Credit; Operation of a Letters of Credit; Export-Import Bank of India; Export Credit Insurance.

**Transaction Methodology** – Class discussions and Case Study.

**TEXT BOOKS**

- Bhalla V K. (2020). *International Financial Management* (Text and Cases), S. Chand Publishing
- Shapiro, Alan C; and Moles, Peter (2016). *International Financial Management*. Wiley.

## REFERENCES

- Apte, P.G., (2009). *International Financial Management*, 2<sup>nd</sup> edition. Tata McGraw Hill – New Delhi.

## COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBAF209</b>	<b>SECURITY ANALYSIS &amp; PORTFOLIO MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

*On completion of the course, the students will be able to:*

1. Define security analysis and portfolio management and their roles in investment decision-making.
2. Explain the principles of diversification, asset allocation, and risk management in portfolio construction.
3. Apply fundamental analysis techniques to value stocks and assess their investment potential.
4. Analyze financial data, economic indicators, and market trends to make informed investment decisions.
5. Critically evaluate the impact of market conditions and investment strategies on portfolio performance.
6. Design a comprehensive investment policy statement for a hypothetical client, considering their risk tolerance, investment goals and time horizon.

**UNIT I OVERVIEW OF STOCK MARKET AND INVESTMENTS 5 Hours**

Introduction, objectives and types of investments, investments alternatives, stock market indices, Sensex scrips selection criteria, S&P CNX Nifty, tracking error, market capitalization, total return index-calculation methodology.

**Transaction Methodology** – Classroom teaching, Individual Assignment and Cases.

**UNIT II CAPITAL MARKET DEVELOPMENT & PORTFOLIO THEORIES 10 Hours**

Capital Asset Pricing Model(CAPM), Characteristics Line, Securities Market Line(SML), Arbitrage Pricing Theory(APT), Well Diversified Portfolio, Efficient Market Hypothesis(EMH), Random Walk Theory, Bond Portfolio Management, Measuring Risk and Return, Diversification of assets, covariance and correlation coefficient, optimum portfolio, beta and risk estimation, systematic and unsystematic risk, risk aversion and capital allocation,

**Transaction Methodology** – Classroom teaching, Individual Assignment and Cases.

**UNIT III FUNDAMENTALS ANALYSIS (E-I-C Framework) 10 Hours**

Economic Analysis: global economic environment, present real economy, agriculture, present real economy, IIP, infrastructure, service sector, savings and capital formation, budget deficit, business cycle, sentiments.

Industry Analysis: industry life cycle, assessment of industry life cycle, industry structure and performance, Michal Porter’s five forces, industry analysis, factors affecting industry performance.

Company Analysis: growth companies and stocks, defensive companies and stocks, cyclical companies and stocks, speculative companies and stocks, value stocks, company analysis and financial information, Du-Pont analysis, Return on Assets(ROA), P/E Ratio, Tobin’s Q, leverage analysis, equity valuation, Intrinsic Value Vs. Market Price, single period valuation , multi period valuation and zero growth models, dividend growth models, earning capitalization, discounted cash flow valuation approach, sensitivity analysis.

**Transaction Methodology** – Classroom teaching, Individual Assignment and Cases.

**UNIT IV TECHNICAL ANALYSIS 10 Hours**

Introduction, Dow theory, trend and trend lines, market movements, primary movements, secondary movements, daily fluctuations, technical analysis Vs. fundamental analysis, market breadth theory, types of charts, chart patterns, support and resistance, technical analysis indicators, moving averages, simple, weighted, exponential, variable, triangular and long term moving averages, Relative Strength Index (RSI), gap, type of gaps.

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**Transaction Methodology** – Classroom teaching, Individual Assignment and Cases.

**UNIT V PORTFOLIO MANAGEMENT**

**10 Hours**

Markowitz Portfolio Theory, modern portfolio theory, portfolio selection model, passive portfolio, active portfolio, optimization model, Sharpe’s Single Index Model, components of risk, construction of Sharpe’s Optimal Portfolio, optimum portfolio with short sales, portfolio selection, theory of indifference curve, efficient set, feasible set, location of efficient set, portfolio performance evaluation through conventional and adjusting risk methods, beta of portfolio, security market line (SML), interpretation of alpha, Treynor’s Performance Index; reward to volatility ratio, Jensen’s Differential Return Measure, market time and selection of portfolio.

**Transaction Methodology** – Classroom teaching, Individual Assignment and Cases.

**TEXT BOOKS**

- Punithavathy Pandian. (2019). *Security Analysis and Portfolio Management*, Vikas Publication.
- Reilly. (2011). *Investment Analysis & Portfolio Management*, 11<sup>th</sup> Edition, Cengage Course.

**REFERENCES**

- Fisher and Jordan. (2009). *Security Analysis & Portfolio Management*, 6<sup>th</sup> Edition Pearson.
- Gibson, Roger C. (2008). *Asset Allocation-Balancing Financial Risk*, 4<sup>th</sup> Edition. McGraw Hill.
- Malkiel, Burton G. (2019). *A Random Walk Down Wall Street*, 12<sup>th</sup> edition, W.W Norton and Company.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3







Course Code	Course Title	L	T	P	C
MBAF 210	VENTURE CAPITAL AND PRIVATE EQUITY	3	1	0	3

*On completion of the course, the students will be able to:*

**Course Outcomes**

1. Define venture capital and private equity and their roles in financing entrepreneurial ventures.
2. Explain the importance of valuation methods and deal structuring in venture capital and private equity investments.
3. Apply due diligence techniques to assess the viability and potential of the investment opportunities.
4. Analyze business models, financial statements, and market dynamics to assess the investment potential and risks of entrepreneurial ventures.
5. Critically evaluate the impact of governance and ethical considerations in venture capital and private equity investments.
6. Develop strategies for managing and exiting investments to maximize returns.

**UNIT I INTRODUCTION**

**9 Hours**

Evolution of Finance for Business, VC Funds and PE Funds, Fund Structure, leveraging in Funds, Forms of Investment by Funds, J Curve, Measure the Performance of Investments and PE Fund, PE Investment Criteria, Role of Facilitators, Resource Mobilization, Valuation & Dilution.

**Transaction Methodology** – Classroom Teaching, Individual Assignments and Cases

**UNIT II BUSINESS MODEL, BUSINESS PLAN & FINANCIAL MODEL**

**9 Hours**

Business Model, Secondly, Business Plan.

Financial Model- Background, Assumptions, Cost of Project & Means of Financing, Projected Profit & Loss Account, After that, Projected Balance Sheet, Projected Funds Flow, Project IRR, Equity IRR, Loan Servicing Capability, Valuation, Sensitivity Analysis, Building Scenarios.

**Transaction Methodology** – Classroom Teaching, Individual Assignments and problem solving

**UNIT III BUYOUTS AND OTHER TRANSACTIONS & PE INVESTMENT PROCESS**

**9 Hours**

LBO, MBO, Project-based Funding Transactions, Distressed Assets Funding Transactions, PE investment Process-Sourcing of Proposals, Initial contact / Flier, Non-Disclosure Agreement (NDA), Information Memorandum, Management Presentation, Initial Due Diligence. **PE Investment Process** - Preliminary Investment Note, Non-binding Letter of Intent, Final Due Diligence, Final Investment Memorandum, Signing the Term Sheet, Closure of the Deal.

**Transaction Methodology** – Classroom Teaching, Individual Assignments and Cases

**UNIT IV INVESTMENT CONDITIONS & TAX ASPECTS OF PE INVESTMENT**

**9 Hours**

Typical Investment Conditions ,Subscription Agreement, Shareholders' Agreement , Section 10(23FB) of Income Tax Act, 1961, Section 10(47) of Income Tax Act, 1961, Income Types, Securities Transaction Tax (STT), Tax on Distributed Profit (Dividend Distribution Tax), Taxability of Interest, Taxability of Short Term Capital Gains on Debt, Then, Taxability of Long Term Capital Gains on Debt, Taxability of Short Term Capital Gains on Equity, After that, Taxability of Long Term Capital Gains on Equity, Taxation of Non-Residents.

**Transaction Methodology** – Classroom Teaching, Individual Assignments and Cases

**UNIT V POST-INVESTMENT SUPPORT**

**9 Hours**

Support, Monitoring, Exit.

Emerge Introduction, Benefits of Listing for Companies, Benefits of Listing for Investors, Eligibility Criteria, Listing Requirements, Listing Fees, Selecting a Merchant Banker for the Issue, Role of Merchant Bankers in EmERGE, Role of Market Makers in EmERGE, The EmERGE Trading Platform.

**Transaction Methodology** – Classroom Teaching, Individual Assignments and Cases.

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### TEXT BOOKS

- Rajsinghani, Mahendra (2021). *The Business of Venture Capital: The Art of Raising a Fund, Structuring Investments, Portfolio Management, and Exits*. Wiley Finance.
- Lerner, J. (2012). *Venture Capital, Private Equity, and the Financing of Entrepreneurship*. Wiley.

### REFERENCES

- Finkel, Robert; Greising, David (2010). *The Masters of Private Equity and Venture Capital: Management Lessons from the Pioneers of Private Investing Hardcover*. McGraw Hill.
- Andersone, Richard (2021). *Private Equity: The Complete Beginners Guide to Private Equity*. Kindle Edition.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3



Course Code  
MBAF211

Course Title  
**WEALTH MANAGEMENT**

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3 0 0 3

**Course Outcomes**

*On completion of the course, the students will be able to:*

1. Define wealth management and its role in personal and financial planning.
2. Explain the principles of risk management and asset allocation.
3. Apply investment planning techniques to develop personalized investment portfolios.
4. Analyze financial data to evaluate investment opportunities and make informed investment decisions.
5. Critically evaluate the effectiveness of wealth management strategies in achieving financial goals.
6. Design a comprehensive wealth management plan for a hypothetical client, considering their financial goals, risk profile and time horizon.

**UNIT I FINANCIAL PLANNING & WEALTH MANAGEMENT**

**7 Hours**

Financial Planning Process, Financial Planning to Wealth Management, Investment Products and Services: Derivatives, Mutual Funds, Venture Capital / Private Equity Funds, Hedge Funds, Structured Products, Portfolio Management Services, Alternate Assets (Gold & Real Estate).

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT II PERSONAL FINANCIAL PLANNING**

**10 Hours**

Goal-based Financial Plan, Comprehensive Financial Plan, Contingency Planning Estimating Financial Goals, Magic of Compounding, Systematic Investment, Withdrawal and transfer Plans, Operational Aspects of Financial Transactions: Investors Types & Acquisition Process, PAN & KYC Process, Power of Attorney, Dematerialization, Online Investments.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT III INSURANCE, RETIREMENT, TAX & ESTATE PLANNING**

**10 Hours**

Role of Insurance in Personal Finance, Steps in Insurance Planning, Insurance Products, Retirement Planning Process, Determining the Retirement Corpus, Tax Planning, Tax Aspects of Investment Products, Capital Gains, Advance Tax, Filing of Return, Assessment Procedure, Estate Planning: Background, Assets & Liabilities, Nomination, Inheritance Law, Will, Trust.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT IV RISK PROFILING & ASSET ALLOCATION**

**10 Hours**

Risk Profiling of Investors, Managing Investment Risk, Measuring Investment Returns (Tax Adjusted and Risk Adjusted Returns) Asset Allocation: Strategic and Tactical Asset Allocation, Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation, Allocation to Speculation, Diversification in perspective Return Target, Risk Profiling and Optimization.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**UNIT V REGULATORY & COMPLIANCE ASPECTS**

**8 Hours**

SEBI (Investment Advisers) Regulations 2013, Ethical Issues in providing financial advice, Redressal in Capital Market, Redressal in Banking, Regulations relating to Insurance, Pension Funds, Alternate Investment Schemes, Investment Grievance Redressal Mechanism.

**Transaction Methodology** – Classroom teaching, Individual Assignment and problem solving exercises.

**TEXT BOOKS**

- Sinha, Madhu (2017). *Financial Planning – A Ready Reckoner*. McGraw Hill
- Bagchi, SK (2009). *Wealth Management*. Jaico

**REFERENCES**

- Gannon, Niall J (2019). *Tailored Wealth Management – Exploring the Cause and Effect of Financial Success*.

Springer.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

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Course Code  
MBAF212

Course Title  
**WORKING CAPITAL MANAGEMENT**

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Course  
Outcomes

*On completion of the course, the students will be able to:*

1. Define working capital and its significance in financial management.
2. Explain the relationship between working capital management, and liquidity, profitability and risk.
3. Apply various techniques to effectively manage cash flow, including cash budgeting, cash conversion cycle analysis, and short term financial options.
4. Analyze the impact of working capital decisions on a company's financial performance and liquidity position.
5. Critically evaluate the impact of working capital management on the financial health and sustainability of an organization.
6. Design a cash flow forecasting model to support effective working capital decision-making.

**UNIT I: INTRODUCTION TO WORKING CAPITAL MANAGEMENT**

**8 Hours**

Concept of working capital- determination of working capital requirements; Determination of level of current assets- sources of financing working capital. Role of working capital in public and private sector enterprises. Working capital life cycle. Optimum level of working capital.

**Transaction Methodology** – Classroom Teaching, Individual Assignments and Problem Solving Exercises

**UNIT II: CASH & MARKETABLE SECURITIES**

**7 Hours**

Cash management objectives – cash cycle – collections and disbursements – cost-benefit analysis – cash budget; optimum cash balances –Baumol Model- Miller and Orr Model, strategies for managing surplus fund in marketable securities.

**Transaction Methodology** – Classroom Teaching, Individual Assignments and Problem Solving Exercises

**UNIT III: RECEIVABLES & INVENTORY MANAGEMENT**

**9 Hours**

Credit management – objectives – credit analysis – collection policies – ageing schedules – techniques- Factoring. Inventory Management – Inventory levels – uncertainty and safety stock – EOQ Model – ABC analysis.

**Transaction Methodology** – Classroom Teaching, Individual Assignments and Problem Solving Exercises

**UNIT IV: WORKING CAPITAL FINANCE**

**10 Hours**

Funds and Sources: Bank finance, trade credit; commercial papers; working capital financing- short-term, long-term financing. Term structure of interest rates. Control of working capital; Cost considerations and working capital.

**Transaction Methodology** – Classroom Teaching, Individual Assignments and Problem Solving Exercises

**UNIT V: REGULATIONS, POLICIES, STRATEGIES AND QUANTITATIVE TOOLS**

**11 Hours**

Committee Reports: Latest RBI circulars and directives regarding policy requirements on Working Capital Management. Aggressive and conservative financing strategies; Trade-off financing strategy; New structures of cash facility; 'Peak level' and 'Normal Non-Peak Level' limits; Adhoc and temporary limits; sanctioning of additional limits; Drawee bill scheme; bill discounting system. System approach to working capital management (WCM); Sub-systems of working capital; Quantitative tools; Goal programming model for WCM: liquidity goals; profitability goals, current asset sub goals; current liabilities sub goals; Other WCM models.

**Transaction Methodology** – Classroom teaching, Individual Assignment and Cases.

**TEXT BOOKS**

- Bhalla, VK (2014). *Working Capital Management*. S. Chand & Company.
- Bhattacharaya, Hrishikesh (2014). *Working Capital Management – Strategies & Techniques*. PHI.

### REFERENCES

- Gupta, RK and Gupta, Himanshu (2015). *Working Capital Management & Finance*. Notion Press.
- Soni, Anita (2013). *Working Capital Management – Principles & Techniques*. Regal Publications.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
C01	3						3		
C02	3	1					3		
C03	2	3	2	2	2			2	1
C04	1	3	3	1	2			2	1
C05	1	3	1	2	3	2		3	2
C06		1	3	2	3	3		3	3

Course Code	Course Title	L	T	P	C
MBAH301	CAREER MANAGEMENT & COMPETENCY MANAGEMENT	3	0	0	3

**On completion of the course, the students will be able to:**

- Course Outcomes**
1. Recall key concepts and theories of career development, competence, and managerial succession planning.
  2. Understand trends in career and labor markets, career paths, transitions, and career development issues.
  3. Apply the competency approach in development scenarios and utilize assessment centers for competency building.
  4. Analyze career development issues such as job stress, and the role of counseling in employee development.
  5. Evaluate the effects of personality development exercises and strategies on career progression and retention.
  6. Create strategies for succession planning, competency mapping, and understand the ethical implications in career development.

**UNIT I INTRODUCTION TO CAREER DEVELOPMENT 7 Hours**

Concepts, definitions, Theories of Career Development, Trends in Career and Labour Markets.

**Transaction Methodology** – Classroom teaching, Case study and assignment

**UNIT II CAREER DEVELOPMENT & ORGANIZATIONAL STRATEGY 9 Hours**

Career Development and Organizational Strategy, Career Paths, Transitions and Plateaus, Stages of Career Development, Career development issues (career decision making, job stress, family role and diversity).

**Transaction Methodology** – Classroom teaching, Case study and practical assignment.

**UNIT III MANAGERIAL SUCCESSION PLANNING 9 Hours**

Managerial Succession Planning, Dual – Laddering for Career Development, Counseling for Employee Development, Assessment centre approach to competence building.

**Transaction Methodology** – Classroom teaching, Case study Role playing and assignment.

**UNIT IV COMPETENCE 8 Hours**

Concept of Competence, Competency Approach to Development, Application of Assessment Centers in Competency building.

**Transaction Methodology** – Classroom teaching, Case study and practical assignment.

**UNIT V ISSUES IN CAREER MANAGEMENT 12 Hours**

Personality Development and Career Planning Exercises, Employee Engagement and Retention.

Relevance of Ethics in Career Development and Competency Mapping practices.

**Transaction Methodology** – Classroom teaching, Case study and assignment.

**TEXT BOOKS**

- Sermon, Ganesh (2017). *Competency Based HRM: A Strategic Resource for Competency Mapping*, 8<sup>th</sup> reprint. Tata McGraw Hill.
- Ralpa, A. Gigliotti (2019). *Competencies for Effective Leadership*, 1<sup>st</sup> edition, Emerald Publishing Limited.

**REFERENCES**

- Sanghi, Seema (2016). *The Handbook of Competency Mapping: Understanding, Designing And Implementing Competency Models in Organizations*. 3<sup>rd</sup> edition, Sage Publications India Private Limited.



### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	2							2	
CO3		3	2						3
CO4		3	1	2					3
CO5		2	1					3	
CO6					3	2			3

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Course Code  
MBAH302

Course Title  
**COMPENSATION MANAGEMENT**

L T P C  
3 0 0 3

Course  
Outcomes

*On completion of the course, the students will be able to:*

1. Recall key principles of compensation, reward management, and wage theories.
2. Understand different components of pay, job evaluation techniques, and collective bargaining principles.
3. Apply knowledge of designing pay structures and wage level acceptability among employees
4. Analyze methods of job-based pay, skill-based pay, and pay for performance.
5. Evaluate different compensation plans and their effectiveness
6. Create strategic reward systems and understand executive compensation trends.

**UNIT I INTRODUCTION**

8 Hours

Conceptual aspects of compensation and reward management; Monetary and non-monetary components of compensation and rewards; Perspectives and trends in compensation and reward management. Economic and behavioral theories related to wages: subsistence theory, wages fund theory, residual claimant theory, surplus value theory, marginal productivity theory, bargaining theory; supply and demand theory; competitive theory; Employee's acceptance of wage level; wage and motivators; tournament theory.

**Transaction Methodology** – Classroom teaching, Case study and assignment.

**UNIT II JOB EVALUATION – PROCESS & SCHEMES**

7 Hours

Salient features of Job Evaluation – Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking ; Urwick Orr Profile Method; Hay Plan method; Decision Band method; job or role matching; market pricing; Computer assisted job evaluation.

**Transaction Methodology** – Classroom teaching, Case study and assignment.

**UNIT III WAGE & SALARY ADMINISTRATION**

8 Hours

Concepts of minimum wage, living wage and fair wage; Wage Boards; Pay Commissions; Collective bargaining. Pay surveys; Determinants for formulating wage structures; Pricing Jobs: pay levels; designing pay ranges and bands; Salary structures: graded salary structures; salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentive schemes. Spot awards. Team incentives; Design of a pay roll system\* (using Accounting software).

**Transaction Methodology** – Classroom teaching, Case study and assignment.

**UNIT IV COMPENSATION STRATEGIES**

10 Hours

Job based pay, Skill based pay, competency based pay, market based pay, pay for position; Pay for person; Pay for performance: variable pay; Rewarding excellence; Creating the strategic reward system. Best practices in 'pay for performance'.

**Transaction Methodology** – Classroom teaching, Case study and practical assignment

**UNIT V REWARDING PERFORMANCE AND EXECUTIVE COMPENSATION**

12 Hours

Individual-based compensation; team-based compensation; Incentives: types of incentive plans: Gain sharing plans: Profit sharing plans and Cafeteria plan. Non-financial and financial incentives, introduction to ESOP, Flexible benefits and benefit surveys. Employee benefits and pensions. Pension-understanding kinds of pension. Agency Theory and Executive Compensation; Principles of Executive Compensation; Factors affecting Executive compensation; Models of Executive Compensation: Optimal Contracting Model; Managerial Power Model; Trends of Executive compensation in India and abroad.

\*Practical Orientation (Lab. Sessions)

**Transaction Methodology** – Classroom teaching, Case study and practical assignment.

### TEXT BOOKS

- Bhattacharya, Deepak Kumar (2017). *Compensation Management*, 2<sup>nd</sup> edition. Oxford University Press.
- Sharma, R. C and Sharma, S (2019). *Compensation Management*. 1<sup>st</sup> edition, SAGE Publications Pvt. Ltd.

### REFERENCES

- Dan Cafaro (2021). *The World at Work Handbook of Total Rewards: A Comprehensive Guide to Compensation, Benefits, HR & Employee Engagement*, 2<sup>nd</sup> edition, Wiley Publications Ltd.
- Newman, M., Gerhart, B., and George T. Milkovich (2020). *Compensation*. 12<sup>th</sup> edition, McGraw Hill.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	2							2	
CO3		2	2					2	
CO4		3		1					3
CO5		3		2					2
CO6				2	3	2			3

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Course Code  
MBAH303

Course Title  
**COUNSELING SKILLS FOR MANAGERS**

L T P C  
3 0 0 3

- Course Outcomes**
- On completion of the course, the students will be able to:*
1. Recall key elements of culture influencing global business
  2. Understand the impact of cultural intelligence on business interactions.
  3. Apply culturally-influenced management and communication strategies.
  4. Analyze cross-cultural communication patterns and negotiation tactics.
  5. Evaluate the impact of cultural differences on international team dynamics and conflicts.
  6. Strategize ways to manage cross-cultural conflicts and foster intercultural relationships.

**UNIT I EMERGENCE & GROWTH OF COUNSELING SERVICES 7 Hours**

Concept of Counseling, Need of Counseling at workplace, Functions of Counseling, Evolution of Counseling, Counseling Goals, Counselors, Qualities of Counsellors, Types of Counseling, difference between coaching, mentoring and counseling. Counseling Process and Application of counseling to Organizational and Personal Situation with the focus on Performance Counseling.

**Transaction Methodology** – Classroom teaching, Case discussion, Quiz and Assignment.

**UNIT II COUNSELOR CLIENT RELATIONSHIP 8 Hours**

Understanding Clients Behavior, Reference Group, Initial Counselling Interview, Opening the Counseling Session, Counselling Interview Strategies, Counselling Interview Process, Establish Relationship, Problem Identification and Exploration, Plan for Problem Solving, Solution Application and Termination, Developing and Terminating a Counseling Relationship and follow up, Assessing Clients' Problems.

**Transaction Methodology** – Classroom teaching, Case discussion, Role Plays, Quiz and Assignment.

**UNIT III SKILLS OF COUNSELING & Counseling Theories and Approaches 8 Hours**

Counselor's Attitudes, Skills of Counseling, Communication Skills, Communication for Effective Counseling, Nonverbal Counseling Skills, Counseling Strategies, Counseling Theories- Psychoanalysis/Psychodynamic Theory, Behavioral Theory, Cognitive Theory, Holistic/Integrative Therapy Insight Oriented Therapy, Behavior Theory and Group Theory, Counseling interventions.

**Transaction Methodology** – Classroom teaching, Case discussion, Quiz.

**UNIT IV PERFORMANCE COUNSELING 5 Hours**

Meaning of Performance Counseling, Performance Counseling aims, Process of Performance Counseling Performance Counselling Skills, Constituents of performance counseling, Process of Performance Counseling.

**Transaction Methodology** – Classroom teaching, Case discussion, Quiz.

**UNIT V COMMUNICATION AND PERSUASION 5 Hours**

Communication Strategies and Reference group and their role in understanding Client's Problems.

**Transaction Methodology** – Classroom teaching, Case discussion, Role Plays.

**UNIT VI NEED FOR COUNSELING CELL IN ORGANIZATIONS & Ethics in Counseling 12 Hours**

Role of Counseling in Understanding of Low Productivity of Indian Workers. Relationship between stress management and counseling, Ethics in counseling, Ethical Principles, Ethical Codes and Guidelines and Legal Issues.

**Transaction Methodology** – Classroom teaching, Case discussion, and Assignment

**TEXT BOOKS**

- Singh, Kavita. (2019). *Counseling Skills for Managers*. 6<sup>th</sup> edition by Prentice Hall of India.

**REFERENCES**

- Jones, Richard Nelson (2018). *Basic Counseling Skills*, 7<sup>th</sup> edition. Sage Publications.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	2							2	
CO3		3	2						3
CO4		3	1	2					3
CO5		2	1					3	
CO6					3	2			3





Course Code  
MBAH304

Course Title  
**CROSS CULTURE MANAGEMENT**

L T P C  
3 0 0 3

**Course  
Outcomes**

*On completion of the course, the students will be able to:*

1. Define and explain the key concepts and principles of cross-culture management, including cultural dimensions, cultural intelligence, and the impact of culture on business practices.
2. Explain the importance of cultural sensitivity and empathy in managing diverse teams and cross-cultural interactions.
3. Apply cultural intelligence tools and techniques to analyze and navigate cultural differences in international business settings.
4. Analyze the impact of cultural differences on organizational behavior, employee motivation, and organizational performance.
5. Evaluate the success of cross-cultural management strategies in promoting cultural diversity and inclusion in organizations.
6. Design a comprehensive cross-cultural management strategy for a global company, considering factors such as cultural integration, conflict resolution, and performance evaluation.

**UNIT I INTRODUCTION TO CROSS-CULTURAL MANAGEMENT**

**8 Hours**

The globalization of business and people in the 21st century, Elements of culture, Variables of cultures, Culture and Behaviour, Theories of culture, The influence of National Culture on business culture.

**Transaction Methodology** – Lectures, Additional readings, Cases

**UNIT II CULTURAL DIMENSIONS AND DILEMMAS**

**8 Hours**

Developing cultural intelligence: Stages, process and supporting activities, Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

**Transaction Methodology** – Lectures, Cases, Group assignments

**UNIT III CULTURE AND ORGANIZATIONS**

**10 Hours**

Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

**Transaction Methodology** – Lectures, Case discussions, Group discussion, Guest lecture from corporates

**UNIT IV CULTURE AND COMMUNICATIONS**

**10 Hours**

Cross cultural communication, Dimension of cross cultural communication, Verbal language, codes and conventions, Non-verbal communication, cross cultural negotiation methods, Variables of negotiations.

**Transaction Methodology** – Lectures, Case discussions, Role play

**UNIT V INTERNATIONAL HRM & CROSS CULTURAL TEAM MANAGEMENT**

**9 Hours**

International HRM and cross cultural issues, Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

**Transaction Methodology** – Lectures, Case discussions, Role plays

**TEXT BOOKS**

- Madhavan, Shobhana (2016). *Cross Cultural Management, 2<sup>nd</sup> edition*. Oxford University Press.
- Punnet (2018). *International Perspectives on Organizational Behaviour, 4<sup>th</sup> edition*. Routledge

**REFERENCES**

- Ferraro (2019). *Cultural Dimension of Global Business, 7<sup>th</sup> edition*. Pearson Education – New Delhi
- Vanace and Paik. (2013). *Managing a Global Workforce – Challenges and Opportunities in International*

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*Human Resource Management*, 2<sup>nd</sup> edition, Prentice Hall of India.

- Carwley, Eileen; Swailes, Stephen and Walsh, David. (2013). *Introduction to International Human Resource Management*. Oxford University Press.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	2							2	
CO3		2	2					2	
CO4		3		1					3
CO5		3		2					2
CO6				2	3	2			3

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Course Code  
MBAH305

Course Title  
**HUMAN RESOURCE ANALYTICS**

L T P C  
3 0 0 3

**Course Outcomes**

**On completion of the course, the students will be able to:**

1. Define and explain the key concepts and principles of human resource analytics, including data collection, HR metrics, and workforce planning.
2. Summarize the steps involved in the human resource analytics process, from data preprocessing and cleaning to data visualization and interpretation.
3. Apply data analysis tools and software to analyze HR data and extract meaningful insights.
4. Analyze the effectiveness of HR programs and initiatives using HR analytics data.
5. Evaluate the effectiveness of HR analytics in improving HR decision-making and organizational performance.
6. Develop a data-driven HR strategy for an organization, incorporating insights from HR analytics to enhance workforce productivity and well-being.

**UNIT I OVERVIEW OF HR ANALYTICS**

**8 Hours**

Overview of HR Process, HR as an expense, the analytics and prediction Strategic Human capital measures, business analysis and rational action. Benefits of Analytics in Improving HR Process, Intersection of people and profits. Technology Used, SWOT Analysis of HR analytics.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT II EMPLOYEE ENGAGEMENT MEASUREMENT PROCESS**

**8 Hours**

Attracting, motivating and retaining people Organization Gap and Alignment Analytics. Process to assess and prioritize organization gaps and identify alignment opportunities. HR Alignment Inventory. Developing performance metrics/Predicting future 'performance' Developing metrics to capture the fallouts of HR Policies.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT III ORGANIZATION WIDE ALIGNMENT AUDIT**

**10 Hours**

Assessing the individual components and the holistic system and the best practices, clarifying organizational practices and gaps, Recruitment Analytics and on Boarding Analytics, Staffing Analytics Performance & Skill Gap Analytics, Compensation & Benefit Analytics, Training & Course Analytics, Promotion and Succession Planning Analytics, Compliance Analytics, Attrition & Retention Analytics, Identification of Key Business Objectives – Conducting HR Practice Audits, Conducting On-Site Visits, Performing Data Triangulation.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT IV APPROACHES TO HR SOLUTIONS**

**10 Hours**

Identifying job responsibilities, tasks, and employee attributes needed on different jobs to assure mission-critical goals. Assessing competencies as a consistent foundation for organization/job design, succession and compensation. HR Dashboards Advanced Data Analytics (Forecasting, Predicting and Segmentation etc.) & Business Insights High End Consulting, KPI Catalogue Creation.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT V PROGRAM EVALUATION AND RETURN ON INVESTMENT ANALYSIS**

**9 Hours**

Applied research for data driven organization change and improvement using sophisticated HR analysis and metrics. Clarifying HR issues and drive focused, systematic organization change. Evaluating critical HR initiatives and/or business objectives. Make program improvements and shifts.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**TEXT BOOKS**

- Huges, Robert Clayton (2018). *Human Capital Systems, Analytics, and Data Mining*. Chapman & Hall.

**REFERENCES**

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- Pease, Gene (2015). *Optimize Your Greatest Asset – Your People: How to Apply Analytics to Big Data to Improve Your Human Capital Investments*. John Wiley & Sons.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	2							2	
CO3		3	2						3
CO4		3	1	2					3
CO5		2	1					3	
CO6					3	2			3

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Course Code  
MBAH306

Course Title  
**HUMAN RESOURCE PLANNING & DEVELOPMENT**

L T P C  
3 0 0 3

Course  
Outcomes

*On completion of the course, the students will be able to:*

1. Recall key human resource planning & development concepts
2. Understand the global role and strategic outlook of human resource development
3. Apply the human resource planning and career planning concepts
4. Analyze the importance of mentoring and coaching roles in human resource development
5. Evaluate the effectiveness of various human resource development interventions
6. Create competency frameworks and explore the role of human resource development in developing ethical attitude

**UNIT I HUMAN RESOURCE PLANNING 8 Hours**

Introduction to Human Resource Planning & Development (HRPD): Emergent of HRPD, Critical HRD roles, challenges for HRD, Concept of Human Resource Planning, Approaches to Human Resource Planning, Concept, importance, objectives. Types of H R plan, Dimensions of Human Resource Planning Approaches-Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach. Human Resource Information System, Human Resource Planning Process.

**Transaction Methodology** – Classroom teaching, Case discussion, and Assignment.

**UNIT II EVOLUTION & CONCEPT OF HUMAN RESOURCE DEVELOPMENT 6 Hours**

Emergence of HRD, challenges for HRD, HRD in global perspective, HRD- Performance link, Strategic perspective of HRD: HRD Process Model: identification of HRD needs and Design and development of HRD programmes, Evaluation of HRD programmes.

**Transaction Methodology** – Classroom teaching, Case discussion, and Assignment.

**UNIT III CAREER PLANNING 7 Hours**

Concept, objective, Career planning vs. human resource planning, career planning vs. succession planning, Process of career planning and career development, Human Resources Evaluation: Human Resources Audit and Human Resource Accounting, Succession planning, HR Metrics.

**Transaction Methodology** – Classroom teaching, Case discussion, and Assignment.

**UNIT IV EMPLOYEE COACHING AND PERFORMANCE MANAGEMENT 8 Hours**

Employee coaching and performance management: Coaching to improve poor performance, , coaching discussion, coaching skills, HRD interventions: Mentoring for employee development: Role of mentoring in development, understanding the role and responsibilities of mentor, mentee, implementing the mentoring process, mentoring relationship, Employee counseling for HRD: Overview of counseling programs, employee assistance programme, stress management, employee wellness and health promotion.

**Transaction Methodology** – Classroom teaching, Case discussion, Role Plays.

**UNIT V COMPETENCY FRAMEWORK & ORGANIZATIONAL LEARNING 8 Hours**

Competency framework of HRD: why competency mapping? Understanding the competency mapping framework, steps in competency mapping, Organizational Learning, and learning organizations.

**Transaction Methodology** – Classroom teaching, Case discussion, Assignment.

**UNIT VI HRD ETHICS 8 Hours**

The future of HRD and HRD Ethics: Research, practice and education of HRD for innovation and talent development and management, Role of HRD in developing ethical attitude and behavior and development, Ethical problems with HRD roles.

**Transaction Methodology** – Classroom teaching, Case discussion, Assignment.

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### TEXT BOOKS

- Malik. A. (2018). *Strategic Human Resource Management and Employment Relations: An international Perspective*, 1<sup>st</sup> edition, Springer Singapore.
- Sanghi, S. (2019). *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*, 3<sup>rd</sup> edition, Sage.

### REFERENCES

- Hall Lengnick (2018). *Human Resource Management in the Knowledge Economy - New Challenges, New Roles, New Capabilities*, 7<sup>th</sup> edition, Berrett-Koehler Publisher.
- Verma, V. (2020). *Human Resource Planning & Development*, 8<sup>th</sup> edition, Thakur Publication Pvt. Ltd.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	2							2	
CO3		2	2	1				2	
CO4		3		2					3
CO5		3		2					2
CO6				2	3	2			3



Course Code  
MBAH307

Course Title  
**LABOUR LAWS**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Recall key provisions of major Indian labour legislations
2. Understand the principles and impacts of different labour laws.
3. Apply knowledge of labour laws in appropriate workplace contexts
4. Analyze the implications of labour laws on modern work practices
5. Evaluate the effectiveness of specific labour laws in ensuring employee welfare.
6. Propose solutions to labour issues in compliance with relevant laws

**UNIT I INTRODUCTION**

**6 Hours**

Development of Labour Law in India- Need for Labour Legislation, Indian Constitution and labour regulations- ILO and Labour Legislations.

**Transaction Methodology** – PPTs, Readings of Indian Constitution: Directive Principles and Preamble to help students establish it's connect with Indian Labor Legislations.

**UNIT II EMPLOYMENT RELATIONS ACT**

**10 Hours**

Trade Unions Act, 1926: Registration of Trade Unions- Rights and responsibilities of registered Trade Unions, Recognition of Trade Unions- Penalties and Procedure. Employment Standing Orders (Principles of Natural Justice), 1946. Industrial Disputes Act, 1947 (Strikes, Lockouts, Layoff, Retrenchment)

**Transaction Methodology** – PPTs, Case study presentation by students (HMSI, Maruti Manesar Plant...), Case laws pertaining to ID Act.

**UNIT III LAWS RELATED TO WAGES**

**7 Hours**

Minimum Wages Act, 1948 and recent amendments- Payment of Wages Act 1936; Payment of Bonus Act 1965.

**Transaction Methodology** – PPTs, Case Laws related to acts, Class exercises related to calculation of Bonus, Class Quiz on Provisions of Acts.

**UNIT IV SOCIAL SECURITY MEASURES**

**12 Hours**

The Employees' Provident Funds and Miscellaneous Provisions Act, 1952-The Employees' State Insurance Act, 1948-Payment of Gratuity Act, 1972-Maternity Benefit Act, 1961- Employee's Compensation Act, 1923- (Only Important Provisions of the Act).

**Transaction Methodology** – PPTs, Class exercises related to calculation of PF, ESI, Compensation and Gratuity. Practical assignment of PF, ESI calculation of SRHU employees/Contract labour under contractor. Case laws discussion, Critical thinking exercises. Industry lecture for understanding of implementation of the said acts in the industry.

**UNIT V LAWS RELATED TO EMPLOYMENT CONDITIONS**

**10 Hours**

Factories Act 1948, Child Labour (Prohibition and Regulation Act, 1986- The Contract Labour (Regulation and Abolition Act, 1970. (Only Important Provisions of the Act).

**Transaction Methodology** – PPTs, Case laws, Field assignment to students to check the contract labour Act compliance (involving FGD's with contractor and structured questionnaire responses from contract labour).

**TEXT BOOKS**

- Malik P.L. (2018) *Labour and Industrial Law*, Eastern Book Company.
- Srivastava S.C. (2019). *Industrial Relations and Labour Laws*, Vikas Publishing House.

**REFERENCES**

- Padhi, P.K. (2019). *Labour and Industrial Laws*, 4<sup>th</sup> edition. Prentice Hall India.
- Mishra, S.N. (2021). *Labour and Industrial Law*, 29<sup>th</sup> edition. Central Law Publication.
- *Labour Law Reporter – A Practical Journal for HR Management*. ([www.labourlawreporter.com](http://www.labourlawreporter.com)).

  
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**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
C01	3						3		
C02	2							2	
C03		3	2						3
C04		3	1	2					3
C05		2	1					3	
C06					3				3

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Course Code  
MBAH308

Course Title  
**LEADERSHIP POWER & POLITICS**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Recall principles of personal leadership, leadership styles, and organizational power.
2. Understand the change management and emotional intelligence role in leadership.
3. Apply conflict resolution, communication skills, and feedback mechanisms.
4. Analyze strategies of influence and their impact on leadership
5. Evaluate the importance of emotional intelligence and feedback practices in leadership contexts.
6. Design plans to enhance workplace influence using leadership skills and emotional intelligence.

**UNIT I INTRODUCTION**

**10 Hours**

Personal leadership and leadership styles, Learning and learning to learn, Leadership of change. Appreciative Inquiry and Appreciative leadership, People's reactions to change.

**Transaction Methodology** – Case Study

**UNIT II COACHING SKILLS**

**15 Hours**

Leadership in groups: building and leading efficient teams, Conflict management and handling difficult conversations, Communications skills, especially listening skills.

**Transaction Methodology** – Case Study

**UNIT III POWER IN ORGANIZATION**

**10 Hours**

Types of power in organizations, different strategies of influence, strengths, and weaknesses of individual influence, plan of action for increasing individual power in the workplace, and political strategies of powerful individuals in organizations.

**Transaction Methodology** – Case Study

**UNIT IV FEEDBACK**

**5 Hours**

The art of giving and receiving feedback, Emotional Intelligence.

**Transaction Methodology** – Case Study

**UNIT V MANAGING CHANGE**

**5 Hours**

Managing change through power, leading with power

**Transaction Methodology** – Case Study

**TEXT BOOKS**

- Maxwell, J.C. (2020). *The 21 Irrefutable Laws of Leadership*. Vayu Publishing.

**REFERENCES**

- Covey, Stephen R (2020). *The Seven Habits of Highly Effective People*. Simon & Schuster.
- Gilbert W. Fairholm (2009). *Organizational Power Politics: Tactics in Organizational Leadership*. Praeger Publishers Inc.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	2							2	
CO3		2	2	1				2	
CO4		3		2					3
CO5		3		2					2
CO6				2	3	2			3

<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBAH309	NEGOTIATION, PERSUASION & SOCIAL INFLUENCE SKILLS	3	0	0	3

**On completion of the course, the students will be able to:**

- Course Outcomes**
1. Recall principles of negotiation and conflict management
  2. Understand the role of ethics and cognitive biases in negotiations
  3. Apply different negotiation techniques
  4. Analyze the importance of emotional biases during negotiations
  5. Evaluate the effectiveness of third-party dispute resolution
  6. Design persuasion strategies using emotional intelligence and negotiation skills

**UNIT I INTRODUCTION 5 Hours**

Importance of negotiations. Understanding conflict and its management.

Transaction Methodology – Case Study

**UNIT II NEGOTIATIONS 15 Hours**

Advisability of negotiating, preparing to negotiate, Distributive negotiations, Integrative negotiations, multi-party negotiations, creating trust in negotiations, Advisability of deception in negotiations, understanding your and others' propensity to behave unethically in negotiations, Cognitive biases in negotiations, and Emotional biases in negotiations. BATNA.

Transaction Methodology – Role Play

**UNIT III THIRD PARTY SKILLS 5 Hours**

Third-party skills: helping others deal directly with their conflicts, mediation, investigation, arbitration, and helping the system change as a result of a dispute.

Transaction Methodology – Quiz

**UNIT IV EMOTIONAL QUOTIENT 10Hours**

Emotional Quotient and Negotiating Skills.

Transaction Methodology – Case Study

**UNIT V PERSUASION 10 Hours**

Persuasion in a social setting, job interview, elevator pitch.

Transaction Methodology – Case Study

**TEXT BOOKS**

- Carrel, M. R., Heavrin, C. (2008). *Negotiating Essentials: Theory, Skills, and Practices*. Pearson

**REFERENCES**

- Harvard Business Review (2019). HBR's 10 Must Reads on Negotiation. Gildan Media.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	2							2	
CO3			2	3					3
CO4		3	1					3	
CO5		3							2
CO6					2	3			2

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Course Code  
MBAH310

Course Title  
**ORGANIZATIONAL CHANGE & DEVELOPMENT**

L T P C  
3 0 0 3

Course  
Outcomes

*On completion of the course, the students will be able to:*

1. Recall the principles of organizational change and development.
2. Understand various types of organizational change and the role of change agents.
3. Apply strategies to manage resistance to change
4. Analyze the impact of change on organizational structures and culture.
5. Evaluate Assess OD interventions and cultural risks.
6. Design strategies to manage and sustain organizational change.

**UNIT I UNDERSTANDING ORGANIZATIONAL CHANGE 7 Hours**

Nature of Change; Types of change – reactive change; anticipatory change, planned change, incremental change, operational change; strategic change; transformational change and revolutionary change. Speed of Change versus Institutional and Human Ability to cope with change; Forces of Change: External -Political, economic, technological and governmental forces; Internal- system dynamics, individual/ group expectations, structure- focused change. Force field analysis.

**Transaction Methodology** – Class room teaching, case discussion, quiz and assignment.

**UNIT II ORGANIZATIONAL CHANGE MANAGEMENT 12 Hours**

Transformation Planning: assessing an organization's propensity to change; structural considerations of change; Impact analysis; Resistance to change and managing resistance: Human response to change -dealing with individuals; Cognitive dimensions- change mechanisms: explaining the nature and direction of change; communication; creating a common value orientation; employee training; Affective dimensions of managing change: employee empowerment; employees as partners; compensation systems; dealing with negative emotions. Sustaining the momentum of change. Change agents- internal and external; Role of top management in change process. Models of Change: Lewin's Change Model; Planning Model; Action Research Model; John Kotter's Leading Change; Integrative Model of Planned Change. Mapping change; Systems Approach to Change.

**Transaction Methodology** – Class room teaching, case discussion, quiz and assignment.

**UNIT III MANAGING THROUGH CULTURAL TRANSFORMATIONS 10 Hours**

Role of Organizational culture in the transformation process; Identifying and diagnosing organizational culture; Developing new culture; Employee-culture compatibility; Assessing cultural risk; Ushering changes in organizational culture. Structural, cultural and strategic changes in global companies.

**Transaction Methodology** – Class room teaching, case discussion, quiz and assignment.

**UNIT IV INTRODUCTION TO ORGANIZATIONAL DEVELOPMENT (OD) 8 Hours**

Field of Organization Development (OD); Values, assumptions and beliefs in OD; Foundations of OD; Managing the OD Process; Action Research and OD, OD Consultant- Role, Skills and Dilemmas.

**Transaction Methodology** – Class room teaching, case discussion, quiz and assignment.

**UNIT V OD INTERVENTIONS 8 Hours**

Overview of OD interventions; Team interventions- diagnostic meeting; Gestalt approach; process consultation; Comprehensive OD interventions; Sensitization; T-groups; Structural interventions.

**Transaction Methodology** – Class room teaching, case discussion, Role plays, quiz and assignment.

**TEXT BOOKS**

- Barbara Senior, B., & Swailes, S. (2016). *Organizational Change*, 5<sup>th</sup> edition, Pearson.

**REFERENCES**

- French Wendell L , Bell Jr Cecil H, Vohra Veena (2017). *Organization Development: Behavioral Science Interventions for Organizational Improvement*, 6<sup>th</sup> edition, Pearson.



### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	2							2	
CO3		3	2					3	
CO4		3							3
CO5		3							3
CO6					3	2			3

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Course Code  
MBAH311

Course Title  
**PERFORMANCE MANAGEMENT**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Recall key concepts in performance management across varied organizations.
2. Understand behavioral impacts of performance measurements.
3. Apply strategies for effective performance feedback.
4. Analyze the correlation between performance and reward
5. Evaluate the use of modern performance measurement frameworks.
6. Develop effective performance management systems.

**UNIT I INTRODUCTION**

**7 Hours**

Performance Management in different types of organizations (manufacturing, sales and service), Objectives and scope of PM systems; Role of PM Systems, Characteristics of an ideal PM system.

**Transaction Methodology** – PPTs, Case study and discussion.

**UNIT II MEASURING PERFORMANCE**

**10 Hours**

Determinants of performance, performance dimensions, approaches/methods to measuring performance, diagnosing causes of poor performance, differentiating tasks from contextual performance, choosing a performance measurement approach. Measuring results, gathering performance information, implementing performance management systems. Ensuring Ethics in Performance Management.

**Transaction Methodology** – PPTs, Case study and discussion, demonstration exercises, critical thinking exercises.

**UNIT III BEHAVIOURAL ISSUES & EMPLOYEE DEVELOPMENT**

**8 Hours**

Relationship between performance measurement systems and behavior; Influence of individual and group behavior on performance. Accountability issues arising out of performance measurement systems. Role of Line Managers in Performance Management, Performance Management and Reward, Concepts related to Performance and Reward, Linking Performance to Pay – A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward Performance management. Employee development: Potential appraisal, Personal Development plans, 360 degree feedback as a developmental tool.

**Transaction Methodology** – PPTs, Case study and discussion.

**UNIT IV PERFORMANCE CONSULTING**

**9 Hours**

Performance Consulting: Concept, the need for performance consulting, Role of performance consulting, Components of a Feedback and Steps in giving a Constructive Feedback, Levels of Performance Feedback, designing and using performance relationship maps, contracting for performance consulting services, implementing organization-wide performance improvement.

**Transaction Methodology** – PPTs, Case study and Role plays.

**UNIT V EMERGING ISSUES IN PERFORMANCE MANAGEMENT**

**11 Hours**

Computation and evaluation of performance measures relevant in a divisionalised organization structure including ROI, RI and Economic value added (EVA). Devising separate measures in respect of managerial and divisional performance. Application of value-based management approaches to performance management. Modern performance measurement frameworks: Six Sigma; Performance Prism, Forced ranking, Balanced Scorecard. Contemporary issues in performance management.

**Transaction Methodology** – PPTs, self-reading material, Case study, Demonstration exercises.

**TEXT BOOKS**

- Herman Aguinis (2019). *Performance Management*. 4<sup>th</sup> edition. Chicago Business Press.

**REFERENCES**

- Rao T.V. (2016). *Appraising and Developing Managerial Performance*. 2<sup>nd</sup> edition. Excel Books.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	2							2	
CO3			2					2	
CO4		3							3
CO5		3							3
CO6					3	2			3

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Course Code  
MBAH312

Course Title  
**TRAINING & DEVELOPMENT**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Recall essential principles and theories of training and learning.
2. Understand the importance and objectives of training needs assessment.
3. Implement effective training programs
4. Analyze the efficiency of training and development programs.
5. Evaluate training results and calculate ROI.
6. Design cross-cultural training strategies for global operations.

**UNIT I CONCEPTUAL FRAMEWORK**

**9 Hours**

Importance, objectives of Training, learning environment, learning principles. It's relevance in improving training design. Learning Theories (Reinforcement, Need and Expectancy), learning Cycle, learning Curve.

**Transaction Methodology** – PPT, self-reading of students Article: Managing oneself by Peter Drucker, Application based case-studies.

**UNIT II TRAINING NEED ANALYSIS**

**8 Hours**

Definition and purposes of training need Assessment, level & Components of needs assessment, its Advantages, Task – performance – competency analysis.

**Transaction Methodology** – PPT, critical thinking exercises, case study.

**UNIT III TRAINING DESIGN**

**8 Hours**

Designing Training Programs, types of training and methods, Transfer of training.

**Transaction Methodology** – PPT, critical thinking exercises, case study.

**UNIT IV TRAINING DELIVERY & METHODS**

**10 Hours**

Implementing training programs both On-the-job and Off-the-job. Executive Development, E-Course.

**Transaction Methodology** – PPT, case study, Application based exercises: Role Plays for developing relationship skills, Creation of self-window using Johari Window tool, Role play on TA for understanding life positions and ego states.

**UNIT V EVALUATION OF TRAINING**

**12 Hours**

Evaluating effectiveness of training and development, Evaluation Criteria, Evaluation design, Problems and Pitfalls in Training & Development, Training role and practices in organizations. Determining ROI, Measuring Human Capital and Training Activity. Cross-cultural training in Global operations.

**Transaction Methodology** – PPT, case study, Student Presentations, Application based exercises: Calculation of ROI.

**TEXT BOOKS**

- Saks, Alan M. and Haccoun, Robert R. (2018). *Managing Performance through Training and Development*, 8<sup>th</sup> edition. Nelson Education Limited.
- Reddy, B. Ratan (2016). *Effective Human Resource Development Strategy*. Himalaya Publishing House.

**REFERENCES**

- Thomaskutty, C.S. (2017). *Management Training and Development*. Himalaya Publishing House.
- Elaine Biech (2018). *ATD's Action Guide to Talent Development: A Practical Approach to Building Your Organization's TD Effort*. ATD.
- Noe, Raymond Andrew (2018). *Employee Training & Development*. McGraw Hill.
- Raymond A Noe, Amitabh Deo Kodwani, Employee (2019). *Training and Development*, 7<sup>th</sup> edition, McGraw Hill.

**COURSE ATTAINMENT MATRIX**

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Registrar  
Swami Rama Himalayan University

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3







Course Code  
MBAIB401

Course Title  
**CROSS CULTURE MANAGEMENT**

L T P C  
3 0 0 3

**Course  
Outcomes**

*On completion of the course, the students will be able to:*

1. Define and explain the key concepts and principles of cross-culture management, including cultural dimensions, cultural intelligence, and the impact of culture on business practices.
2. Explain the importance of cultural sensitivity and empathy in managing diverse teams and cross-cultural interactions.
3. Apply cultural intelligence tools and techniques to analyze and navigate cultural differences in international business settings.
4. Analyze the impact of cultural differences on organizational behavior, employee motivation, and organizational performance.
5. Evaluate the success of cross-cultural management strategies in promoting cultural diversity and inclusion in organizations.
6. Design a comprehensive cross-cultural management strategy for a global company, considering factors such as cultural integration, conflict resolution, and performance evaluation.

**UNIT I INTRODUCTION TO CROSS-CULTURAL MANAGEMENT**

**8 Hours**

The globalization of business and people in the 21st century, Elements of culture, Variables of cultures, Culture and Behaviour, Theories of culture, The influence of National Culture on business culture.

**Transaction Methodology** – Lectures, Additional readings, Cases

**UNIT II CULTURAL DIMENSIONS AND DILEMMAS**

**8 Hours**

Developing cultural intelligence: Stages, process and supporting activities, Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

**Transaction Methodology** – Lectures, Cases, Group assignments

**UNIT III CULTURE AND ORGANIZATIONS**

**10 Hours**

Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

**Transaction Methodology** – Lectures, Case discussions, Group discussion, Guest lecture from corporates

**UNIT IV CULTURE AND COMMUNICATIONS**

**10 Hours**

Cross cultural communication, Dimension of cross cultural communication, Verbal language, codes and conventions, Non-verbal communication, cross cultural negotiation methods, Variables of negotiations.

**Transaction Methodology** – Lectures, Case discussions, Role play

**UNIT V INTERNATIONAL HRM & CROSS CULTURAL TEAM MANAGEMENT**

**9 Hours**

International HRM and cross cultural issues, Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

**Transaction Methodology** – Lectures, Case discussions, Role plays

**TEXT BOOKS**

- Madhavan, Shobhana (2016). *Cross Cultural Management, 2<sup>nd</sup> edition*. Oxford University Press.
- Punnet (2018). *International Perspectives on Organizational Behaviour, 4<sup>th</sup> edition*. Routledge

**REFERENCES**

- Ferraro (2019). *Cultural Dimension of Global Business, 7<sup>th</sup> edition*. Pearson Education – New Delhi
- Vanace and Paik. (2013). *Managing a Global Workforce – Challenges and Opportunities in International*

*Human Resource Management*, 2<sup>nd</sup> edition, Prentice Hall of India.

- Carwley, Eileen; Swailes, Stephen and Walsh, David. (2013). *Introduction to International Human Resource Management*. Oxford University Press.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	2							2	
CO3		2	2					2	
CO4		3		1					3
CO5		3		2					2
CO6				2	3	2			3

Course Code  
MBAIB402

Course Title  
**EXIM FINANCING & DOCUMENTATION**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Define and explain the fundamental concepts and principles of EXIM financing, including export-import financing options, methods of payment, and trade finance instruments.
2. Explain the importance of accurate and timely documentation in ensuring smooth and efficient trade operations.
3. Apply different methods of payment and trade finance instruments to structure financing solutions for export-import transactions.
4. Analyze the financial implications of different EXIM financing options on a company's working capital and cash flow.
5. Evaluate the effectiveness of EXIM financing solutions in minimizing financial risks and enhancing export-import competitiveness.
6. Design a comprehensive EXIM financing strategy for a company, considering factors such as trade credit insurance, currency hedging, and export-import financing facilities.

**UNIT I INTRODUCTION**

**10 Hours**

Export documentation; Foreign exchange regulations; ISO 9000 series and other internationally accepted quality certificates; Quality control and pre-shipment inspection; Export trade control; Marine insurance; Commercial practices.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT II EXPORT PROCEDURES**

**10 Hours**

General excise clearances; Role of clearing and forwarding agents; shipment of export cargo. Export credit, Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT III IMPORT PROCEDURES**

**8 Hours**

Import licensing policy; Actual user licensing; Replenishment licensing; Import-export pass book; Capital goods licensing; Export houses and trading houses.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT IV EXPORT INCENTIVES**

**9 Hours**

Overview of export incentives-EPCG, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT V TRADING HOUSES, EXPORT AND TRADING HOUSES SCHEMES**

**8 Hours**

Criteria, procedures and documentation; Policy and procedures for EOU/FTZ/EPZ/SEZ units.

**Transaction Methodology** – Classroom teaching, case analysis and discussion

**TEXT BOOKS**

- Rai, UshaKiran (2010). *Export Import and Logistics Management*. Prentice Hall of India – New Delhi.
- Jain, K.S. (2013). *Export-Import Procedures and Documentation*. Himalaya Publishing House – New Delhi.

**REFERENCES**

- Jhonson, T.E. and Bade, D.L. (2010). *Export Import Procedures and Documentation*. AMACON – New York.
- Rama Gopal, C. (2008). *Export Documentation Procedures – Documentation and Logistics*. Vikas Publishing House – New Delhi.



### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
C01	3						3		
C02	3						3		
C03	1	3		2				2	2
C04		2						2	3
C05	1	3		2	2	1		1	3
C06		3			2	1		1	2

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Course Code  
MBAIB403

Course Title  
**FOREIGN TRADE & POLICY**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Define and explain the fundamental concepts and principles of international financial management, including foreign exchange rates, exchange rate systems, and international capital markets.
2. Explain the significance of financial analysis and risk assessment in making informed international investment decisions.
3. Apply financial management techniques to evaluate and compare foreign investment opportunities and assess their potential risks and returns.
4. Analyze the impact of exchange rate fluctuations and interest rate differentials on multinational corporations' financial performance and cash flows.
5. Evaluate the financial performance and efficiency of multinational corporations operating in different countries and regions.
6. Design a comprehensive international financial strategy for a multinational corporation, considering factors such as capital budgeting decisions, cash flow management, and foreign direct investments.

**UNIT I INTERNATIONAL TRADE**

**9 Hours**

International Trade - Theories of foreign trade – absolute and comparative advantage theories; Modern theory of trade – Hecksher- Ohlin theory; Terms of trade; Theory of international trade in services; Balance of payments and adjustment mechanism.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT II COMMERCIAL POLICY INSTRUMENTS**

**9 Hours**

Commercial Policy Instruments - Tariffs, quotas, anti-dumping/countervailing duties; Technical standards; Exchange controls and other non-tariff measures.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT III INDIA'S FOREIGN TRADE POLICY**

**9 Hours**

India's Foreign Trade and Policy - Direction and composition of India's foreign trade; Export – Import policy; Export promotion and institutional set – up; Deemed exports; Rupee convertibility.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT IV INSTRUMENTS OF EXPORT PROMOTION**

**9 Hours**

Instruments of Export Promotion - Export assistance and promotion measures; EPCG scheme; Import facilities; Duty exemption schemes; Duty drawback; Tax concessions; Marketing assistance; Role of export houses, trading houses and state trading organizations; EPZs and SEZs & EOUs.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT V FOREIGN INVESTMENT POLICY**

**9 Hours**

Foreign Investment Policy - Policy and frame work for FDI in India; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad; Project and consultancy exports.

**Transaction Methodology** – Classroom teaching, case analysis and discussion

**TEXT BOOKS**

- Rai, Promod Kumar; Pothal, M. S. (2021). *Anti-Dumping Measures in India*. Orange Book Publications.
- Reddy, P Veera; Mamatha, P. (2015). *Manual on Export Documentation*. Commercial Law Publishers.

**REFERENCES**

- Krugman, Paul R.; Obstfeld, Maurice; Melitz (2017). *International Trade: Theory & Policy*, 10<sup>th</sup> edition. Pearson.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3						2		
CO3		3		2		1		3	2
CO4		3	2		2				2
CO5		1	2		2	2			2
CO6				2		2			2

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Course Code  
MBAIB404

Course Title  
**INTERNATIONAL FINANCIAL MANAGEMENT**

L T P C  
3 0 0 3

Course  
Outcomes

*On completion of the course, the students will be able to:*

1. Define and explain the key concepts and principles of international financial management, including exchange rate systems, foreign exchange markets, and international financial markets.
2. Explain the importance of financial analysis and risk assessment in international investment decisions.
3. Apply financial management techniques to evaluate foreign investment opportunities and assess their potential risks and returns.
4. Analyze the impact of exchange rate fluctuations and interest rate differentials on multinational corporations' financial performance.
5. Evaluate the financial performance and efficiency of multinational corporations operating in different countries and regions.
6. Design a comprehensive international financial strategy for a multinational corporation, considering factors such as cash flow management, capital budgeting, and foreign direct investments.

**UNIT I INTERNATIONAL FINANCIAL SYSTEM & MARKET FOR FOREIGN EXCHANGES 9Hours**

Growing Importance of International Finance & Global Financial Environment, International Monetary System & Evolvement of Floating Rate Regime, Foreign Exchange Markets, Spot, Forward, Swap Markets, Currency Futures & Option Market, Foreign Exchange Market in India.

**Transaction Methodology** – Class discussions and Case Study.

**UNIT II DETERMINATION OF EXCHANGE RATES& INTERNATIONAL PARITY CONDITIONS 9 Hours**

An Introduction to Exchange Rates, Inter-Bank & Merchants Rates, Determinants of Exchange Rates. International Parity conditions, Purchasing Power Parity, Interest Rate Parity & Concept of Covered interest Arbitrage, Balance of Payment, Exchange Rate Forecasting.

**Transaction Methodology** – Class discussions and Case Study.

**UNIT III MANAGING FOREIGN EXCHANGE RISK 9 Hours**

Types of Foreign Exchange Exposure & Risk, Transaction Risk, Transaction Risk & Operational Risk; Corporate approach to Currency Risk Management & Hedging Philosophy; Management of Transaction Exposure, Internal & Contractual Hedge; Strategic Management of Operating Exposure; Interest Rate Risk Management, Interest Rate Swaps, Futures & Forward Rate Agreements.

**Transaction Methodology** – Class discussions and Case Study.

**UNIT IV INTERNAL INVESTMENT & FINANCING 9 Hours**

Euro Currency Market; Financing the Global Firms, Availability & Cost of Capital; Sourcing Equity Globally, ADRs/GDRs, etc.; International Debt Market, Structuring International Debt; Foreign Investment Decisions, FDI & Portfolio Investment; International Trade Finance.

**Transaction Methodology** – Class discussions and Case Study.

**UNIT V INTERNATIONAL TRADE MECHANISM 9 Hours**

Foreign Trade Contracts & Procedures International Commercial Terms; Letters of Credit - Meaning and Mechanism, Types of Letters of Credit; Operation of a Letters of Credit; Export-Import Bank of India; Export Credit Insurance.

**Transaction Methodology** – Class discussions and Case Study.

**TEXT BOOKS**

- Bhalla V K. (2020). International Financial Management (Text and Cases), S. Chand Publishing

- Shapiro, Alan C; and Moles, Peter (2016). International Financial Management. Wiley.

**REFERENCES**

- Apte, P.G., (2009). *International Financial Management*, 2<sup>nd</sup> edition. Tata McGraw Hill – New Delhi.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	2				2	1
CO5	1	3	1	2	3	3		3	2
CO6		1	3	2	3	3		3	3

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Course Code  
MBAIB405

Course Title  
**INTERNATIONAL LOGISTICS MANAGEMENT**

L T P C  
3 0 0 3

Course  
Outcomes

*On completion of the course, the students will be able to:*

1. Define and explain the key concepts and principles of international logistics management, including supply chain networks, transportation modes, and global trade regulations.
2. Explain the importance of strategic decision-making in international logistics, including mode selection, routing, and warehouse location.
3. Apply logistics planning and optimization techniques to design efficient international supply chain networks.
4. Analyze the performance of international logistics operations using key performance indicators (KPIs) and logistics metrics.
5. Evaluate the effectiveness of international logistics strategies in enhancing supply chain responsiveness and customer satisfaction.
6. Design a comprehensive international logistics strategy for an organization, considering factors such as market demand, customer preferences, and service levels.

**UNIT I MARKETING LOGISTICS**

**9 Hours**

Concept, objectives and scope; System elements; Importance – Elements of Logistics system - Relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity – internal transportation, inter-state goods movement – Factors influences Distribution and Logistics.

**Transaction Methodology** – Class discussions and Case Study.

**UNIT II TRANSPORTATION**

**9 Hours**

Containerization; CFS and inland container depots; Dry ports – Road – Multimodal transportation - CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents.

**Transaction Methodology** – Class discussions and Case Study.

**UNIT III GENERAL STRUCTURE OF SHIPPING**

**9 Hours**

Characteristics, Types of shipping - liner and tramp; Conference chartering operations - Freight structure and practices, Chartering principles and practices; UN convention on shipping information, Documents for shipping of goods.

**Transaction Methodology** – Class discussions and Case Study.

**UNIT IV AIR TRANSPORT**

**9 Hours**

Air transportation – total cost concept, advantages, freight structure and operations; Carrier consignee liabilities – Cargo handling – Information support System.

**Transaction Methodology** – Class discussions and Case Study.

**UNIT V INVENTORY CONTROL AND WAREHOUSING**

**9 Hours**

Inventory management – concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics.

**Transaction Methodology** – Class discussions and Case Study.

**TEXT BOOKS**

- Raghuram, G; Asopa, VN; Bhatnagar, Deepti; Dixit, MR; Ramani, KV (2016). *Shipping Management*. Laxmi Publications.

**REFERENCES**

- Lun, Venus YH; Lai, Kee-hung; Cheng, TC Edwin; Dong, Yang (2023). *Shipping & Logistics Management*. Springer.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	2				2	1
CO5	1	3	1	2	3	3		3	2
CO6		1	3	2	3	3		3	3

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*Diana* *P. S. S. S.*

Course Code  
MBAIB406

Course Title  
**INTERNATIONAL MARKETING MANAGEMENT**

L T P C  
3 0 0 3

**Course Outcomes**

*On completion of the course, the students will be able to:*

1. Define and explain the key concepts and principles of international marketing management, including the global marketing environment, market entry strategies, and cultural considerations.
2. Explain the importance of cultural awareness and market research in developing effective international marketing campaigns.
3. Apply international market research techniques to assess market potential and competitive landscape in foreign markets.
4. Analyze the performance of international marketing efforts using key performance indicators (KPIs) and market metrics.
5. Evaluate the effectiveness of international marketing strategies in expanding market share and enhancing brand reputation.
6. Design a comprehensive international marketing strategy for an organization, considering market selection, product positioning, and pricing strategies.

**UNIT I UNIT I: INTRODUCTION**

**7 Hours**

Globalization: drivers for globalization; building global presence; Approaches to global market: haphazard approach, myopic approach, a major challenge to effective global management. International entry methods; organisation, planning and control of international marketing.

**Transaction Methodology** – Classroom teaching and discussion, class exercise.

**UNIT II INTERNATIONAL MARKETING ENVIRONMENT**

**7 Hours**

Basic concepts and decision framework; economic, cultural, political, social, technological environments; regional integration and global trade protection; understanding the international marketing system.

**Transaction Methodology** – Classroom teaching and discussion, class exercise, case study.

**UNIT III DECISION MAKING IN INTERNATIONAL MARKETING**

**12 Hours**

Product Decision: dimensions of international product offer, international Services, branding decisions, packaging and labeling decisions. Pricing Decision: Domestic V/s International Pricing, Factors influencing international pricing decisions, INCOTERMS and its role in international pricing. International promotion aspects. Distribution Decision: determinants of channel decisions, international channel structure, managing and controlling international channel, International Logistics (SCM).

**Transaction Methodology** – Classroom teaching and discussion, class exercise, presentations

**UNIT IV MANAGEMENT OF RISK & INFRASTRUCTURE IN INTERNATIONAL MARKETING**

**8 Hours**

Commercial risks, political risks, risks arising out of foreign laws, cargo risks, credit risks, exchange fluctuation risks. Agencies in India provide cover to these risks. International Marketing Infrastructure: Export promotion in India; Role of Export Promotion Councils; state trading and canalizing agencies: ECGC, Exim Bank, Commodity Boards etc.

**Transaction Methodology** – Classroom teaching and discussion

**UNIT V EXPORT PROCESS**

**11 Hours**

Export procedure- Steps involved in executing export order. Export/Import Documentation: Commercial Documents, Regulatory Documents, Documents related to goods, Documents related to payment, Documents related to Shipment, Documents related to inspection, Documents related to foreign exchange, Documents related to excisable goods.

**Transaction Methodology** – Classroom teaching and discussion, class exercise, documentation procedure.

**TEXT BOOKS**

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- Keegan, Warren J. (2018). *Global Marketing Management*, 8<sup>th</sup> edition. Pearson Education.

**REFERENCES**

- Pegan, Giovanna; Vianelli, Donata; De Luca, Patrizia (2021). *International Marketing Strategy: The Country of Origin Effect On Decision-Making in Practice*. Springer

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	2				2	1
CO5	1	3	1	2	3			3	2
CO6		1	3	2	3	3		3	3

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Course Code	Course Title	L	T	P	C
MBASC501	DECISION MODELS & OPTIMISATION	3	0	0	3

**On completion of the course, the students will be able to:**

- Course Outcomes**
1. Define and explain the key concepts and principles of decision models and optimization, including linear programming, integer programming, and network optimization.
  2. Explain the advantages and limitations of different optimization techniques and their applicability to specific problem domains.
  3. Apply mathematical modeling and optimization tools to formulate decision problems and develop optimization models.
  4. Analyze the sensitivity of optimization models to changes in input parameters and constraints.
  5. Evaluate the performance and efficiency of optimization algorithms in solving large-scale decision models.
  6. Design a comprehensive decision model for a complex business problem, considering multiple objectives and constraints.

**UNIT I MODEL DECISION & OPTIMISATION 5 Hours**

Distribution and network models: Shortest route and other routing problems, maximal flow problem.

**Transaction Methodology** – Case Analysis

**UNIT II DECISION MODELS 12 Hours**

*Multiple criteria decision models* – Introduction of goal programming, modeling and solution.

*Waiting line models* – Introduction to theory of queues, standard terminologies, pure birth-and-death model, M/M/1 and M/M/c models.

*Simulation* – Types of simulation, Monte-Carlo simulation method, Verification and validation.

**Transaction Methodology** – Case Analysis and Problem Solving

**UNIT III DECISION MAKING UNDER UNCERTAINTY, PROJECT SCHEDULING 12 Hours**

*Decision making under uncertainty* – Decision criteria, decision tree, Value of Information, Risk profile.

*Project scheduling* – Scheduling with known activity times, time-cost trade-offs, Scheduling with uncertain activity times.

**Transaction Methodology** – Case Analysis and Problem Solving

**UNIT IV MARKOV PROCESSES 8 Hours**

Introduction to stochastic process, terminologies, Markov process, transition probabilities, simple business applications.

**Transaction Methodology** – Case Analysis and Problem Solving

**UNIT V THEORY OF GAMES 8 Hours**

Theory of games, two-person zero-sum, constant-sum and non-constant sum games, application of linear programming in finding equilibrium solutions.

**Transaction Methodology** – Case Analysis and Problem Solving

**TEXT BOOKS**

- Jeffrey D. Camm; James J. Cochran; Michael J. Fry; Jeffrey W. Ohlmann; David R. Anderson; Dennis J. Sweeney; Thomas A. Williams (2023). *An Introduction to Management Science Quantitative Approaches to Decision Making*. Cengage.

**REFERENCES**

- Balakrishnan, Nagraj; Render, Barry; Stair, Ralf M.; Munson, Chuck L (2017). Managerial Decision Making. Del G Press.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	1	1	1	1	1	3	1	1
CO2	2	2	2	1	1	1	2	2	2
CO3	2	3	1	1	2	1	1	3	2
CO4	2	3	2	1	2	1	2	3	3
CO5	2	2	2	2	2	2	1	2	2
CO6	2	3	3	3	2	1	3	2	2

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Course Code	Course Title	L	T	P	C
MBASC502	OPERATION STRATEGY & SUPPLY CHAIN MANAGEMENT	3	0	0	3

**On completion of the course, the students will be able to:**

1. Define and explain the key concepts and principles of operations strategy and supply chain management, including the role of operations in achieving organizational goals.
2. Explain the factors influencing supply chain decisions, such as inventory management, logistics, and supplier selection.
3. Apply operations management techniques to optimize production processes and resource allocation.
4. Analyze the efficiency and effectiveness of supply chain operations using key performance indicators (KPIs) and metrics.
5. Evaluate the success of operations and supply chain strategies in achieving business objectives and gaining a competitive advantage.
6. Create a supply chain network design that optimizes distribution and transportation logistics.

**UNIT I OPERATIONS STRATEGY 10 Hours**

Corporate strategy and operations strategy, competing through operations; strategic competitive priorities – Cost, quality, time, flexibility; framework for operations strategy; Order winners and qualifiers; strategic issues in operations strategy; role of technology in operations strategy; major strategic decisions in operations.

**Transaction Methodology** – Classroom teaching, case analysis and discussion

**UNIT II SUPPLY CHAIN FOUNDATIONS 10 Hours**

Supply Chain as a network of entities, Role and interactions between the entities, Value Chain Focus of Supply Chain, Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Balance Sheet, Profit and Loss Account, and Customer Accounts Profitability. Drivers of SCM, Centralized and Decentralized Supply Chains: their coordination and aligning business activities; Bullwhip effect, Push-Pull orientation.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT III CUSTOMER ORIENTATION 15 Hours**

Customer Satisfaction oriented Supply Chain Management strategy, Customer segmentation, Customer requirements analysis, Aligning supply chain to customer needs, Quick response logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications, Procurement Logistics: Source Identification: Global Vs. Domestic Sourcing, Landed Cost Computation, Vendor Rating, Contract Negotiation, Consolidation, Self-Certified Vendor Management, Individual component Vs. Module Purchases, Vendor Development & Vendor Relationship Management, Vendor Performance Monitoring.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT IV MANUFACTURING LOGISTICS MANAGEMENT 15 Hours**

Inventory Management: variation in demand and lead time, inventory aggregation, Lean and Agile Manufacturing, Virtual Manufacturing, Just-in-Time Manufacturing, Lead-time Components and their Compression, Lot Streaming, Distribution Management: Distribution Channels: Structure and Operation, Distribution Cost Components, Pipeline Inventory and Response Considerations, Hub and Spoke Models, Cross docking, Carrier Selection, Vendor Consolidation, Vehicle Loading and Vehicle, Routing Methods.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**TEXT BOOKS**

- Chopra, Sunil; Meindl, Peter and Kalra, D.V. (2007). *Supply Chain Management*. Dorling Kindersley (India)

- Shah, Janat (2009). *Supply Chain Management*. Dorling Kindersley (India) Pvt. Limited – New Delhi.

**REFERENCES**

- Agarwal, D.K. (2009). *Text Book of Logistics and Supply Chain Management*. Macmillan – Kolkata
- Slack; Nigel; Lewis, Michael (2017). *Operations Strategy*, 5<sup>th</sup> edition. Pearson Education Limited (UK)

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	1	1	1	1	1	3	1	1
CO2	3	2	1	1	2	1	3	1	1
CO3	2	2	1	2	2	1	1	3	2
CO4	2	3	2	2	3	2	2	3	2
CO5	2	3	2	2	3	2	2	3	2
CO6	1	3	3	3	2	2	2	2	2

Course Code  
MBASC503

Course Title  
**PRODUCT DESIGN & DEVELOPMENT**

L T P C  
3 0 0 3

**On completion of the course, the students will be able to:**

1. Define and explain the key concepts and principles of product design and development, including the product life cycle and the stages of the design process.
2. Explain the importance of market research, user feedback, and feasibility analysis in the product development process.
3. Apply design thinking principles to identify and define user needs and design requirements for a new product.
4. Analyze the market potential and competitive landscape for a new product concept.
5. Evaluate the success of a product design and development project in meeting customer needs and achieving business goals.
6. Design a comprehensive product development strategy for an organization, considering market analysis, target audience, and branding.

**UNIT I INTRODUCTION**

**9 Hours**

Need for independent product design and development, Strategic competitive advantage of product development processes, Integration of various perspectives in the design process (Customer, Designer, Material supplier, Competitor), Behaviour analysis, Understanding customer, Prompting Customer understanding, involving customer in development process and understanding customer feedback, Product Specifications and process to arrive at them.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT II Concept of product and Product Architecture**

**9 Hours**

Structured approaches towards product needs and design, Systematic exploration of possible solutions and processes, methodology of concept selection, benefits of the process, Features and associated consequences of Product Architecture, need and process of product change, Analyzing existing products, Establishing architecture, layout design and secondary system development, Creating Detailed interface specifications.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT III Industrial Design**

**9 Hours**

Integration of Process Design, Managing Costs, Robustness, Reliability, integrating New technologies, industrial design process and its advantages, Investigation of the customer needs, Conceptualization, Refinement and improvement of the design, key drivers of design—technology, Customer and social changes, Assessing the Quality of industrial design and its parameters, Balanced scorecard approach.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT IV Design for manufacturing and Product development**

**9 Hours**

Definition, Estimation of costing and its optimization through various methods, Cost of complexity and process to reduce it, Redundancy, Principles of prototyping, Economic analysis of competition, Future projections and forecasting, Understanding the tasks and representing the implications on design process, Improvement of process by task approach.

**Transaction Methodology** – Classroom teaching, case analysis and role plays.

**UNIT V Economics of the Design and Development**

**9 Hours**

Marketing Contribution, Net Contribution, Product Life cycle and its economic implications, Structured response to the changing market realities, Customer feedback and baseline planning, Zero based budgeting, Project execution and crashing.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**TEXT BOOKS**

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1. Karl Ulrich, Steven Eppinger (2015). *Product Design & Development*. Irwin.

**REFERENCES**

2. Baxter, Mike (2018). *Product Design – A practical Guide to New Product Development*. CRC Press.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	1	1	1	1	1	3	1	1
CO2	3	2	1	1	3	1	3	2	2
CO3	2	3	1	2	2	2	2	3	2
CO4	2	3	2	2	3	2	2	3	2
CO5	2	3	2	2	3	2	2	3	2
CO6	2	3	3	2	3	2	2	2	2

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Course Code  
MBASC504

Course Title  
**SERVICE OPERATIONS MANAGEMENT**

L T P C  
3 0 0 3

**Course  
Outcomes**

*On completion of the course, the students will be able to:*

1. Describe the role of service operations in delivering excellent customer experiences and fostering customer loyalty.
2. Explain the importance of customer satisfaction, service level agreements (SLAs), and service performance metrics in service operations.
3. Apply service design principles to create and improve service processes that meet customer needs and expectations.
4. Analyze the performance of service operations using key performance indicators (KPIs) to identify areas for improvement.
5. Evaluate the effectiveness of service operations management strategies in achieving service excellence and customer satisfaction.
6. Design a comprehensive service operations strategy for an organization, considering factors such as service differentiation, resource allocation, and technology integration.

**UNIT I INTRODUCTION**

**7 Hours**

Services – Importance, role in economy, service sector – growth; Nature of Services – Service Classification, Service Package, distinctive characteristics, open systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internal strategies – Environment strategies.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT II SERVICE DESIGN**

**9 Hours**

New Service Development – Design element – Service blueprinting – process structure – generic approaches – value to customer; Retail design strategies – store size – Network configuration; Managing Service Experience – experience economy, key dimensions; Vehicle routing and scheduling.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT III SERVICE QUALITY**

**10 Hours**

Service Quality – Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL – Walk-through Audit; Quality Service by design – Service Recovery – Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front Office-Back Office interface – service decoupling.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT IV SERVICE FACILITY**

**10 Hours**

Servicescapes – behaviour – environment dimensions – framework; Facility Design – nature, objectives, process, process flow diagram, process flow, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, center of gravity, retail outlet location, location set covering problem.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT V MANAGING CAPACITY & DEMAND**

**9 Hours**

Managing demand – strategies; Managing capacity – basic strategies, supply management strategies, operations planning and control; Yield management; Inventory Management in Services – Retail Discounting Model, Newsvendor Model; Managing Waiting Lines – Queuing

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Swami Rama Himalayan University



systems, psychology of waiting; Managing for growth – expansion strategies, franchising, globalization.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**TEXT BOOKS**

- Parker, David W. (2018). *Service Operations Management: The Total Experience*, 2<sup>nd</sup> edition. Edward Elgar
- Brandon-Jones, Alistair; and Slack, Nigel (2018). *Operations and Process Management*. Pearson.

**REFERENCES**

- Ravidran, Ravi A.; Griffin, Paul M; and Prabhu, Vittaldas V (2018). *Service Systems Engineering and Management*. CRC Press.
- Johnston, Robert; Clark, Graham and Shulver, Michael (2012). *Service Operations Management – Improving Service Delivery*. Pearson.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	1	1	1	2	1	3	1	1
CO2	3	2	1	1	3	1	3	2	1
CO3	2	3	1	1	1	1	2	3	1
CO4	2	3	2	2	3	2	2	3	2
CO5	2	3	2	2	3	2	2	3	2
CO6	1	3	3	2	3	2	2	2	3

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Course Code	Course Title	L	T	P	C
MBASC505	TECHNOLOGY, INNOVATION & NEW PRODUCT MANAGEMENT	3	0	0	3

**On completion of the course, the students will be able to:**

- Course Outcomes**
1. Define and explain the key concepts and principles of technology, innovation, and new product management, including the innovation process and stages of new product development.
  2. Explain the importance of market analysis, customer insights, and competitive intelligence in the new product development process.
  3. Apply innovation management techniques to generate and evaluate new product ideas and concepts.
  4. Analyze the factors influencing the success of new product launches and the potential risks associated with technology-based innovation.
  5. Evaluate the success of technology and innovation initiatives in achieving business goals and creating a competitive advantage.
  6. Design a comprehensive technology and innovation strategy for an organization, aligning it with the overall business strategy and objectives.

**UNIT I INTRODUCTION 8 Hours**

Understanding innovation, Levels and types of innovation, Key drivers of innovation, Sources of innovation, and the relationship between innovation and research and technology development. Understanding creativity as a building block to innovation.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT II INNOVATION MANAGEMENT 5 Hours**

Framework for the management of innovation, Public sector services innovation, Diffusion of Innovation Creating Organizational innovative effectiveness

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT III STRATEGIC ASPECTS OF TECHNOLOGY 12 Hours**

Critical factors in managing technology innovations, Critical issues/factors in choice of technology and Processes; Indian context, Technology Portfolio; Open Innovation, New technology transfer- Channels, Modes, levels and various concerns involved; Absorption, Adaption and adoption of Technology, Technology considerations in Lean environment.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT IV R&D AND NEW PRODUCT DEVELOPMENT 12 Hours**

Strategic Role of R&D, New R& D approaches, Strategic evaluation of technology investments. New product development and life cycle management, Understanding Product platform strategy, Commercialization of core competencies, Marketing new products and technologies.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT V PUBLIC POLICY 8 Hours**

Public policy issues; role, rationale and requisites of a National Technology Policy, IPR and licensing issues; Role of WTO in new age technology.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**TEXT BOOKS**

- Trott, Paul (2020). *Innovation Management & New Product Development*. Pearson.
- Brandon-Jones, Alistair; and Slack, Nigel (2018). *Operations and Process Management*. Pearson.

**REFERENCES**

- Ravidran, Ravi A.; Griffin, Paul M; and Prabhu, Vittaldas V (2018). *Service Systems Engineering and Management*. CRC Press.

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- Johnston, Robert; Clark, Graham and Shulver, Michael (2012). *Service Operations Management – Improving Service Delivery*. Pearson.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	1	1	1	1	1	3	1	1
CO2	3	2	1	1	1	1	3	2	1
CO3	2	3	1	1	1	1	2	3	1
CO4	2	3	2	1	2	2	2	3	2
CO5	2	3	2	1	3	2	2	3	2
CO6	1	3	3	2	3	2	2	2	3

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Course Code  
MBASC506

Course Title  
**TOTAL QUALITY MANAGEMENT**

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3 0 0 3

**Course Outcomes**

**On completion of the course, the students will be able to:**

1. Define and explain the key concepts and principles of Total Quality Management (TQM), including its historical development and philosophical underpinnings.
2. Interpret TQM case studies and examples to understand how TQM principles are applied in real-world situations.
3. Apply TQM tools and methodologies, such as Six Sigma, PDCA (Plan-Do-Check-Act), and Kaizen, to analyze and improve business processes.
4. Analyze the impact of TQM practices on key performance indicators (KPIs) and business outcomes.
5. Evaluate the effectiveness of TQM in achieving the organization's strategic goals and competitive advantage.
6. Design a comprehensive TQM strategy for an organization, incorporating quality improvement initiatives, employee training programs, and performance measurement systems.

**UNIT I TOTAL QUALITY MANAGEMENT FOUNDATIONS**

**8 Hours**

History and Importance of Quality; Quality function; Product quality characteristics and service quality characteristics; Quality parameters and specific dimensions of quality; Cost of quality; The total quality management approach; Quality and Competitive Advantage; Comparisons of Quality Philosophies; Quality Management Awards and Frameworks, Juran's quality trilogy; Deming's 14 principles, PDCA cycle; Total quality management: approaches, models, steps.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT II QUALITY PLANNING**

**10 Hours**

Six Sigma Concept; Planning for quality, Flowcharting, Detailed flow process charts and flow diagrams, Planning for just-in-time (JIT) management, System design and contents, System documentation, implementation and assessment.: phases, philosophy, approaches, process variation, process capability index, DPMO; design for six sigma; lean six sigma.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT III TQM TOOLS AND THE IMPROVEMENT CYCLE**

**12 Hours**

Measurement of quality, Quality function deployment (QFD): Tools for Concept Development, Tools for Design Development, Design Optimization, Design Verification. Tools and techniques for quality improvement, Statistical process control, Acceptance Sampling Techniques; Basic tools of quality; Kaizen; Total Productive Maintenance (TPM); Poka-Yoke; quality circle; Quality improvement techniques in service industries, Specific techniques for design, reliability, maintenance and process improvement.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT IV QUALITY SYSTEMS**

**8 Hours**

ISO Systems, Quality organization and top management, Culture change through teamwork for quality improvement; Implementing teamwork for quality improvement: the DRIVE model; Control of Quality Records; Internal Quality Audits. Quality and Business Process Re-engineering Stages in the development of quality and related activities; Stages in the evolution of a company's improvement capability.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**UNIT V COST OF QUALITY -CONFORMANCE NON-CONFORMANCE TO QUALITY STANDARDS**

**7 Hours**

COPQ - COPQ Framework, Control of non-conforming products, Identifying and classifying non-

conformance, Documenting non-conforming products, Re-inspection of repaired and reworked products, Corrective and preventive action.

**Transaction Methodology** – Classroom teaching, case analysis and role plays

**TEXT BOOKS**

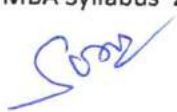
- Evans, James R. (2017), Quality and Performance Excellence-Management, Organization and strategy, 8<sup>th</sup> edition, Cengage Learning-USA
- Besterfield. (2017). *Total Quality Management*, 4<sup>th</sup> edition. Pearson Education – New Delhi.

**REFERENCES**

- Mandal, S.K. (2013). *Total Quality Management*. Vikas Publishing House – New Delhi.
- Charantimath. (2013). *Total Quality Management*, 2<sup>nd</sup> edition. Pearson Education – New Delhi.
- Bedi, Kanishka. (2006). *Quality Management*. Oxford University Press – New Delhi.
- Bhat, S. K. (2012). *Total Quality Management*. Himalaya publishing House – Mumbai.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	1	1	1	1	1	3	1	1
CO2	3	2	1	1	3	1	3	2	1
CO3	2	3	1	1	1	1	2	3	1
CO4	2	3	2	2	3	2	2	3	2
CO5	2	3	2	2	3	2	2	3	2
CO6	1	3	3	2	3	2	2	2	3







Course Code  
MBABA601

Course Title  
DATA SCIENCE IN R

L T P C  
3 0 0 3

**On completion of the course, the students will be able to:**

1. Define and explain the fundamental concepts and principles of data science, including data manipulation, data visualization, and statistical analysis in R.
2. Summarize the steps involved in the data science process, from data cleaning and exploration to data modeling and interpretation.
3. Apply R programming skills to load, clean, and preprocess data for data science tasks.
4. Analyze and interpret the results of data science models and evaluate their accuracy and performance.
5. Evaluate the effectiveness of data science techniques in solving real-world problems and informing decision-making.
6. Design a comprehensive data science project, including problem formulation, data collection, analysis, and actionable recommendations.

**UNIT I INTRODUCTION TO THE R LANGUAGE**

**9 Hours**

R, S, and S-plus - Obtaining and managing R - Objects - types of objects, classes, creating and accessing objects - Arithmetic and matrix operations - Introduction to functions.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT II WORKING WITH R**

**9 Hours**

Reading and writing data - R libraries - Functions and R programming - the if statement - looping: for, repeat, while - writing functions -function arguments and options.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT III GRAPHICS**

**9 Hours**

Basic plotting - Manipulating the plotting window - Advanced plotting using lattice library - Saving plots.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT IV STANDARD STATISTICAL MODELS IN R**

**9 Hours**

Model formulae and model options - Output and extraction from fitted models – Models considered: Linear regression: lm() , Logistic regression: glm() , Linear mixed models: lme().

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT V ADVANCED R**

**9 Hours**

Data management (importing, sub-setting, merging, new variables, missing data etc.) Plotting– Loops and functions-Migration SAS to R– Plotting and Graphics in R – Writing R functions, optimizing R code– Bio-conductor, analysis of gene expression and genomics data. More on linear models – Multivariate analysis, Cluster analysis, dimension reduction methods (PCA).

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**TEXT BOOKS**

- Stowell, Sarah (2018). *Using R for Statistics*. Apress.
- Kabakoff, Robert I (2015). *R in Action – Data Analysis & Graphics in R*. Manning Shelter Island

**REFERENCES**

- Verzani, John (2015). *Using R for Introductory Statistics*. CRC Press – Taylor & Franklin.
- Zumel, Nina and Mount, John (2014). *Practical Data Science in R*. Manning
- Matloff, Norman (2011). *The Art of R Programming*. No Starch Press.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	2	3	2				2	1
CO5	1	3		2	3	3		3	2
CO6		1	3	2	3	3		3	3

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Course Code  
MBABA602

Course Title  
**FINANCIAL ANALYTICS**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Define and explain the fundamental concepts and principles of financial analytics, including financial data analysis, financial modeling, and key financial metrics.
2. Interpret financial analytics reports and use data-driven insights to inform financial strategies and decision-making.
3. Apply data analysis tools and software to analyze financial data and extract meaningful insights.
4. Analyze financial statements and performance metrics to assess the financial health and profitability of a company.
5. Evaluate the effectiveness of financial analytics in improving financial decision-making and business performance.
6. Design a comprehensive financial analytics project, including problem formulation, data collection, analysis, and actionable recommendations.

**UNIT I INTRODUCTION TO FINANCIAL ANALYTICS**

**4 Hours**

Introduction of Software @ Risk and EViews, Introduction to financial data Analysis Using EViews and @Risk, Simulation, Decision making, Uncertainty.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT II TECHNIQUES OF FINANCIAL DATA ANALYSIS AND FORECASTING**

**15 Hours**

Types of Data, Cross-section Data, Panel Data, Time series analysis, Exponential Smoothing, Classical Linear Regression Model. ACF, PACF, correlogram, Stationary and Non-stationary Time series, Test of Stationarity, Auto Regressive, Moving Average, ARMA models of Stationary Time Series, ARIMA (p, d, q) models for analysis and forecasting of financial data, Diagnostic checking, Q and LB Statistic, Box Jenkins Methodology for ARIMA models. Practical Applications using financial data, Evaluation of Forecasts, Root Mean Square Error, Thiel Statistics.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT III MULTIPLE REGRESSION MODELS FOR FINANCIAL DATA**

**10 Hours**

Multiple Regression models for financial data, Cointegration, Vector Auto regression, Vector Error Correction Model, Logit and Probit models, Modelling asset return volatility, ARCH, GARCH and EGARCH models for estimating asset price volatility and volatility forecasting. (Using MS-Excel, @Risk and EViews).

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT IV EQUITY RESEARCH AND PORTFOLIO MODELS**

**8 Hours**

Measuring systematic and non-systematic risk of assets using regression and Simulation, spread sheet models for the construction of a portfolio of equity, Portfolio performance, Equity and Bond Valuation. Valuation using Black-Sholes- Merton option pricing model.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT V FINANCIAL RISK MODELS**

**8 Hours**

Spread sheets for Measuring Market risk, Value at Risk (VaR), Calculation of Market risk using Historical and Monte-Carlo simulation, Stress-testing, Back-testing. Altman Z score model, calculation of the probability of default using equity prices, Discriminant Analysis.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**TEXT BOOKS**

- Bennett, Mark J.; Hugen, Dirk L. (2016). *Financial Analytics with R. Building a Laptop Laboratory for Data Scienc.* Cambridge.

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## REFERENCES

- Pignataro, Paul (2015). *Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity*. Wiley.
- Dobelman, John A.; Williams, Edward E (2018). *Quantitative financial analytics: the path to investment profits*. World Scientific.

## COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	2	3	2				2	1
CO5	1	3		2	3	3		3	2
CO6		1	3	2	3	3		3	3

Course Code  
MBABA603

Course Title  
**HUMAN RESOURCE ANALYTICS**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Define and explain the key concepts and principles of human resource analytics, including data collection, HR metrics, and workforce planning.
2. Summarize the steps involved in the human resource analytics process, from data preprocessing and cleaning to data visualization and interpretation.
3. Apply data analysis tools and software to analyze HR data and extract meaningful insights.
4. Analyze the effectiveness of HR programs and initiatives using HR analytics data.
5. Evaluate the effectiveness of HR analytics in improving HR decision-making and organizational performance.
6. Develop a data-driven HR strategy for an organization, incorporating insights from HR analytics to enhance workforce productivity and well-being.

**UNIT I OVERVIEW OF HR ANALYTICS**

**8 Hours**

Overview of HR Process, HR as an expense, the analytics and prediction Strategic Human capital measures, business analysis and rational action. Benefits of Analytics in Improving HR Process, Intersection of people and profits. Technology Used, SWOT Analysis of HR analytics.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT II EMPLOYEE ENGAGEMENT MEASUREMENT PROCESS**

**8 Hours**

Attracting, motivating and retaining people Organization Gap and Alignment Analytics. Process to assess and prioritize organization gaps and identify alignment opportunities. HR Alignment Inventory. Developing performance metrics/Predicting future 'performance' Developing metrics to capture the fallouts of HR Policies.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT III ORGANIZATION WIDE ALIGNMENT AUDIT**

**10 Hours**

Assessing the individual components and the holistic system and the best practices, clarifying organizational practices and gaps, Recruitment Analytics and on Boarding Analytics, Staffing Analytics Performance & Skill Gap Analytics, Compensation & Benefit Analytics, Training & Course Analytics, Promotion and Succession Planning Analytics, Compliance Analytics, Attrition & Retention Analytics, Identification of Key Business Objectives – Conducting HR Practice Audits, Conducting On-Site Visits, Performing Data Triangulation.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT IV APPROACHES TO HR SOLUTIONS**

**10 Hours**

Identifying job responsibilities, tasks, and employee attributes needed on different jobs to assure mission-critical goals. Assessing competencies as a consistent foundation for organization/job design, succession and compensation. HR Dashboards Advanced Data Analytics (Forecasting, Predicting and Segmentation etc.) & Business Insights High End Consulting, KPI Catalogue Creation.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT V PROGRAM EVALUATION AND RETURN ON INVESTMENT ANALYSIS**

**9 Hours**

Applied research for data driven organization change and improvement using sophisticated HR analysis and metrics. Clarifying HR issues and drive focused, systematic organization change. Evaluating critical HR initiatives and/or business objectives. Make program improvements and shifts.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**TEXT BOOKS**

- Huges, Robert Clayton (2018). *Human Capital Systems, Analytics, and Data Mining*. Chapman & Hall.

**REFERENCES**

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- Fitz-enz, Jac (2010). *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments*. AMA.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	2							2	
CO3		3	2						3
CO4		3	1	2					3
CO5		2	1					3	
CO6					3	2			3

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Course Code  
MBABA604

Course Title  
**MACHINE LEARNING WITH PYTHON**

L T P C  
3 0 0 3

Course  
Outcomes

*On completion of the course, the students will be able to:*

1. Define and explain the fundamental concepts of machine learning, including supervised learning, unsupervised learning, and reinforcement learning.
2. Summarize the steps involved in the machine learning process, from data preprocessing and feature engineering to model training and evaluation.
3. Apply Python programming skills to load, manipulate, and analyze data for machine learning tasks.
4. Analyze the impact of different hyper parameters and model configurations on the performance of machine learning models.
5. Evaluate the performance of machine learning models and compare their results using appropriate evaluation metrics.
6. Develop a machine learning solution for a real-world problem, incorporating advanced techniques like deep learning or natural language processing.

**UNIT I PYTHON BASICS**

**5 Hours**

Overview, Python Features, Basic Syntax, Variable Types, Basic Operators, decision making, Loops, Python Data Structures - Lists and Tuples, Sets, Dictionaries, Date & time, Functions, Scope of Variables, Function overloading, Operator overloading, Objects and Classes.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT II WORKING WITH DATA IN PYTHON**

**10 Hours**

Working with Data in Python: Reading files with Open, writing files with Open, loading data with Pandas, working with and saving with Pandas, Array oriented Programming with Numpy, Data cleaning and preparation, Plotting and Visualization, data Aggregation and Group Operations.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT III MACHINE LEARNING AND COGNITIVE INTELLIGENCE**

**10 Hours**

Introduction to Machine Learning- History and Evolution, Machine Learning categories: Supervised, Unsupervised and Reinforcement learning. Framework for building ML Systems-KDD process model, CRISP-DM & SEMMA, Machine learning Python packages, Machine Learning Core Libraries. Introduction to Cognitive Intelligence, Features of Cognitive Intelligence.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT IV SUPERVISED LEARNING**

**10 Hours**

Introduction to classification, Linear Regression, Metrics for evaluating linear model, Multivariate regression, Non-Linear Regression, K-Nearest Neighbour, Decision Trees, Logistic Regression, Support Vector Machines, Model Evaluation, Applications of supervised learning in multiple domains..

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT V UNSUPERVISED LEARNING**

**10 Hours**

Clustering, Hierarchical clustering, Partitioning Clustering- K-mean clustering, Applications of unsupervised learning in multiple domains.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**TEXT BOOKS**

- Chopra, Deepti; Khurana, Roopal (2023). *Introduction to Machine Learning with Python*. Bentham Science Publishers.

**REFERENCES**

- Gallatin, Kyle; Albon, Chris (2023). *Machine Learning with Python Cookbook*, 2<sup>nd</sup> edition. O'Reilly Media, Inc.

### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	2	3	2				2	1
CO5	1	3		2	3	3		3	2
CO6		1	3	2	3	3		3	3

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Course Code  
MBABA605

Course Title  
**MARKETING ANALYTICS**

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3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Define and explain the key concepts and principles of marketing analytics, including data collection, data analysis techniques, and performance metrics.
2. Explain the advantages and limitations of different marketing analytics techniques, such as segmentation, attribution modeling, and A/B testing.
3. Apply data analysis tools and software to analyze marketing data and extract meaningful insights.
4. Analyze consumer behavior data to understand customer preferences, purchase patterns, and brand loyalty.
5. Evaluate the effectiveness of marketing analytics in improving marketing decision-making and return on investment (ROI).
6. Design a comprehensive marketing analytics project, including problem formulation, data collection, analysis, and actionable recommendations.

**UNIT I INTRODUCTION TO MARKETING ANALYTICS**

**5 Hours**

*Introduction:* The Customer Journey, Marketing Data Landscape.

*Summarize Marketing Data (Using Excel and R Programming):* Using Pivot Tables, Summarizing Marketing Data Using Charts, Exploratory Data Analytics

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT II CONSUMER PREFERENCES& FORECASTING**

**10 Hours**

*Consumer/ Customer Preferences Analysis (Using Excel & SPSS):* Factor Analysis, Multidimensional Scaling (MDS), Analysis of Variance (ANOVA) (One-Way, Two-Way), Conjoint analysis, Logistic regression, Cluster analysis.

*Forecasting (Using Excel and R Programming):* Correlation, Simple Regression and Multiple Regression to forecast sales, Modelling Trend and Seasonality, Ratio to Moving Average Method, Winter's Method.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT III PRICING ANALYTICS& RETAIL ANALYTICS**

**10 Hours**

*Pricing Analytics:* Optimizing Pricing, Price Bundling, Non-Linear Pricing and Price Skimming, Revenue Management.

*Retail Analytics:* Market Basket Analysis and Lift, Recency-Frequency-Monetary Method and Associated Applications, Shelf Space Analysis.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT IV ANALYTICS ON ADVERTISING & PROMOTION AND CUSTOMER PROFITABILITY**

**10 Hours**

*Analytics on Advertising and Promotion:* Determining Advertising effectiveness, Media Mix Models.

*Customer Profitability:* Customer Lifetime Value and Strategies, Customer Equity, Customer Acquisition, Retention and Development, Customer satisfaction, Customer Loyalty, Word of mouth.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT V WEB & SOCIAL LISTING ANALYTICS**

**10 Hours**

*Web Analytics:* Introduction to Web analytics, Understanding Google Analytics, Identifying key metrics, Building a web analytics strategy, Evaluating and Improving Performance.

*Social Listening and Analytics:* Social listening, Web Scraping, Text Mining.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**TEXT BOOKS**

- Chapman, C & McDonnell Feit, E (2019). *R for Marketing Research and Analytics*. Springer

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- Winston, Wayne L. (2015). *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*. Wiley.



#### REFERENCES

- Bonacchi, M & Perego, P (2019). *Customer Accounting: Creating Value with Customer Analytics*. Springer
- Viglia, Giampaolo (2014). *Pricing, Online Marketing Behavior, and Analytics*. Palgrave Macmillan.

#### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	2	1	1	2	1	3	1	2
CO2	3	3	3	1	2	2	3		
CO3	3	3	3	2	2	1		2	1
CO4	2	1	2	2	3			2	1
CO5	2	2	2	2	2	2		3	2
CO6	1	3	3	2	2	2		3	3

   
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Course Code  
MBABA606

Course Title  
**PREDICTIVE ANALYTICS**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Define and explain the key concepts and principles of predictive analytics, including data mining, machine learning algorithms, and statistical modeling.
2. Explain the advantages and limitations of different predictive analytics techniques and algorithms.
3. Apply data preparation techniques to clean, transform, and preprocess data for predictive modeling.
4. Analyze the performance of predictive models and evaluate their accuracy, precision, and recall.
5. Evaluate the effectiveness of predictive analytics in predicting outcomes and informing business strategies.
6. Design a comprehensive predictive analytics project, including problem formulation, data collection, model selection, and validation.

**UNIT I INTRODUCTION**

**6 Hours**

Introduction to Analytics; Analytics in Decision Making; Game changers & Innovators; Predictive Analytics.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT II LINEAR REGRESSION**

**12 Hours**

*Simple Linear Regression:* Introduction to Regression; Model Development; Model Validation; Demo using Excel & SPSS.

*Multiple Linear Regression:* Multiple Linear Regression; Estimation of Regression Parameters; Model Diagnostics; Dummy, Derived & Interaction Variables; Multicollinearity; Model Deployment; Demo using SPSS.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT III LOGISTIC REGRESSION**

**9 Hours**

Discrete choice models; Logistic Regression; MLE Estimation of Parameters; Logistic Model Interpretation; Logistic Model Diagnostics; Logistic Model Deployment; Demo using SPSS.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT IV DECISION TREES AND UNSTRUCTURED DATA ANALYSIS**

**9 Hours**

Introduction to Decision Trees; Chi-Square Automatic Interaction Detectors, CHAID); Classification and Regression Tree (CART); Analysis of Unstructured data; Naive Bayes Classification; Demo using SPSS.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

**UNIT V FORECASTING AND TIME SERIES ANALYSIS**

**9 Hours**

Forecasting; Time Series Analysis; Additive & Multiplicative models; Exponential smoothing techniques; Forecasting Accuracy; Auto-regressive and Moving average models ; Demo using SPSS.

**Transaction Methodology** – Classroom teaching, Hands-on practice exercises.

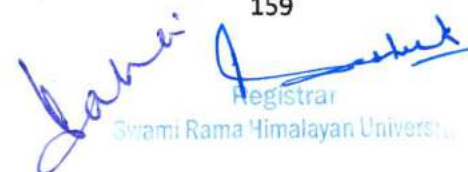
**TEXT BOOKS**

- Calberg, Conard (2017). *Predictive Analytics – Microsoft Excel*. Pearson.
- McCormick, Keith & Salcedo, Jesus (2017). *SPSS Data Analytics for Data Analysis & Visualization*. John Wiley.

**REFERENCES**

- McCarthy, Richard V.; McCarthy, Mary M.; Ceccucci, Wendy & Halawi (2016). *Applying Predictive Analytics*. Springer.
- Siegel, Eric (2016). *Predictive Analysis – The Power to Predict who will Click, Buy, Lie or Die*. Wiley.



  
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### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	2	3	2				2	1
CO5	1	3		2	3		3	3	2
CO6		1	3	2	3	3		3	3

Course Code  
MBASM701

Course Title  
**AIRPORT MANAGEMENT**

L T P C  
3 0 0 3

**Course  
Outcomes**

**On completion of the course, the students will be able to:**

1. Define and explain the key concepts and principles of airport management, including airport operations, infrastructure, and regulations.
2. Explain the principles of airport planning and design to ensure efficient and safe airport operations.
3. Apply safety management systems to identify and mitigate potential risks in airport operations.
4. Analyze the impact of air transport policies and regulations on airport management and operations.
5. Evaluate the effectiveness of airport management strategies in optimizing operational efficiency and passenger flow.
6. Develop a comprehensive master plan for an airport, considering long-term growth projections, infrastructure development, and stakeholder engagement.

**UNIT I INTRODUCTION**

**5 Hours**

Types of airports. Airport terminals and Facilities. Airport charges & certification. Hub & spoke system.

**Transaction Methodology** – Case Study.

**UNIT II BASICS OF AERODYNAMICS**

**10 Hours**

Basics of Aerodynamics & Type of Aircrafts, Basics of Air Navigation, Basics Aviation Meteorology, Air Traffic Management and Communication Navigation & Surveillance, Annex 14-Aerodromes, Radio Telephony Procedures.

**Transaction Methodology** – Case Study.

**UNIT III CHECK IN PROCEDURES**

**10 Hours**

Check-In Procedures-Domestic & General, Baggage handling, Travel Documents – International, Departure Procedure and Boarding, Immigration, and Customs functions

**Transaction Methodology** – Case Study.

**UNIT IV SAFETY MANAGEMENT**

**10 Hours**

Airside Safety Management, Safety on Airport Ramp, International standards and Recommended Practices – Security, International standards and Recommended Practices - Environmental Protection.

**Transaction Methodology** – Case Study.

**UNIT V CARGO OPERATIONS**

**10 Hours**

Cargo Operations, Airport Economics, future challenges and opportunities for airports.

**Transaction Methodology** – Case Study.

**TEXT BOOKS**

- Norman Ashford, Pierre Coutu, John Beasley (2012). *Airport Operations*. McGraw-Hill Education.

**REFERENCES**

- Prather, C. Daniel (2015). *Airport Management*. Cengage
- Edissa Uwayo (2016). *Airline and Airport Operations*. 1<sup>st</sup> edition, Notion Press.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	2	3	2				2	1
CO5	1	3		2	3	3		3	2
CO6		1	3	2	3	3		3	3

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Course Code  
MBASM702

Course Title  
**CIVIL AVIATION MANAGEMENT**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Define and explain the key concepts and principles of civil aviation management, including air transport regulations, safety protocols, and aviation industry structure.
2. Explain the principles of air traffic management and its role in ensuring safe and efficient air travel.
3. Apply aviation safety management principles to develop and implement safety programs and protocols for airlines and airports.
4. Analyze the economic and financial factors affecting the profitability and viability of airlines and aviation businesses.
5. Evaluate the effectiveness of aviation management strategies in optimizing operational efficiency and cost-effectiveness.
6. Develop a comprehensive strategic plan for an aviation company or airport, considering market analysis, competitive positioning, and long-term goals.

**UNIT I AIR TRANSPORTATION**

**7 Hours**

Air Transportation. History of Aviation. Aircraft Manufacturing – Airbus & Boeing.

Transaction Methodology – Case Study.

**UNIT II BASICS OF AERODYNAMICS**

**8 Hours**

Economy & Aviation. Aviation management structure. International Aviation Management.

Transaction Methodology – Case Study.

**UNIT III AVIATION SUPPORTING ORGANISATIONS**

**10 Hours**

Aviation Supporting Organisations – IATA & ACI.

Transaction Methodology – Case Study.

**UNIT IV CIVIL AVIATION REGULATORY FRAMEWORK**

**10 Hours**

The Regulatory Framework in India vis-a-vis the USA and UK.

Transaction Methodology – Case Study.

**UNIT V CHARACTERISTICS OF AIRLINE INDUSTRY**

**10 Hours**

Airside Safety Management, Safety on Airport Ramp, International standards and Recommended Practices – Security, International standards and Recommended Practices - Environmental Protection.

Transaction Methodology – Case Study.

**TEXT BOOKS**


- Singh Ratandeep (2009). *Aviation Management*. Kanishka Publishing House.

**REFERENCES**

- Madaan, Rajat (2014). *Aviators Handbook of Knowledge*. Vayu Education of India.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	2	3	2				2	1
CO5	1	3		2	3	3		3	2
CO6		1	3	2	3	3		3	3









Course Code  
MBASM703

Course Title  
**HEALTHCARE MANAGEMENT**

L T P C  
3 0 0 3

Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Define and explain the key concepts and principles of healthcare management, including healthcare systems, policies, and regulations.
2. Explain the impact of various healthcare management decisions on patient care and organizational performance.
3. Apply management theories and principles to address real-world challenges in healthcare organizations, such as resource allocation and workforce management.
4. Analyze the financial performance and operational efficiency of a healthcare facility using relevant metrics and benchmarks.
5. Evaluate the effectiveness of healthcare management strategies in improving patient satisfaction and healthcare outcomes.
6. Develop a comprehensive strategic plan for a healthcare organization, aligning its mission, vision, and objectives with its operational activities.

**UNIT I HEALTH & DISEASE**

**8 Hours**

Concept, Definitions & Dimensions of Health, Wellbeing, Determinants of health, Evolution of medicine, Public Health, Health indicators, Health service philosophies, Disease & causation, Natural history of disease, Disease control & prevention, Changing patterns of disease. Medical sociology – Introduction Sociological perspective of health, illness and healing. Institutional perspective and Organizational perspective.

**Transaction Methodology** – Classroom teaching and discussions.

**UNIT II PUBLIC & PRIVATE HEALTHCARE SERVICES IN INDIA**

**8 Hours**

Evolution of public health systems in India (ancient, colonial & post-independence), Health Planning in India (Committees, Planning commission, Five year plans, National Health Policies), Public health systems in India (Center, State, District & Village level), Rural development, Corporate philosophy, Evolution and organisation of private health systems in India and Current trends in private health care in India.

**Transaction Methodology** – Classroom discussions and case discussions.

**UNIT III WORLD HEALTH ORGANISATION**

**8 Hours**

Objective, functions, UNICEF- objective and functions. Different Model of Healthcare – The Beveridge Model, The Bismarck Model, The National Health Insurance Model, The Out-of-Pocket Model. Brief Introduction of Health System of different countries: USA, UK, Canada, Australia, Sweden, and Germany.

**Transaction Methodology** – Classroom teaching and discussions.

**UNIT IV POPULATION HEALTH**

**12 Hours**

Introduction to population studies, Issues of Indian society & culture, Nuptiality & Fertility, Reproductive health, Population and Development (policies, programs & evaluation), introduction to epidemiology (concept, terms, aims & uses), definition of epidemic, endemic, pandemic, sporadic. Prevalence and Incidence. Epidemiological methods- basic idea of Cohort study, Case Control study and RCT. Epidemiology of communicable diseases (TB, STDs, Diarrhea & HIV/AIDS) and Epidemiology of Non communicable diseases (CHD, Cancer, Diabetes, Hypertension & Obesity).

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**UNIT V CONTEMPORARY ISSUES IN HEALTH SERVICES MANAGEMENT**

**9 Hours**

National Health Policy; Reproductive, Maternal, Newborn, Child, and Adolescent Health (RMNCH+A); National Vector Borne Disease Control Programme (NVBDCP)

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

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**TEXT BOOKS**

- Dunn, Rose T. (2020). *Healthcare Management*, Health Administration Press.

**REFERENCES**

- Carr, Michelle; & Beck, Matthias. (2022). *Healthcare Management: Control A Research Overview*, Routledge.

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	2	3	2				2	1
CO5	1	3		2	3	3		3	2
CO6		1	3	2	3	3		3	3



Course Code  
MBASM704

Course Title  
**HOSPITALITY OPERATIONS & MANAGEMENT**

L T P C  
3 0 0 3

Course  
Outcomes

*On completion of the course, the students will be able to:*

1. Define and explain the key concepts and components of hospitality operations, including lodging, food and beverage, and event management.
2. Explain how hospitality businesses adapt their operations to meet the diverse needs of different customer segments.
3. Apply revenue management techniques to optimize room rates and table reservations in a hotel or restaurant setting.
4. Analyze the financial statements and performance indicators of a hospitality establishment to evaluate its operational efficiency and profitability.
5. Critically assess the effectiveness of hospitality management strategies in delivering exceptional guest experiences and fostering customer loyalty.
6. Create an innovative hospitality service or experience, considering its feasibility, target market, and potential impact on customer satisfaction.

**UNIT I INTRODUCTION TO HOSPITALITY SERVICES**

**8 Hours**

Emergence, Definition, Star Hotels – requirements & procedures for application. Feasibility determination, classification of hotels, HRACC.

**Transaction Methodology** – Classroom teaching and discussions.

**UNIT II HOSPITALITY MANPOWER MANAGEMENT**

**8 Hours**

Sources of Manpower for hotel & catering industry, wages and tips, duty hours of workers.

**Transaction Methodology** – Classroom discussions and case discussions.

**UNIT III ACCOUNTING FOR HOTELS**

**9 Hours**

Accounting for Hotels: Visitors tabular ledger, Sales records of revenue producing departments, control of cash.

**Transaction Methodology** – Classroom teaching and discussions.

**UNIT IV ORGANISATION OF FRONT OFFICE**

**10 Hours**

Organisation of Front office in small, Medium & Large hotels, Relation with other departments. Duties & responsibilities. Role of Housekeeping Dept., duties & responsibility.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**UNIT V ORGANISATION OF FOOD & BEVERAGE DEPARTMENT**

**10 Hours**

Organisation of Food & Beverage Dept. of hotel, Food service, Duties and responsibilities of restaurant staff, Beverage Service, spirit, wine, beer, Laws & Acts governing Hotel & Catering business, prevention of food poisoning, Rules for licensing food articles.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**TEXT BOOKS**

- Walker, John R; Walker, Josielyn T (2014). *Introduction to Hospitality Management*. Pearson Education Limited.

**REFERENCES**

- Dave, Roberts (2022). *Hotel Revenue Management: The Post-Pandemic Evolution to Revenue Strategy*. BEP.
- Szende, Peter; Dalton, Alee, N.; Yoo, M. (2021). *Opewrations Management in the Hospitality Industry*. Emerald.

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### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	2	3	2				2	1
CO5	1	3		2	3	3		3	2
CO6		1	3	2	3	3		3	3

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Course Code  
MBASM705

Course Title  
**MANAGEMENT OF NGOS**

L T P C  
3 0 0 3

**On completion of the course, the students will be able to:**

- Course Outcomes**
1. Define and explain the concept, history, and purpose of NGOs (Non-Governmental Organizations).
  2. Summarize the challenges and opportunities faced by NGOs in different socio-economic and cultural contexts.
  3. Apply project management techniques to plan and execute NGO initiatives effectively.
  4. Analyze the stakeholders involved in NGO management and assess their interests and influence.
  5. Critically evaluate the strengths and weaknesses of NGO governance structures and propose improvements.
  6. Develop a comprehensive strategic plan for an NGO, aligning its mission, vision, and objectives with its operational activities.

**UNIT I INTRODUCTION OF NGO MANAGEMENT**

**8 Hours**

Concept, Functions and Establishment of NGO. Legal Procedure of Establishment of NGOs. Overview of Societies Registrations Act, India's Companies Act. Charitable Endowment Act and FCRA Memorandum of Association and Bye Laws. Tax Relief Under Various Acts.

**Transaction Methodology** – Classroom teaching and discussions.

**UNIT II RESULT BASED MANAGEMENT AND PROJECT CYCLE MANAGEMENT**

**8 Hours**

Designing and Planning a Project, Project Monitoring and Evaluation, Fundraising and Grant Proposals, Principles of Good Communication and Successful Negotiations.

**Transaction Methodology** – Classroom discussions and case discussions.

**UNIT III LEADERSHIP AND HR DEVELOPMENT**

**12 Hours**

Building and Leading a Team, Conflict Resolution, Human Resource Policy, Staffing and Salaries, Staff Development.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**UNIT IV NGO GOVERNANCE**

**8 Hours**

Governance Concepts, Challenges, Perspectives and Ethical Concern, Impact of Different Governance Structures Good Governance: Code and Accountability.

**Transaction Methodology** – Classroom discussions, and Project Work.

**UNIT V COORDINATING AGENCIES, FUNDING AGENCIES AND SCHEMES**

**9 Hours**

NABARD and Human Rights, Commission Schemes for NGOs under the Government of India.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**TEXT BOOKS**

- Kumar, R; Goel, S.L. (2005). *Administration and Management of NGOs: Text and Case Studies*. Deep & Deep Publications.

**REFERENCES**

- Lewis, David (2014). *Non-governmental Organizations: Management and Development*. Routledge.
- Snehlata, Chandra (2003). *Guidelines for NGOs Management in India*. Kanishka Publishers.



### COURSE ATTAINMENT MATRIX

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	2	3	2				2	1
CO5	1	3		2	3	3		3	2
CO6		1	3	2	3	3		3	3

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Course Code  
MBASM706

Course Title  
**TOURISM MARKETING**

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Course  
Outcomes

**On completion of the course, the students will be able to:**

1. Define and explain the fundamental concepts and principles of tourism marketing.
2. Summarize the various marketing strategies and tactics used in the tourism industry.
3. Apply tourism marketing techniques to create a marketing plan for a specific tourist destination or travel-related business.
4. Examine the effectiveness of different promotional strategies used in tourism marketing campaigns.
5. Critically evaluate the success of a tourism marketing campaign using relevant metrics and benchmarks.
6. Create a new and innovative tourism product or experience and devise a marketing plan to launch it successfully.

**UNIT I TOURISM MARKETING**

**12 Hours**

Understanding the concept of tourism marketing; Key stakeholders in tourism marketing; Conducting market research for tourism products; Identifying and analyzing target markets; Market segmentation and its relevance in tourism; Consumer behavior and decision-making process in tourism.

**Transaction Methodology** – Classroom teaching and discussions.

**UNIT II TOURISM SUPPORT SERVICES**

**8 Hours**

The role of support services in the tourism industry; Transportation services for tourists; Accommodation options and their marketing; Tourist information centers and their significance; Tourist safety and security considerations

**Transaction Methodology** – Classroom discussions and case discussions.

**UNIT III TOUR PACKAGING**

**8 Hours**

Creating attractive tour packages for different target markets; Inclusive vs. exclusive tour packages; Promotional strategies for tour packages; Collaborating with various stakeholders in package development; Analyzing the effectiveness of tour packages.

**Transaction Methodology** – Classroom teaching and discussions.

**UNIT IV TOURIST EXPECTATION & EXPERIENCE**

**9 Hours**

Understanding tourist expectations and motivations; Pre-trip communication and managing expectations; The role of personalization in meeting tourist expectations; Service quality and its impact on the tourist experience; Handling unexpected situations and complaints.

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**UNIT V TOURIST SATISFACTION**

**8 Hours**

Importance of measuring tourist satisfaction; Post-trip feedback and its significance; Addressing customer complaints and improving services; Customer loyalty and repeat business; Turning satisfied customers into brand advocates

**Transaction Methodology** – Classroom discussions, role plays and case analysis.

**TEXT BOOKS**

- Ray, Nilanjan; Das, Dlip Kumar; Kumar, Raj (2017). *Tourism Marketing – A Strategic Approach*. CRC Press.

**REFERENCES**

- Camilleri, Mark Anthony (2017). *Tourism Planning & Destination Marketing*. Emerald Publishing
- Holloway, J Christopher (2004). *Marketing for Tourism*, Prentice Hall.

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**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	2	3	2				2	1
CO5	1	3		2	3	3		3	2
CO6		1	3	2	3	3		3	3

*CSM*

*Arnel*

*Kaha*

Course Code  
MBAOC801

Course Title  
**CONTEMPORARY ISSUES IN BUSINESS & MANAGEMENT**

L T P C  
3 0 0 3

**Course Outcomes**

*On completion of the course, the students will be able to:*

1. Define and explain various contemporary issues affecting businesses and management in today's global economy.
2. Summarize the implications of different contemporary issues on business operations and strategies.
3. Apply relevant management theories and frameworks to analyze real-world contemporary business cases.
4. Analyze the cause-and-effect relationships between contemporary issues and their impact on organizational performance.
5. Critically evaluate the ethical implications of certain solutions to modern business problems.
6. Develop innovative solutions to tackle complex and interrelated contemporary issues in management.

*The course content will be decided by the program committee according to current trends, student employability potential.*

**COURSE ATTAINMENT MATRIX**

Course Outcomes	Program Outcomes						Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3						3		
CO2	3	1					3		
CO3	2	3	2	2	2			2	1
CO4	1	3	3	1	2			2	1
CO5	1	3	1	2	3	2		3	2
CO6		1	3	2	3	3		3	3

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**SWAMI RAMA HIMALAYAN UNIVERSITY**  
**HIMALAYAN SCHOOL OF MANAGEMENT STUDIES**  
 Swami Ram Nagar, Jolly Grant, Doiwala, Dehradun



**INTERNAL ASSESSMENT**

#	Assessment	CO Covered	Duration	MM	Assessment Pattern
1.	Sessional I	CO1 - Recall CO2 - Understand CO3 - Apply	Time duration of sessional I is 1½ Hours	50	Question paper format (50 Marks, 1½ Hours) 1. CO-1 Recall [Fill in the blanks, True or False, Match the following, List] (2*5=10 Marks) 2. CO-1 Recall [Choose, Define, Recognize] (5*2=10 marks) 3. CO-2 Understand [Describe, Explain] (5*2=10 marks) 4. CO-2 Understand [Enumerate, Illustrate] (10 marks) 5. CO-3 Apply [Apply, Solve, Use] (10 marks)
2.	Sessional II	CO3 - Apply CO4 - Analyze CO5 - Evaluate	Time duration of sessional II is 1½ Hours	50	Question paper format (50 Marks, 1½ Hours) 1. CO-3 Apply [Apply, Solve, Use] (10 marks) 2. CO-4 Analyze [Analyze, Compare, Evaluate] (10 marks) 3. CO-4 Analyze [Analyze, Compare, Evaluate] (10 marks) 4. CO-5 Evaluate [Assess, Critique, Evaluate] (10 marks) 5. CO-5 Evaluate [Assess, Critique, Evaluate] (10 marks)
3.	Day to Day Assessment I	CO1 - Recall CO2 - Understand CO3 - Apply	The assessment may be taken during the first or second teaching slot.	50	Assessment to include <u>any one</u> of the following • Quiz • Essay/ Long Answer Questions • Field Work • Article Analysis
4.	Day to Day Assessment II	CO4 - Analyze CO5 - Evaluate CO6 - Create	The assessment is to be taken during the third teaching slot.	50	Assessment to include <u>any one</u> of the following • Case Analysis • Presentation • Projects • Role-plays

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Swami Rama Himalayan University

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S R H U Enrolment Number D D Registration Number

END SEMESTER EXAMINATION, Month, Year

PROGRAM (Semester)

TIME 3 Hours

MM 100

NOTE- Read all the Instructions carefully.

1. This question paper consists of four sections, each focusing on different cognitive objectives (COs).
2. Read the instructions carefully for each section before attempting the questions.
3. Attempt all the questions in the specified sections. Marks for each section are indicated in parentheses.
4. Ensure that you provide clear and concise answers.

1. VERY SHORT ANSWER QUESTIONS – Attempt All. (2\*10 = 20 Marks)

- a. } CO 1 – Remembering [Define, Recall]
- b. }
- c. }
- d. }
- e. }
- f. }
- g. } CO 2 – Understanding [Discuss, Explain]
- h. }
- i. }
- j. }

2. SHORT ANSWER QUESTIONS – Attempt any Five. (4\*5 = 20 Marks)

- a. } CO 3 – Applying [Apply, Solve]
- b. }
- c. }
- d. }
- e. } CO 4 – Analysing [Analyze, Examine]
- f. }
- g. }

3. STRUCTURED QUESTIONS – Attempt any Three. (3\*10 = 30 Marks)

- a. } CO 4 – Analysing [Analyze, Examine]
- b. }
- c. } CO 5 – Evaluating [Evaluate, Critique]
- d. }

4. Case Analysis/ Situation Based QUESTIONS – Attempt any Two. (2\*15 = 30 Marks)

- a. } CO 5 – Evaluating [Evaluate, Critique]
- b. } CO 6 – Creating [Create, Design, Develop, Formulate, Write]
- c. }

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