

Brownfield MBA Program R24

As per the suggestions given by Industry Representatives in the Board of Studies to make the program more industry ready, the MBA Program being offered by AUSoM has been refined.

Since most of our students who apply do not have industry experience and would join the industry at the entry level roles, a few courses have been modified which will help students succeed in their roles. An additional term has been devoted to provide more industry experience in terms of customer facing skills to the students.

Courses have been rationalised to make the program focused and compact. Some new Managerial Competencies courses have been added to augment the curriculum in view of new developments in AI/ML. An additional course in Financial Literacy has been added to help students manage their personal finances more effectively.

MBA Program Structure (Fig. 1)

Term	Classroom	Project/Apprenticeship/ In-house project
Term 1	Full term – in class	Short-term assignments
Term 2	Full term – in class	Short-term assignments
Term 3	Managerial Competencies for 2-4 weeks, delivered in workshop mode mostly	8-10 weeks – external organisations, in-house project
Term 4	Full term – in class	Short-term assignments
Term 5	Full term – in class	Short-term assignments
Term 6	Managerial Competencies for 2-4 weeks, delivered in workshop mode mostly	8-10 weeks – external organisations, in-house project

Concentrations

Concentrations allow for students to gain depth in a functional area such as Marketing, Finance, Human Resources or Operations Management.

The Program also offers Open Electives which allow the student to take up courses from other functional areas if they so wish. If they want to focus only on one functional area, they can opt for either depth in courses they have done under Discipline Specific Elective (DSE) or increase breadth taking courses in the same functional area.

Concentration streams (Fig. 2)

Term	Electives	Concentrations			
		Marketing	Finance	Human Resources	Operations Management
4	DSE 1	Consumer Behaviour	Business Valuation & Analysis	Talent Management	Materials Management
4	DSE 2	Services Marketing	Investment Management	Performance Management	Supply Chain Principles
	E1	Selling Skills	Corporate Taxation	Leadership	Designing of Services
5	DSE 3	Digital & Social Media Marketing	Derivatives & Risk Management	Learning & Development	Quality Management
5	DSE 4	Industrial Marketing	Trading Strategies for Emerging Markets	Organizational Design & Change Management	Purchase & Vendor Management
5	DSE 5	Advertising & Integrated Marketing Communication	Financial Analytics	Compensation Management	Supply Chain Analytics
5	E2	Retail Management	Digital Finance	Competency Management	Stores & Warehouse Management
5	E3	Marketing Analytics	Fixed Income Securities	Fundamentals of Labour & Workplace Laws in India	Supply Chain Management

**ANURAG UNIVERSITY
SCHOOL OF MANAGEMENT**

MBA – Master of Business Administration

R24 SYLLABUS STRUCTURE

I Term

[7T + 1P]

S. No	Code	Category	Course	Hours per week			Credits
				L	T	P	
1		Core	Statistics for Business Management	3	0	0	3
2		Core	Financial Accounting and Analysis	3	0	0	3
3		Core	Marketing Management	3	0	0	3
4		Core	Introduction to Organizations	3	0	0	3
5		Core	Microeconomics	3	0	0	3
6		SEC	Essentials of Excel Lab	0	0	2	1
Managerial Competency							
7		AECC	CommFluence-Communication Workshop	2	0	0	2
8		SEC	Financial Literacy – I	2	0	0	2
TOTAL				19	0	2	20

II Term

[8T]

S. No	Code	Category	Course	Hours per week			Credits
				L	T	P	
1		Core	Business Research	3	0	0	3
2		Core	Human Resource Management	3	0	0	3
3		Core	Legal Aspects of Business	3	0	0	3
4		Core	Operations Management	3	0	0	3
5		Core	Financial Management	3	0	0	3
6	A212004	AECC	Business Communication	3	0	0	3
Managerial Competency							
7	A222023	SEC	AI and Technology in Business	1	0	0	1
8		SEC	Workplace Skills	1	0	0	1
TOTAL				20	0	0	20

III Term**[2T+1 Project]**

S No	Code	Category	Course	Hours per week			Credits
				L	T	P	
1		Project /Internship	Internship/ Project	0	0	12	6
Managerial Competency							
1		SEC	Digital Business Models	2	0	0	2
2		SEC	Data Visualization Using BI	2	0	0	2
TOTAL				4	0	12	10

MBA II YEAR COURSE STRUCTURE**IV Term****[7T]**

S No	Code	Category	Course	Hours per week			Credits
				L	T	P	
1		Core	Operations Research	3	0	0	3
2		Core	Business Analytics	3	0	0	3
3		DSE -I	Business Valuation and Analysis (F)	3	0	0	3
	Talent Management (HR)						
	Consumer Behaviour (M)						
	Materials Management (OM)						
4		DSE-II	Investment Management (F)				
	Performance Management						
	HR) Services Marketing (M)		3	0	0	3	
	Supply Chain Principles (OM)						
5		Elective - I	Leadership (H)				
	Selling Skills (M)						
	Corporate Taxation (F)		3	0	0	3	
	Designing of Services (OM)						
6		Elective - II	Digital Finance (F)	3	0	0	3
	Competency Management (HR)						
	Retail Management (M)						
	Stores and Warehouse Management (OM)						
Managerial Competency							
7		SEC	Approaches To Thinking & Systems Thinking	1	0	0	1
TOTAL				19	0	0	19

S No	Course Code	Category	Course	Hours per week			Credits
				L	T	P	
		Core	Strategic Management	3	0	0	3
1		Core	Cost Analysis for Decision Making	3	0	0	3
2.		DSE-III	Derivatives and Risk Management (F) Learning & Development (HR) Digital And Social Media Marketing (M) Quality Management (OM)	3	0	0	3
3		DSE-IV	Trading Strategies for Emerging Markets (F) Organization Development and Change Management (HR) Industrial Marketing (M) Purchase and Vendor Management (OM)	3	0	0	3
4		DSEV	Financial Analytics (F) Compensation Management (HR) Advertising & Integrated Marketing Communication (M) Supply Chain Analytics (OM)	3	0	0	3
5		Elective - III	Fixed Income Securities (F) Fundamentals of Labour and Workplace Laws in India (HR) Marketing Analytics (M) Supply Chain Management (OM)	3	0	0	3
			Managerial Competency				
6		SEC	Personal Effectiveness and Grooming	1	0	0	1
Total				19	0	0	19

VI Term**2T+1 Project]**

No	Code	Category	Course	Hours per week			Credits
				L	T	P	
1		Project/ Internship	Major Project	0	0	24	12
Managerial Competency							
2	A222023	SEC	Financial Literacy – II	1	0	0	1
3	A232023	SEC	Project Management	1	0	0	1
TOTAL				2	0	24	14

Statistics for Business Management

MBA I Year I Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The course enables students to apply various statistical techniques such as descriptive statistics, regression analysis, time series and multivariate analysis for business decision making.

Course Outcomes

At the end of this course, students will be able to:

- Demonstrate skills of collection & presentation of data
- Apply relevant techniques of dispersion to solve problems
- Apply Correlation & Regression Analysis in business scenarios
- Apply relevant techniques for solving small sample problems
- Apply Multivariate analysis for analysing patterns of data.

UNIT I

Sampling Techniques and Data Collection: Sampling theory, Sampling methods, Primary data and secondary data collection techniques, Questionnaire design. Tabulation of data and general rules of tabulation, Diagrammatic and graphical presentation of data

UNIT II

Descriptive Measures: Measures of central tendency, Measures of dispersion, Measures of skewness and Kurtosis and interpretation (with business applications).

UNIT III

Regression Analysis: Correlation, Types of correlation and properties of correlation, Regression analysis and properties of regression coefficients. Method of least squares (with business applications)

UNIT IV

Statistical Inference: Introduction to Null Hypothesis vs. Alternative hypothesis, Tests of hypothesis, Procedure for testing of hypothesis, Tests of significance for small samples, Applications of t-test, Chi-square test, Association of attributes (with business applications).

UNIT V

Time Series and Multivariate Analysis: Introduction and utility of Time series. Introduction to multivariate data analysis, Factor analysis, Cluster analysis, Conjoint analysis and multiple discriminant analysis (with business applications).

Text Books

1. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 12/e, Tata McGraw Hill Education, 2018.
2. Joseph. F. Hair, Babin, Anderson, Black, Multivariate Data Analysis, Cengage Learning India Pvt Ltd, 8/e, 2018.

Reference Books

1. Bajpai, Business Statistics, Pearson, 2009.
2. Richard Levin & David S Rubin, Statistics for Management, Pearson, 7/e, 2008.

Financial Accounting and Analysis

MBA I Year I Trimester				School of Management				
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The course aims to introduce the student to financial accounting concepts, to prepare financial statements, and computing ratios to assess the financial performance of an organization.

Course Outcomes

At the end of this course, students will be able to:

- Demonstrate application of the basic principles of accounting to aid in the preparation of final accounts.
- Prepare income statement to understand an organization's financial performance.
- Construct Balance Sheet and interpret the financial statements to analyse the financial position of the company.
- Prepare the common size statements & compute ratios to analyse the financial performance
- Prepare & analyse the cash flow statements, identify the components of earnings management & the Accounting Minefields.

UNIT I

Overview of Financial Statements: Accounting Equation and its components, Basic Accounting Concepts, Money measurement concept, Entity concept, Going Concern concept, Cost Concept, The Dual Aspect concept, The Accounting Period concept, Conservatism concept, Realization concept, Matching concept, Consistency concept, Materiality concept, Accounting Conventions.

UNIT II

Final Accounts: Income Statement, Recognition of expenses and expenditure, Relationship between Balance Sheet and Income Statement, Accrual versus Cash-based accounting.

Introduction to IFRS (International Financial Reporting Standards) and GAAP (Generally Accepted Accounting Principles)

UNIT III

Preparation of financial statements: The Accounting Cycle, Proforma of Income Statement and Balance Sheet, Simple problems in the preparation of final accounts.

UNIT IV

Financial Statement Analysis I: Common-size statement analysis, Comparative statement analysis, Trend Analysis.

Ratio Analysis: Liquidity, Activity, Profitability & Turnover Ratios (Simple Problems).

UNIT V

Financial Statement Analysis II: Cash Flow Statements - Cash from Operations, Financing and Investing activities. Preparation of simple cash flow statements, Understanding Annual Reports, Understanding Earnings Management: Accounting Minefields, Red flags etc.

Text Books

1. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, 7/e, PHI, 2022
2. Ashish K Bhattacharyya, Financial Accounting for Business Managers, 5/e, PHI Publishers, 6/e, 2022

Reference Books

1. M Y Khan & P K Jain, Management Accounting, Text, problems and cases, 8th Edition, September 2021, McgrawHill
2. Shirley Carlon, Rosina McAlpine, Chrisann Lee, Lorena Mitrino, Nagaire Kirk & Lily Wong, Financial Accounting: Reporting, Analysis and Decision Making 6/e, John Wiley & Sons 2019.
3. S N Maheshwari, Suneel K Maheshwari & Sharad K Maheshwari, Financial Accounting, 6/e, Vikas Publishing House, 2018.

Marketing Management

MBA I Year I Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

This course will enable the students to develop an understanding of the role of marketing in a business organization specifically, and in our society at large

Course Outcomes

At the end of this course, students will be able to:

- Differentiate selling and marketing
- Understand consumer buying process
- Classify customers into various segments and compare various product positioning strategies
- Assess the role of marketing mix in marketing strategy.
- Distinguish between various marketing research approaches such as qualitative and quantitative marketing research.

UNIT I

Introduction to Marketing: Needs, Wants, Demand, Types of demand, Value, Scope of marketing, Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing environment, Marketing growth strategies.

UNIT II

Customer Orientation: Consumer insight, Factors influencing consumer behaviour, B2B markets, Nature of buying unit, Institutional markets; Government markets; e-procurement.

UNIT III

Segmentation, Targeting, Positioning (STP): Segmentation, Bases for segmentation of consumer markets and Business markets; Market targeting; Positioning, Product classifications and levels, Brand Equity.

UNIT IV

Marketing Mix: Elements of marketing mix, Product life cycle; New product development, Pricing strategies, Marketing channels–levels, Channels of distribution, Promotion mix.

UNIT V

Marketing Research: Marketing research, Importance and process, Quantitative marketing research, Qualitative marketing research, Applications of marketing research.

Text Book

1. Philip Kotler and Gary Armstrong, Principles of Marketing, Pearson, 19/e, 2023.

Reference Books

1. Lamb, Hair & McDaniel, MindTap for MKTG, Cengage Learning, 12th Ed, 2019
2. Paul Baines, Chris Fill, Kelly Page, Sara Rosengren, Marketing, OUP, 5/e, 2019.
3. Tom J Brown, Tracy A Suter, Gilbert A Churchill; Basic Marketing Research: Customer Insights and Managerial Action; 9th Ed; India Release: 2023

Introduction to Organizations

MBA I Year I Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The course aims to introduce the students to management principles and organization behaviour concepts, to understand the key factors of individual behaviour like perception, attitude & values and personality.

Course Outcomes

At the end of this course, students will be able to:

- Understand the basic concepts and approaches of management
- Compare various models of organizational behaviour
- Identify the role of the perception of individuals in the organization
- Evaluate the need for co-holding various personality styles in an organization
- Examine the impact of attitudes and values in organizational perspective

UNIT I

Introduction to Management: Evolution of management theories, Functions and levels of management, Mintzberg's Managerial roles, Approaches to management - Behavioural approach, Contingency approach, Systems Approach and Contemporary approach. Organization Structures.

UNIT II

Introduction to Organizational Behaviour: Characteristics of organizational behaviour, Contributing disciplines to the field of OB, Significance of OB, Nature and scope of OB, Challenges and opportunities for OB. Organizational behaviour models - Cognitive framework, behaviouristic framework and Social cognitive framework.

UNIT III

Perception and Attribution: Meaning of Perception - Factors influencing perception, Perceptual process, The process of interpreting, Attribution theory, Perception and OB, Perceptual errors, Managing the perception process-Social perception.

UNIT IV

Personality: Personality determinants, Personality traits, The Big Five Model - Major personality attributes influencing OB, Theories of personality, Principles of learning, Attitudes-meaning and formation of attitudes. Values-Types of values, Value system, Motivation

UNIT V

Group Dynamics: Nature and types of groups, Group Development, Teams Vs Groups, Conflict management, Leadership, Organizational culture, Organizational change

Text Books

1. Stephen P. Robbins, Timothy A. Judge, S. Neharika Vohra, T. A. Organizational Behaviour, Pearson Education, New Delhi, 2022.
2. Aswathappa.K Organizational Behaviour, Himalaya Publishing House, New Delhi, 12/e, 2017.

Reference Books

1. Newstrom J, Organizational Behaviour: Human Behaviour at Work, Tata McGraw-Hill, New Delhi, 2015.
2. Steven, Von & Sharma., Organizational Behaviour, Tata McGraw Hill, New Delhi, 2014.

Microeconomics

MBA I Year I Trimester				School of Management				
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The course aims to introduce the student to microeconomic concepts and their impact on business decisions.

Course Outcomes

At the end of this course, students will be able to:

- Explain the scope of microeconomics in an organization
- Examine the concepts of demand and supply elasticity and their influence on organizational decision-making
- Illustrate the impact of production function variables and economies of scale on firm's decisions
- Apply the cost concepts in the short run and long run..
- Compare different market structures and pricing strategies.

UNIT I

Introduction to Microeconomics: Definition, Nature and scope of microeconomics. Difference between micro and macroeconomics. Microeconomics and its relation with other subjects. Microeconomics and decision making in business.

UNIT II

Demand and Supply Analysis: Introduction, Determinants of demand, Law of demand, Exceptions. Elasticity of demand, Importance and types of elasticity of demand. Demand forecasting, Methods and techniques of demand forecasting.

UNIT III

Production Analysis: Production function, Law of variable proportion theory. Isoquant, Iso-cost, Law of returns to scale, Economies of scale.

UNIT IV

Cost Analysis: Cost concepts, Types of cost, Cost output relationship in short run and long run, Break Even analysis and importance.

UNIT V

Market Structure and Pricing Strategies: Introduction to markets, Classification of markets, Features and price determination under - Perfect competition, Monopolistic

markets. Features of Oligopolistic markets. Introduction to pricing, Objectives of pricing, Pricing methods.

Text Books

1. P L Mehta, Microeconomics, Sultan Chand & Sons, 2022.
2. Paul A Samuelson, Microeconomics, Pearson. McGraw Hill, 2021

Reference Books

1. P L Mehta, Managerial Economics Sultan Chand & Sons, 2017.
2. H L Ahuja, Managerial Economics, S. Chand, 2017.

Essentials of Excel Lab

MBA I Year I Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	SEC	L	T	P	C	CIE	TEE	Total
		0	0	2	1	60	40	100

Course Objective

This course aims to develop students' proficiency in Microsoft Excel by introducing key features and functions, enabling them to perform business-related calculations, create dynamic reports and dashboards, and enhance problem-solving and decision-making through data analysis and visualization.

Course Outcomes

At the end of this course, students will be able to:

- Use Excel for basic data entry, formatting, and management tasks.
- Perform data analysis using formulas, functions, and data validation tools.
- Utilize Excel for financial and statistical analysis, including budgeting and forecasting.
- Develop and interpret charts, pivot tables, and dashboards for business reporting.
- Automate repetitive tasks using Excel macros and enhance productivity.

Week 1

- Introduction to Ribbon, Toolbars, and Navigation
- Understanding Number Formats: Number, Text, Date, and Currency

Week 2

- Cell Addressing Techniques: Relative, Absolute, and Mixed Referencing
- Basic Mathematical Functions: SUM, AVERAGE, MIN, MAX, COUNT

Week 3

- Text Functions: CONCATENATE, LEFT, RIGHT, MID, TEXT, LEN, TRIM
- Logical Functions: IF, AND, OR, NOT

Week 4

- Sorting and Filtering Data, Data Validation and Conditional Formatting
- Find and Replace, Paste Special, and Removing Duplicates

Week 5

- Working with Tables: Converting Data Ranges to Tables, Table Referencing
- Named Ranges and Dynamic Ranges

- Date and Time Functions: NOW, TODAY, DATEDIF, YEARFRAC

Week 6

- Lookup Functions: VLOOKUP, HLOOKUP, XLOOKUP
- Advanced Lookup and Reference Functions: INDEX, MATCH

Week 7

- Date and Time Functions: NOW, TODAY, DATEDIF, YEARFRAC
- Advanced Mathematical & Statistical Functions: SUMIFS, COUNTIFS, AVERAGEIFS, RANK, PERCENTILE

Week 8

- What-If Analysis: Goal Seek, Scenario Manager, Data Tables
- Creating Charts: Column, Line, Pie, Bar, Area, Scatter Plots

Week 9

- Pivot Tables and Pivot Charts: Using Slicers and Timelines
- Macros: Recording and Running Macros

Week 10

- Importing and Exporting Data: CSV, Text Files, Data from Web
- Dashboard Creation for Reporting

Textbooks:

1. Walkenbach, J. (2019). Excel 2019 Bible, Wiley.

References:

1. Jones, M. A. (2020). Advanced Excel Techniques: Unlock the Full Potential of Excel, Academic Press.
2. Smith, J. R. (2021). Mastering advanced Excel: Tips and techniques for Excel power users. HarperCollins.

CommFluence – Communication Workshop

MBA I Year I Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	SEC	L	T	P	C	CIE	TEE	Total
		2	0	0	2	100	-	100

Course Objective:

This course aims to enhance oral communication skills through hands-on, interactive workshop sessions. The primary objective is to develop students' ability to communicate effectively in personal, academic, and professional settings

Course Outcomes:

At the end of this course, students will be able to:

- Develop confidence in public speaking and professional communication.
- Organize and deliver structured oral presentations.
- Improve active listening and constructive feedback skills.
- Use non-verbal communication effectively in different contexts.
- Tailor communication styles to different audiences and purposes.
- Engage in effective group discussions and meetings.

Topics:

- Importance of oral communication in personal, academic, and professional settings.
- Fundamentals of active listening and audience awareness.
- Overcoming the fear of public speaking.
- Structuring an oral presentation (introduction, body, conclusion).
- Techniques for engaging the audience.
- Understanding body language, gestures, facial expressions, and eye contact.
- Enhancing communication through non-verbal cues.
- Tone, pitch, and voice modulation.
- Persuasion techniques and influencing others through communication.
- Giving and receiving constructive feedback.
- Reflective practice to improve communication.
- Storytelling as a tool for impactful presentations.
- The role of emotional intelligence in communication.
- Digital and Virtual Communication Skills
- Peer and instructor feedback

Required Readings:

- *The Art of Public Speaking* by Stephen Lucas.
- *Nonverbal Communication in Human Interaction* by Mark Knapp and Judith Hall.

Recommended Resources:

- TED Talks for presentation styles.

- Communication skills exercises and activities from online platforms.

Financial Literacy- I

MBA I Year I Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Sec	L	T	P	C	CIE	TEE	Total
		2	0	0	2	100	-	100

Course objectives

The course aims to help students understand the fundamental concepts of personal finance, including income, expenses, savings, and debt, and develop skills to create and maintain a personal budget. Further, it aims to help students learn different savings options and investment vehicles, retirement planning, and estate planning.

Course outcomes

At the end of this course, students will be able to:

- Understand and apply the concepts of time value of money
- Prepare personal financial budgets
- Understand and assess the suitability of savings products available
- List out and evaluate the various investment avenues available in the securities market
- Identify common financial scams and frauds and suggest measures to protect personal information and finances.

UNIT I

Introduction Financial Literacy: Need for financial literacy, Role of financial education in financial well-being, Importance of financial planning. Inflation, Time Value of Money, Active and Passive Income, Power of Compounding and Rule of 69 & 72, Concept of Rupee Cost Averaging.

UNIT II

Financial Planning and Budgeting: Three pillars of investments, Concepts of risk and return, Budgeting and preparation of budgets, their importance in financial planning.

UNIT III

Savings Related Products: Types of bank accounts: Savings account, Current account, fixed deposits, recurring deposits, Various modes of transfer through banking channels: NEFT, RTGS, IMPS, UPI, Account opening process, and importance of KYC norms. Do's and don'ts while using digital payments, Credit cards, and Debit cards, Role of Reserve Bank of India.

UNIT IV

Investment in Securities Markets: Investment avenues offered by Securities Markets,

assets, and asset classes, Primary Market and Secondary Market

UNIT V

Insurance, Pension schemes & Frauds in Financial markets: Role of Insurance as a risk management tool, Importance of Pension and its role in providing financial security in old age, retirement planning & Key features of retirement planning.

Text Books

1. Taxmann's book on Financial Literacy , AmitKumar Singh, June 2024
2. Money Works- the guide to financial literacy, Abhijeet Kolapkar, sept 2023, Penguin Books
3. Prasanna Chandra; Financial Management Theory and Practice; Tata McGraw Hill, 11/e, 2022
4. I.M. Pandey – Financial Management, Vikas Publications,, 12/e, 2021

Reference Books, Journals, Magazines, Portals, Podcasts & Vlogs

1. The Thoughtful Investor, Maheswari, Basant
2. Psychology of Money
3. Thinking Fast and Thinking Slow – Kahneman, Daniel
4. Money life – YouTube Channel
5. Money life – Portal
6. BM – Equity Desk – YouTube Channel
7. Warren Buffet’s letters to his investors

MBA I Year II Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The course enables the students to understand basic concepts in business research, various types of data collection methods, data analysis, and research report writing.

Course Outcomes

At the end of this course, students will be able to:

- Understand the role of research in organizations
- Apply qualitative research techniques in research
- Apply appropriate research techniques for a given problem
- Implement appropriate statistical tools for research.
- Write research reports

UNIT I

Introduction to Research: Business research, Nature, Purpose of research, Types of research, Research process, Research methodology and research method, Role of business research in managerial decisions, Deduction and induction, Ethics in business research.

UNIT II

Research Process: Problem identification, Preliminary data gathering, Literature survey, Theoretical framework, Sampling, Hypothesis development, Types of research designs: exploratory, descriptive, experimental designs and case study, Measurement of variables, Rating scales, Ranking scales, Reliability and validity, An overview of descriptive statistics and inferential statistics

UNIT III

Collection of Data: Sources of data, Primary sources of data, Secondary sources of data, Data collection methods, Quantitative data collection methods, Observation, Interview, Focus groups discussions

UNIT IV

Statistical Techniques of Data Analysis: Chi-Square test, T test, ANOVA, Factor analysis, Reliability and Correlation (Spearman and Karl Pearson), Conjoint analysis, Cluster analysis, Multivariate data analysis.

UNIT V

Research Report Writing: Research report, Components, Title page, Table of contents, Executive summary, Introductory section, Body of the report, Conclusion of the report, References, Appendix, Guidelines for preparing a good research report oral presentation.

Text Book

1. C R Kothari, Research Methodology: Methods and Techniques, New Age International Publishers, New Delhi, 5th Edition, 2023
2. Uma Sekaran, Research Methods for Business—A Skill Building Approach, John Wiley& Sons (Asia) Pvt. Ltd., Singapore, 7/e, 2017

Reference Book

1. Donald R Cooper and Pamela S Schindler, Business Research Methods, 12/e, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2013

Human Resource Management

MBA I Year II Trimester				School of Management				
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

To provide students with an understanding of Human Resource Management (HRM) and its strategic role in organizations, focusing on key functions such as planning, training, performance appraisal, compensation, etc.

Course Outcomes

At the end of this course, students will be able to:

- Define the core concepts and trends in HRM.
- Describe the HR planning process, including recruitment and selection.
- Define the training and development process and its importance.
- Explain the performance appraisal process and its techniques.
- Illustrate compensation strategies and their impact on employee motivation.

UNIT I

Introduction to HRM: Definition, nature and scope of HRM, Evolution of HRM, Challenges of HRM, HR profession and HR department, Functions of HRM, Trends shaping human resource management.

UNIT II

Human Resource planning: Defining HRP, Need for human resource planning, Factors affecting HRP, Job analysis and Job design, Demand and supply forecasting, Recruitment and selection, Recruitment process, Sources and methods of recruitment, Types of tests and interviews, Steps in selection, Placement and induction process, Succession planning.

UNIT III

Training and Development: Need and importance of training and development, Training need analysis, training methods, Design training program, Types of training interventions, Evaluating the training effort, Management development.

UNIT IV

Performance Appraisal: Meaning and importance of performance appraisal,

Performance appraisal process, Techniques of performance appraisal, Dealing with cognitive bias, Performance management, conducting the appraisal discussion.

UNIT V

Compensation: Meaning of compensation, Methods of compensation, Basic factors in determining the pay rates, Job evaluation, Pricing professional and managerial jobs, Legal and ethical considerations in Compensation.

Text Books

1. Dessler, G., & Varkey, B. (2020). *Human Resource Management* (16th ed.). Pearson
2. Rao, D., & Lepak, M. (2023). *Human Resource Management* (Latest edition). Pearson.

Reference Books

1. Paul Ban Field, Rebecca Kay, Human Resource Management, Oxford, 2019.
2. Wayne, & Caseia. (2023). *Managing Human Resources* (Latest edition). TMH.
3. Gomez-Mejía, L. R., Balkin, D. B., & Cardy, R. L. (2022). *Managing Human Resources* (Latest edition). PHI Learning.

Legal Aspects of Business

MBA I Year II Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The objective of this course is to provide the student with basic legal aspects and various provisions of Acts (local and central) which will impact the decisions of an enterprise

Course Outcomes

At the end of this course, students will be able to:

- Illustrate the elements of a valid contract
- Analyse the basics of partnerships and differentiate between sale and agreement to sell.
- Know the application of various concepts related to special contracts
- Evaluate the procedure of formation of company and appointment of directors.
- Understand the consumer protection mechanism, cyber law.

UNIT I

The Indian Contract Act 1872: Introduction, Essential elements of contract, Agreement, Offer, Acceptance, Consideration, Capacity to contract, Contingent contract, Quasi contract, Performance of contract, Discharge of contract, Remedies to breach of contract.

UNIT II

Partnership Act: Essentials of Partnership: Introduction to partnership, Rights and duties of partner, Types of partners, Dissolution of partnership.

Sale of Goods Act: Sale and agreement to sell, Conditions and warranties, Transfer of property, Finder of Goods, Performance of contract of sale, Rights of an Unpaid Seller

UNIT III

Special Contract: Contract of agency, Essentials of contract of agency, Kinds of agents, Relationship of principal and agent, Duties and rights of an agent, Duties and rights of the principal, Termination of agency, Indemnity and Guarantee: Rights and duties of indemnity, Rights of surety against principal debtor, Creditor & co-surety.

UNIT IV

Companies Act: Formation of a Company, Memorandum, Articles, Prospective shares, Debentures, Directors' appointment, Powers and duties, Meetings, Proceedings, Management, Accounts, Audit, Oppression & mismanagement, Winding Up.

UNIT V

The Consumer Protection and Cyber Law: Rights of Consumers, Consumer Protection Councils, Redressal machinery, District Forum, State Commission, National Commission, Recent amendments, Cyber law in India, Information Technology Act 2000.

Text Books

1. N.D. Kapoor, Business Laws, Sultan Chand & Sons, 7/e, 2018
2. Mc.Kuchhal & Vivek, Business Law, Vikas Publishing House Pvt.Ltd, 5/e, 2017

Reference Books

1. Tejpal Sheth, Business Law, 3/e, Pearson Publications, 2017
2. Michael Flynn, Kirk W. Buffington, Pennington, Legal Aspects of Public Procurement, 2020

Operations Management

MBA I Year II Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The objective of this course is to provide the student with adequate knowledge regarding the different aspects of operations management.

Course Outcomes

At the end of this course, students will be able to:

- Understand operations management process and functions of production planning and control.
- Analyze the capacity planning and facility layout in the organization.
- Examine the Material requirement Planning (MRP-1) and vendor rating techniques.
- Appreciate and differentiate various inventory control systems and inventory classification techniques.
- Apply the quality control techniques for various sectors.

UNIT I

Introduction to Operations Management: Role of Operations Management in total management System, Interface between the operation systems and systems of other functional areas, Process planning and process design, Production Planning and Control-Basic functions of Production Planning and Control- Production cycle.

UNIT II

Capacity Planning: Process selection and facility layout, designing product and process layouts and line balancing, Forecasting and its types, Location and the factors influencing location.

UNIT III

Materials Management: Need and importance of materials management-Materials Requirement Planning, Sources of supply of materials, Selection, evaluation and performance of supplier, Make or Buy decisions.

UNIT IV

Stores Management: Objectives of stores management, Requirements for efficient management of stores, EOQ, Safety stock, Inventory control - Different systems of Inventory control-P-system, Q-system, JIT. Types of inventory costs, Inventory Classification techniques - ABC, VED and FNSD analysis.

UNIT V

Quality Management: Quality Assurance, Inspection and Quality control, Acceptance

sampling, Total quality management and ISO 9000 series standards, Six Sigma.

Text Books

1. K. Ashwathappa, Sreedhar Bhat, Production and Operations Management, HPH, 6e, 2023.
2. R. Panneerselvam, Production and Operation Management 3/e, PHI, 2012.
3. Production and Operations Management 6th Edition, McGraw Hill, 2019

Reference Books

1. Mahadevan. B, —Operations Management, 3/e, Pearson Education, 2015
2. Bozarth, Cecil C. & Handfield, Robert B; Introduction to Operations and Supply Chain Management; Pearson Education; New Delhi, 2015.
3. H. Kaushal, Production / Operations Management, Case Study Solutions, MacMillan, 2011.

Financial Management

MBA I Year II Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The course aims at the student to apply techniques for investment, optimum capital structure, dividend decisions & estimate the working capital requirements for the efficient management of current assets.

Course Outcomes

At the end of this course, students will be able to:

- Appreciate the finance function and the time value of money in their decisions
- Apply various capital budgeting techniques for selecting the feasible projects under risk & uncertainty
- Apply the capital structure theories for an optimal capital structure
- Appraise the dividend decisions and the practices to study the impact on their decisions.
- Estimate working capital requirements and apply the tools to forecast and manage the current assets

UNIT I

Introduction: Nature, Scope and objectives of financial management, Time value of money and mathematics of finance concept of risk and return.

UNIT II

Investment Decision: Capital budgeting process, Methods of capital budgeting: Payback period method, Accounting Rate of Return, Net Present Value, Net Terminal Value, Internal Rate of Return, Profitability Index.

UNIT III

Financing Decision: Cost of capital and financing decision, Estimation of components of cost of capital, Equity capital, retained earnings, Debt and preference capital, Weighted average cost of capital and Marginal cost of capital., Sources of long-term financing,

UNIT IV

Capital Structure: Determinants of capital structure, Capital structure Theories, Operating and financial leverage,

UNIT V

Dividend decision: Relevance and irrelevance of theories of dividend decision, Types of dividend, Walter and Gordon's Model

Working Capital Management: Meaning and nature of working capital, Determination of working capital requirement

Text Books

1. Prasanna Chandra; Financial Management Theory and Practice; Tata McGraw Hill, 11/e, 2022
2. I.M. Pandey – Financial Management, Vikas Publication, 12/e, 2021

Reference Books

1. M.Y. Khan & P.K. Jain – Financial Management, TMH, 8/e, 2018
2. Ashwath Damodaran – Corporate Finance-Theory and Practice – John Wiley & sons, 16/e, 2016.

Business Communication

MBA I Year II Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	SEC	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

To enable the students to understand the techniques to communicate effectively and prepare business reports, business proposals, e-mails, summaries and effective resumes.

Course Objective

At the end of this course, students will be able to:

- Get awareness on characteristics of effective presentations.
- Prepare and deliver presentations effectively.
- Develop team skills and present as a team member
- Develop effective individual and team presentations.
- Write Business proposals, reports, e-mails and summaries effectively.

UNIT I

Introduction and Communication Basics: Just-A-Minute Presentation Workshop, Feedback and Overcoming Glossophobia, Process.

UNIT I

Presentations: Introduction to Presentations, Oral presentation skills, Types of presentations, Planning and preparing, Visual aids, Delivery.

UNIT I

Team Presentations: Team presentations, Benefits and purposes, Planning and preparation, Execution, Towards effective team presentation.

UNIT I

Business Communication: Effective business correspondence, Basic principles, Introduction to reports and proposals, Kinds of reports, Characteristics of business reports, Elements of effective business report writing, Business proposals.

UNIT I

Individual Presentations: Bios and resumes, Resume formats, and Video resumes, E-Mail etiquette.

Text Books:

1. Meenakshi Raman, Prakash Singh, Business Communication, 2/e, Oxford University Press, 2013.

Reference Books:

1. J.P.Parikh, Business Communication: Basic Concepts and Skills, Orient Black Swan,2011
2. David Irwin, Effective Business Communications, Viva-Thorogood, 2013.

AI and Technology in Business

MBA I Year II Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	SEC	L	T	P	C	CIE	TEE	Total
		1	0	0	1	100	-	100

Course Objective:

This course introduces MBA students to the fundamentals of Artificial Intelligence (AI) and its growing influence on business and technology. It covers AI applications, decision-making enhancements, and the ethical challenges of AI adoption

Course Outcomes:

At the end of this course, students will be able to:

- Understand AI fundamentals, including machine learning, natural language processing, and their applications in business.
- Analyze how AI impacts decision-making, strategy, and innovation.
- Develop basic skills in ChatGPT or other LLMs - prompt engineering to optimize AI utilisation for business tasks.
- Understand ethical, social, and managerial implications of AI adoption.
- Introduction to various technologies that are emerging, and other potential impact – challenges and opportunities

Module 1: Introduction to AI and its Business Applications

- Overview of AI: Definitions, history, and key trends.
- AI applications across industries (Marketing, Finance, Operations, HR).

Module 2: AI-Driven Decision Making

- AI in decision-making: Predictive analytics, big data, automation.
- Case studies: AI-driven decision-making in companies (e.g., Amazon, Netflix).

Module 3: ChatGPT Prompt Engineering for Business

- Introduction to ChatGPT and AI language models.
- Prompt engineering techniques: Crafting effective prompts, understanding AI responses.
- Applications of Generative AI and LLMs in business: Customer service automation – Bots, Remote Process Agents, content generation, decision support.

Module 4: AI and Innovation in Business Models

- AI as a driver of new business models.
- AI in product development and personalized customer experiences.
- Emerging AI startups and ecosystems.

Module 5: Ethical, Legal, and Managerial Challenges of AI

- Ethical considerations: Bias, transparency, and accountability.
- Legal issues: Data privacy, AI regulation.
- Managing AI in the workplace: Collaboration between humans and AI, upskilling.

Module 6: Advanced Topics in Prompt Engineering

- Multimodal prompts (image, audio, etc.)
- Adversarial prompt design
- Ethics in prompt engineering

Text Books

1. "Artificial Intelligence: A Guide for Thinking Humans" by Melanie Mitchell.
2. "Prediction Machines" by Ajay Agrawal, Joshua Gans, Avi Goldfarb.
3. "Weapons of Math Destruction" by Cathy O'Neil.

Online Resources

1. Meta AI's Prompt Engineering Guide
2. Stanford Natural Language Processing Group
3. Hugging Face's Transformers documentation

MBA I Year II Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	SEC	L	T	P	C	CIE	TEE	Total
		1	0	0	1	100	-	100

Course Objective:

This course aims to develop skills needed to be successful at the workplace by understanding self and the ways of working with key stakeholders

Course Outcomes:

At the end of this course, students will be able to:

- Manage self-needs and priorities
- Learn about team dynamics and managing conflicts in teams
- Identify strategies to handle unhealthy workplace
- Understand how to handle difficult customers
- Manage their well-being and work-life balance

Unit I:

Managing Self: Building personal identity, creating a portrait of yourself, setting priorities about values, success stories, basic psychological needs, changes in our lives, understanding change.

Unit-II

Managing Teams: Working in teams, effective teams, five stages of team development, team functions and roles, high-performance team, the five dysfunctions of a team, managing conflict, motivation and inspiration, giving and receiving feedback, emotional intelligence, personality, different approaches to solving workplace problems, employee engagement, various generations of workforce

Unit-III

Navigating the Workplace: Qualities and skills required at workplace, ideal workplace, challenging behaviours in the workplace, survival strategies for an unhealthy workplace, managing trust in the workplace, two influential workplace groups, diversity and inclusion, future of work (remote & hybrid working), gig economy.

Unit IV

Managing customers: Internal customers, and external customers, handling difficult customers, negotiation and persuasion, empowering employees to resolve customer issues, effective customer communication

Unit V

Managing Well-being: Managing your time, maintaining work-life balance, managing stress, worry and its impacts, handling difficult situations, using self-talk, positive mindset

References:

1. GE Foundation Workplace Skills Program
2. Soft Skills for Workplace Success. SAGE Publications India Pvt, Limited, 2021.
3. Skills to Pay the Bills: Mastering Soft Skills for Workplace Success, 2022

Internship / Project

MBA I Year III Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Project	L	T	P	C	CIE	TEE	Total
		0	0	12	6	100	-	100

An internship or Project work has to be taken up by the student during the third term, where the student gets the opportunity to explore the industry and learn practical applications of the theory learnt so far. Students have to present two progressive seminars related to the progress of the internship/ project to a faculty panel as per the schedule.

Digital Business Models

MBA I Year III Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Sec	L	T	P	C	CIE	TEE	Total
		2	0	0	2	100	-	100

Course Objective:

To help students to understand the digital economy, e-business and business models and to make them understand digital business models and its tools

Course Outcomes:

At the end of this course, the students will be able to

- Understand the digital economy, e-business and digital business models.
- Use digital business models tools used in the rise of internet mega brands and how companies use the technology of the digital era.
- Understand how companies use digital business models.
- Explore how digitally enabled enterprises can be built from brick and mortar enterprises
- Explore what other services/goods can be digitally transformed
- Study companies which are implementing digital business models

Unit I:

Introduction: Digital economy and key concepts, The movement from ‘e-business’ to digital business models, Key actors and stakeholders in the digital economy.

Unit-I

Digital Business Models: Introduction to digital business models. Digital business models will be used as a tool to explain the rise of internet mega brands and how companies can innovate in the digital era

Unit-III

How Internet companies use digital business models: Concept of the Digital Business Models to analyze how Apple, Google, Facebook, Amazon, and several other internet-era incumbents are using digital business models to create, deliver, capture and defend value.

Unit IV

Developers as the new Decision Makers and Engines of Digital Business Models: Discussion on how and why developers are emerging as the new decision-makers. Discussion on how developers are the engine of a Digital Business Model, and how companies are working with developers to create, deliver, capture, and defend value.

Unit V

Technology developments reshaping Digital Business Models: Discussion on recent technology developments that are significantly reshaping digital business models across various sectors. Key trends and impacts

Textbooks

1. Digital Business Models: Driving Transformation and Innovation, Annabeth Aagaard (Editor), Kindle Edition, Palgrave Macmillan; 2019
2. Digital Business Models: Concepts, Models, and the Alphabet Case Study, Bernd W. Kindle Edition, 1st ed. 2019 Edition

References:

1. Haftor, D.M. (2015). Some Heuristics for Digital Business Model Configuration.
2. DiFenSE 2015 – Digital Business Innovation and the Future Enterprise Information

Data Visualization using BI

MBA I Year III Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Sec	L	T	P	C	CIE	TEE	Total
		2	0	0	2	100	-	100

Course Objective:

This course equips students with the fundamentals of data visualization, focusing on Power BI, and enables them to create clear and impactful visualizations to communicate insights effectively.

Course Outcomes:

At the end of the course, the student should be able to:

- Understand the fundamentals of data visualization and its importance in business decision-making.
- Gain knowledge on the fundamentals of Power BI and creating basic charts.
- Create interactive reports and dashboards with dynamic filters and slicers using Power BI.

Module 1: Introduction to Data Visualization

Introduction to Database Visualization: Definition of data visualization, History of data visualization, need and importance of data visualization in business.

Visualization Design Principles: Data types, chart types, best practices, avoiding common pitfalls.

Data visualization tools and techniques: Tools of data visualization, data visualization techniques, different types of charts and graphs.

Module 2: Introduction and Basic Visualizations of Power BI

Introduction to Power BI: Introduction to Power BI Desktop and its interface, features of Power BI Desktop, Installing and setting up Power BI, Navigating and exploring the Power BI workspace, connecting to different data sources (Excel, CSV, databases)

Creating Basic Visualization with Power BI: Creating common chart types in Power BI (Column charts, Bar charts, line charts, pie charts, doughnut charts, area charts).

Module 3: Advanced Visualizations using Power BI

Advanced visualisations: KPIs, Tables, Matrix, Gauge Charts

Formatting and Customizing Visualizations: Colors, fonts, labels, tooltips, annotations.

Building Interactive Dashboards: Filters, slicers, buttons, bookmarks, navigation.

Textbook:

1. Microsoft. (2018). *Analyzing Data with Power BI and Power Pivot for Excel*. Microsoft Press.

References:

1. Powell, B. (2024). *Mastering Microsoft Power BI: Expert techniques for effective data analytics and business intelligence* (2nd ed.). Packt Publishing.
2. Jones, M., & Adams, P. (2023). *Data visualization with Power BI: A comprehensive guide to modern data analytics*. Pearson.

Operations Research

MBA II Year I Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

To enable students to utilize various techniques in the area of operations research using linear programming, transportation, assignment and game theory models for business decision-making.

Course Outcomes

At the end of this course, students will be able to:

- Understand the concepts of operation research & solve Linear Programming Problem
- Solve simplex & Big -M Problems for business decisions
- Solve Transportation & Assignment Problem Models to Decision Making
- Apply various game theory problems.
- Apply decision analysis techniques for business decisions

UNIT I

Introduction: Nature and scope of Operation Research, Applications of Operations Research in different managerial areas, Linear Programming, Application Areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for Different Areas, Solving LPP by Graphical Method.

UNIT II

Simplex Method: Solution methodology of Simplex algorithm, Artificial variable techniques, Big-M method and Two phase Simplex method, Degeneracy and how to resolve degeneracy(for business decisions).

UNIT III

Transportation and Assignment Models: Definition and Application of the Transportation model, Solution of the transportation problem, The assignment Model, Travelling salesman problem for business decisions.

UNIT IV

Game Theory: Introduction, Two person Zero-sum games, Pure strategies, Games with saddle point, Mixed strategies, Rules of dominance, Solution methods of games without saddle point, Algebraic, Arithmetic methods.

UNIT V

Decision Analysis: Introduction, Ingredients of decision problems, Decision making under risk and uncertainty

Text Books

1. K. Sharma, Operations Research: Theory and Applications, Macmillan, 2012.
2. Hillier/Lieberman, Introduction to Operations Research, Tata McGraw Hill Education, 10e, 2017

Reference Books

1. Shridhara Bhat, Quantitative Analysis for Business Decisions, Himalayan Publishing House, 2009.
2. R. Panneerselvam, Operations Research, PHI, 2016.
3. Gupta and Khanna, Quantitative Techniques for Decision Making, PHI, 2009.

Business Analytics

MBA II Year I Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The course familiarizes students with fundamentals of business analytics and its role in decision-making like choosing appropriate methods for data collection and analysis, visualization and storytelling,

Course Outcomes

At the end of this course, students will be able to:

- Learn the fundamentals of Business Analytics.
- Differentiate between Descriptive, Predictive and Prescriptive Analytics.
- Apply Business Analytics in different domains.
- Apply prescriptive analytics.
- Understand the role of big data in decision-making,

UNIT I

Introduction to Business Analytics: Basics of data science, Definition, Scope and Importance of Business Analytics, Types of Analytics (Descriptive, Diagnostic, Predicted and Prescriptive), Types of Data: Structured vs. Unstructured, Data Collection Methods and Ethics, Meta Data, Data warehouse and architecture

UNIT II

Predictive Analytics: Text Mining, Text Analytics, Sentiment Analysis, Web Mining, Web Analytics, Performance Metrics and KPI Development, Business Performance Measurement

UNIT III

Data Visualization and Reporting: Principles of effective visualization, Introduction to Tools (Tableau, Power BI), Developing narratives using data, communicating insights to stakeholders

UNIT IV

Prescriptive Analytics: Descriptive Statistics and Probability Distributions, Inferential Statistics (Hypothesis Testing and Confidence Intervals), Introduction to Regression Analysis, Time Series Analysis and Model Validation, Classification and Clustering Techniques, Machine Learning Basics, Prescriptive analytics - introduction, Prescriptive models - Simulation, Heuristic, Automated Decision systems and expert systems, Knowledge management

UNIT V

Operational and Strategic Analytics: Operations Analytics (Process Optimization and Inventory Management, Supply Chain Analytics), Marketing Analytics (Customer Segmentation and Targeting, A/B Testing, Marketing Mix Modelling), Financial Analytics

(Financial Forecasting and Risk Analysis). Identifying a business problem and application of analytical tools and techniques.

Text Books

1. U. Dinesh Kumar, “Business Analytics”, Wiley, 2017.
2. Ramesh Sharada, Dursun Delen, Efraim Turban, “Business Intelligence and Analytics”, 10/e, Pearson, 2014.

Reference Books

1. Laursen, Thorlund, “Business Analytics for Managers”, 2/e, Wiley, 2017.
2. Sahil Raj, “Business Analytics”, 3/e, Cengage Learning, 2015.
3. Jac Fitz, Mattox II, “Predictive Analytics for Human Resources”, 3/e, Wiley, 2015.
4. Artun, Levin, “Predictive Marketing”, 2/e, Wiley, 2015

Business Valuation & Analysis

MBA II YEAR I TRIMESTER				SCHOOL OF MANAGEMENT				
Code	Category	Hours			Credits	Marks		
	DSE - I	L	T	P	C	CIE	SEE	Total
		3	0	0	3	60	40	100

Course Objective:

This course aims at providing the conceptual knowledge of Valuation and the different techniques and methods of valuation. Besides, the course enables the participants to apply the methods to value both tangible and intangible assets.

Course Outcomes:

At the end of this course, the student will be able to:

- Integrate the concepts and principles of valuation within the context of business valuation.
- Appreciate the purpose of the valuation from different perspectives
- Calculate and apply different methods of business valuation
- Apply the relative valuation principles in business valuation
- Develop a general awareness of the principles of valuation of tangibles and intangibles.

UNIT I

Valuation Basics: Concept of value and understanding of value, Nature and scope of valuation, Objectives of valuation, importance of business valuation, Myths about valuation, Business valuation approaches, Principles and Techniques of valuation, Conceptual overview, Valuation approaches, Choice of approach, Fair market value.

UNIT II

Purpose of Valuation: Mergers and acquisitions, sale of the business, Fundraising, Voluntary assessment, Taxation, and Finance. Industry perspectives, Statutory dimension, Society angle.

UNIT III

Business Valuation Methods: Discounted Cash Flow Techniques, Assumptions in the DCF model, Value drivers and application of DCF Technique, Comparable transactions methods, Market multiples methods. Economic value-added approach, Free cash flow to equity, Dividend discount model, Net assets valuation, Relative valuation. Option pricing valuation-overview.

UNIT IV

Relative valuation: Definition and description of relative valuation, Steps in relative valuation, Market value, Market multiples, Wide application of relative valuation, Advantages and limitations of relative valuation, Situations to use relative valuation.

UNIT V

Valuation of tangibles and Intangibles: Valuation of immovable properties, Plant, equipment, vehicles, etc., Patents and Goodwill.

Text Books:

1. Aswath Damodaran, The little book of valuation, Wiley, 2/e, 2011,
2. Corporate Valuation: A guide for Analysts-Managers and investors, P.Chandra, Mcgraw Hill education, April 2024
3. Krishna G. Palepu, Paul M. Healy and Victor L Bernard, Business Analysis and Valuation: Using Financial Statements, Cengage, 3/e, 2015

References:

1. Nathan S. Goodwin, Business Valuation: The Most Complete Guide on How to Value a Business Through Updated Financial Valuation Paperback 2023

Talent Management

MBA II Year I Trimester				School of Management				
Code	Category	Hours/ Week			Credits	Marks		
	DSE - I	L	T	P	C	CIE	SEE	Total
		3	0	0	3	60	40	100

Course Objective

The course aims to introduce the basics of talent acquisition practices like human resource planning, recruitment and selection, employee engagement, retention.

Course Outcomes

At the end of this course, students will be able to:

- Understand the role of talent management in creating competitive advantage.
- Prepare job description and specifications by conducting job analysis and use the appropriate methods for human resources planning.
- Choose the right methods for sourcing the applicants and selecting the right candidate.
- Understand various employee engagement and retention strategies.
- Learn about the emerging trends in talent acquisition practices

UNIT I

Introduction to Talent Management: Concept, meaning, objectives, role of talent management in building sustainable competitive advantage to a firm, Talent Vs. Knowledge, consequences of failure in managing talent.

UNIT II

Talent Acquisition: Job Analysis, questionnaires, interviews, developing job description and job specification, attracting and hiring the right talent.

Human resource planning: Evaluation of factors influencing human resource planning, forecasting demand and supply of talent.

UNIT III

Recruitment and selection process: Sources of recruitment and selection methods-group discussion, Psychometric testing, assessment centres, selection errors and minimizing Selection errors, reliability and validity of selection tests, choosing suitable types of interviews, formulating a recruitment strategy for senior level executives.

UNIT IV

Talent Engagement: Process and outcomes of employee engagement, ways of achieving employee engagement, career and succession planning, developing leadership Talent.

Talent Retention: Comprehensive approach to employee retention, employee growth and development, managing voluntary turnover.

UNIT V

New paradigms in Talent Acquisition: Employer Branding, candidate experience, emotional intelligence, social recruiting, advantage of AI and chatbots in talent acquisition , diversity ,equity and inclusion(DEI), equality and legal issues.

Text Books

1. Gowri Joshi and Veena Vohra, Talent Management, Cengage Learning. 2018.
2. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 16/e, 2020.

Reference Books

1. Lance A. Berger, Dorothy R. Berger, Talent Management Hand Book, McGraw Hill, 2018.
2. K. Ashwathappa, Human Resource and Personnel Management, Tata McGraw Hill, 2017
3. Relevant articles from HBR publications.

Consumer Behaviour

MBA II Year I Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	DSE - I	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The objective of the course is to provide key tools and frameworks for analyzing consumer behavior in order to solve marketing problems

Course Outcomes

At the end of this course, students will be able to:

- Apply consumer behaviour concepts to marketing problems
- Evaluate psychographic dimensions of consumers
- Develop differentiated strategies for consumer markets on the basis of the cultural and group influences
- Understand consumer decision-making stages and develop strategies
- Develop differentiated strategies for consumers and organizational buyers

UNIT I

Introduction to Consumer Behaviour: Introduction, consumer roles, consumer perspective, segmentation, targeting and positioning, wheel of consumer analysis, marketing strategy and consumers

UNIT II

Self-concept and Motivation: Psychographic dimensions, self-concept, perception, theories of learning, motivation.

UNIT III

Attitude and Personality: Attitudes, change of attitude functions of attitude, attitude models, personality, personality theories.

UNIT IV

Culture and Group dynamics: Characteristics of culture, sub-cultures, social class, social factors, reference groups, reference group influences, family life cycle stages, family influences, opinion leader.

UNIT V

Consumer behavior models: Consumer involvement, Pre-purchase, purchase, post purchase behaviour, Howard and Sheth, Nicosia and Engel and Blackwell model, Miniard Model

Text Books

1. Kumar, Leon G, Schiffman, Joe, Wisenblit, S.Ramesh, Consumer Behaviour, 12/e, Pearson, 2019
2. Michael R. Solomon, Tapan Kumar Panda, Consumer Behaviour, 13/e, Pearson Education, 2020
3. Zubin Sethna, Jim Blythe, Consumer Behaviour, 5/e, Sage, 2023

References

1. David L. Mothersbaugh, Del I. Hawkins et.al., Consumer Behaviour, Building Marketing Strategies, 15/e, McGraw Hill, 2023
2. Suja R Nair, Consumer Behaviour and Marketing Research, Himalayan Publishing House, 2/e, 2015.

Materials Management

MBA II Year I Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	DSE - I	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

To enable students to understand organizational needs with respect to various requirements of materials in planning and storage by minimizing costs. To appreciate sustainability in materials management.

Course Outcome

At the end of this course, students will be able to:

- Understand the concept of material management.
- Examine the role of technology in materials management
- Appreciate the various machines and tools in industries.
- Analyze the various costs associated with the materials.
- Compare and contrast various global supply chains.

UNIT I

Introduction to Materials Management: Meaning, definition, scope and functions of Materials Management, Objectives and benefits of Materials Management. Interfaces of Materials Management. Organization structures for Material Management.

UNIT II

Information Technology in Materials Management: Enterprise Resource Planning (ERP) systems, IT applications in supply chain and inventory management, E-commerce and digitalization in materials management.

UNIT III

Material Management Linkages: Linkages with other functional areas of Management- Production, Accounting and Finance, Marketing, HRM, IT, TQM.

Elements of Production Processes: Familiarity with broad categories of production processes used in industries. Commonly used machines and tools in industries.

UNIT IV

Costs Involved in material management: General discussion on concept of costs and cost classification, specific costs associated with Material management.

UNIT V

Strategic Materials Management: Role of materials management in corporate strategy, Global supply chains and multi-tier sourcing, Sustainability in materials sourcing.

Text Books

1. N Chapman Stephen, Arnold J.R, G Ann K, M. Clive Lloyd, Introduction to Material Management, 8e, 2017
2. Gopalakrishnan, P. and Sundaresan, M., Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi, kindle edition, 2008.
3. Dutta A.K., Materials Management: Procedures, Text and cases, Prentice Hall of India Pvt. Ltd., New Delhi, 1998

References

1. Varma, M.M., Essentials of Store Keeping and Purchasing (2012). Sultan Chand and Sons, New Delhi.
2. Sharma S.C., (1995). Material Management and Materials Handling, Khanna Publishers, New Delhi.

Investment Management

MBA II Year I Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
		L	T	P		C	CIE	TEE
	DSE - II	3	0	0	3	60	40	100

Course Objectives:

The course equips the learner with investment analysis and investment process, process of bond valuation, equity valuation models, fundamental & technical analysis and models of Mutual Funds with various evaluation models.

Course Outcomes:

At the end of this course, the students will be able to

- Develop an awareness of the investment process & avenues for investment
- Apply various techniques for the construction of an efficient portfolio.
- Apply bond valuation principles.
- Evaluate techniques of equity valuation.
- Evaluate mutual funds schemes using different models of mutual funds.

UNIT I:

Introduction to Investment: Investment, Speculation and gambling, Features of investment, Investment avenues, Investment process. Concept of green bonds and carbon credits.

UNIT II

Portfolio Analysis: Meaning, Risk and return Analysis, Markowitz Portfolio Theory.. Mean, variance approach. Portfolio selection, Efficient Portfolios, Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

UNIT III

Bond Valuation: Classification of Fixed Income Securities, Types of Bonds. Interest rates, Term structure of interest rates. Measuring Bond yields, Yield to maturity, Yield to call. Holding period return. Bond pricing theorems, Bond duration, Active and passive Bond management strategies, Bond immunization, Bond volatility, Bond convexity.

UNIT IV

a) Equity Valuation: Equity Analysis & Valuation, Equity Valuation Models, Relative valuation Techniques, Earnings multiples approach, Valuation using P/E ratio, Price to Book value, Price/Sales Ratio, Economic Value Added approach.

b) Fundamental analysis: Meaning, Technical analysis, Efficient Market Hypothesis.

UNIT V

Performance Evaluation : Mutual Funds, Types of Mutual Funds schemes, Structure, Trends in Indian Mutual funds, Net Asset Value, Risk and Return, Performance Evaluation models -Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition.

Text Books:

1. Kevin S, Security Analysis and Portfolio Management, 3/e, PHI, 2022.
2. RP.Rustagi, Investment Analysis and Portfolio Management, 5/e, Sultan Chand,2022
3. Prasanna Chandra, Investment Analysis and Portfolio Management, 6/e, Tata McGraw Hill, 2021.

References:

1. Frank Reilly/Keith Brown/Sanford J. Leeds, Investment and Portfolio Management, 11/e, Cengage, 2022
2. William.F.Sharpe, Gordon J Alexander& Jeffery V Bailey, Fundamentals of Investments, 3/e, Prentice Hall, 2000.
3. ZVI Bodie, Alex Kane, Alan J Marcus &, Pitabas Mohanty, Investments, 11/e, McGraw Hill, 2019.
4. Donald E Fischer, Ronald J Jordan, Security Analysis and Portfolio Management, 7/e, Pearson, 2018.
5. Basant Maheshwari, The Thoughtful Investor, 7th Reprint, July 2023

Journals

1. The Journal of Portfolio Management.
2. International Journal of Investment Management

Performance Management

MBA II Year I Trimester				School of Management				
Code	Category	Hours/ Week			Credits	Marks		
	DSE - II	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The course aims to provide fundamentals of performance management, system development and strategic planning

Course Outcomes

At the end of the course students will be able to:

- Understand the important role of performance management in an organization.
- Categorize alternative models and perspectives of performance assessment
- Understand the role of judgment in measuring performance
- Understand the applications of Performance Management data for employee development.
- Learn about performance and reward management systems

UNIT I

Introduction to Performance Management: Aim and role of the performance management system, Performance management vs. Performance appraisal, Characteristics of an ideal performance management system, Performance management process, Consequences of poorly implemented performance management system.

UNIT II

Performance Management and strategic planning: Linking performance management to the strategic plan, Alternative models for assessing performance, Key performance indicators (KPIs), Balanced Score Card, Legal and ethical perspectives in performance management

UNIT III

Performance Management System Implementation: Determinants of performance, Approaches to measuring performance, Diagnosing the causes of poor performance, Measuring results and behaviours, Gathering performance information, Implementing performance management system, Avoiding rating errors.

UNIT IV

Performance Management and Employee Development: Personal developmental plans, Direct Supervisor's Role, Coaching, Coaching styles, Coaching process, Performance review meetings, Managing team performance, Performance improvement plans (PIPs).

UNIT V

Management of Rewards: Traditional and Contingent Pay (CP) plans, Reasons for introducing CP, Putting pay in context, Pay structures, Components of reward management, Linkage of performance management to reward. Non-financial rewards and recognition in managing performance.

Text Books

1. Aguinis, H. Performance Management. 4th Edition, Chicago Business Press, Chicago, 2019.
2. Kandula Srinivas R, Competency-Based Human Resource Management. India, PHI Learning, 2013.

Reference Books

1. Soumendra Narian Bagchi, Performance Management, 2e, Cengage Learning 2013
2. Rao, T. V., Chawla, Nandini. Performance Management: Path to Growth and Excellence. United Kingdom: Taylor & Francis, 2024.

Services Marketing

MBA II Year I Trimester				School of Management				
Code	Category	Hours/ Week			Credits	Marks		
	DSE - II	L	T	P	C	CIE	T\EE	Total
		3	0	0	3	60	40	100

Course Objective

The purpose of this course is to acquaint the students with the unique challenges faced by service marketers and aid students in developing skills and perspectives for marketing of services

Course Outcomes

At the end of this course, students will be able to:

- Design customer relationship strategies for service customers
- Experiment by designing and redesigning services and processes
- Design competitive pricing for services
- Make optimal decisions on service promotion. Develop marketing strategies for service products

UNIT I

Introduction to Services Marketing: Service economy, Globalization of services, Service characteristics. Classification of services, Tangibility spectrum, Services management triangle, Services marketing mix, Sectoral perspective of services (Travel and Tourism, Healthcare, Retail, Telecom, Banking, Insurance). Servitization of products – new trends

UNIT II

Consumer perspective: Understanding and managing customer service expectations, Zone of Tolerance, Factors that influence Consumer perception of service

UNIT III

Service Design: Moments of truth, Designing the service, New service development stages, Flower model of service, Planning a service process, Service Blueprint, Managing demand and capacity in services, Service encounters, Gaps model, SERVQUAL

UNIT IV

Pricing, people and delivery: Service pricing approaches and strategies (including subscription of services such as SaaS), Service delivery, Employee role in services, Service profit chain, Customer's role in service delivery, Strategies for enhancing customer participation.

UNIT V

Service Promotion and Physical Evidence: Setting communication strategies for services, Meeting customer-defined service standards, Physical Evidence and the servicescape, Promotion of services.

Text Books

1. Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler, Services Marketing Integrating customer focus across the firm, 8/e, McGraw Hill, 2023.
2. Jochen Wirtz, Christopher Lovelock, Services Marketing: People, Technology, Strategy, 9/e, World Scientific, 2023.
3. Vinnie Jauhari, Kirti Dutta, Services Marketing- Text and Cases, Oxford University Press, 2/e, 2017.

References

1. Douglas Hoffman, E.G. Bateson, Services Marketing, Concepts, Strategies and Cases, 5/e, Cengage Learning, 2017.
2. Ramneek Kapoor, Justin Paul, Biplab Halder, Services Marketing Concepts and Practices, Tata McGraw Hill Education, 2011.
3. Wirtz Zotchen, Christopher Lovelock, Chatterjee Jayanthaa, Services Marketing, People, Technology, Strategy, 8/e, Pearson, 2017.

Supply Chain Principles

MBA II Year I Trimester				School of Management				
Code	Category	Hours/ Week			Credits	Marks		
	DSE - II	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

To understand the various processes of SCM and to analyze and overcome supply, operational and integration issues in supply chain network

Course Outcomes

At the end of this course, students will be able to:

1. Explain the role and elements of SCM
2. Analyze the supply issues in SCM.
3. Examine and suggest solutions to the operational issues faced in SCM.
4. Apply the lean thinking process to supply chain management.
5. Evaluate the factors influencing integration of SCM.

UNIT I

Introduction to SCM: Definition of SCM, importance of SCM, foundations of SCM – supply elements, operations elements, logistics elements, integration elements, current trends in SCM.

UNIT II

Supply Issues in SCM: Purchasing management, Purchasing process, Sourcing process, Role of the supply base, Supplier Selection, Global Sourcing. Developing Supplier Relationships, Ethical and Sustainable Sourcing.

UNIT III

Operational Issues in SCM: Demand forecasting, Forecasting techniques, Aggregate production plan, Master production schedule, Capacity plan, Distribution requirement plan.

UNIT IV

Process Management: Lean thinking and Supply chain management, Elements of lean SC, Recent trends in SCM, Location factors, Facility Location Techniques.

UNIT V

Integration Issues in SCM: SC Process Integration, Supply Chain integration model, Obstacles of process Integration in SC, Performance measurement of Supply Chains, Role of IT in Supply Chain Integration.

Text Books

1. Wisner, J. D., Tan, K. C., & Leong, K. Principles of supply chain management: A balanced approach. South-Western, Cengage Learning, 2021.
2. Richard E Crandall, William R. Crandall, Charlie C. Chen, Principles of Supply Chain Management, CRC Press, Taylor & Francis Group, 2015.

Reference Books

1. Chopra, S., & Meindl, P. Supply chain management, 7e, 2018.
2. Coyle, J. J., Novack, R. A., Gibson, B. J., & Langley, C. J. Supply chain management: a logistics perspective. Cengage Learning, 2021.
3. Hokey Min, The Essentials of Supply Chain Management – New Business Concepts and Applications, Paul Bober, 2015.

Leadership

MBA II Year I Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	Elective-I	L	T	P	C	CIE	TEE	Total
			3	0	0	3	60	40

Course objective

The course aims to introduce concepts of leadership approaches, models, strategic leadership and the process to develop leaders.

Course outcomes

At the end of the course, students will be able to:

- understand the role and process of leadership
- explain various styles and the structure of moral leadership.
- study various models of leadership and EI(Emotional Intelligence)
- illustrate the importance of leading teams and change
- explain the contemporary issues pertaining to global leadership.

UNIT I

Introduction to leadership: Leadership, role and functions of a leader, leadership motives, leadership as a process - complexities of leadership, leadership, power and coercion.

UNIT II

Leadership skills: Creativity, goal setting, planning and strategy, leadership and systems thinking, values, culture building, succession planning, leadership behaviour and styles – Lewin’s leadership styles, Ohio state leadership study.

UNIT III

Leadership models: leader-member exchange theory- LPC(Least Preferred Co-worker) model, perspectives on change, contingency, resource dependency, role of emotional intelligence in leadership, Goleman’s emotional intelligence performance model.

UNIT IV

Strategic leadership: Leadership diversity, leading teams, developing vision and direction, leading learning organizations, development planning and leading change.

UNIT V

New paradigms in leadership: Global leadership and global career, contemporary issues in leadership- challenges, trust, the big five ideas, authentic leadership, transformational leadership (GE and Toyota), seven transformations of leadership, Four -world view of leadership.

Text Books

1. Northouse, P. G., Leadership: Theory and Practice, Sage Publications, 2018
2. Warren Bennis, On Becoming a Leader, Perseus Books Group, 2009.
3. Edgar H Schein, Organizational Culture and Leadership, 5/e, John Wiley & Sons, 2017

Reference Books

1. Thomas, R. J., Crucibles of leadership: How to learn from experience to become a great leader. Harvard Business Press systems, Sage publication, 2008
2. Peter F Drucker, HBR's 10 Must Reads on Leadership, Harvard Business Review Press, 2011.
3. William E. Rosenbach, Robert L. Taylor and Mark A. Youndt: Contemporary issues in Leadership, 7e, 2018.

Selling Skills

MBA II Year I Trimester				School of Management				
Code	Category	Hours/ Week			Credits	Marks		
	Elective I	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The objective of this course is to equip the students with essential selling skills, focusing on effective communication, relationship building, negotiation, and closing techniques. Students will gain an understanding of modern selling practices and their application in various business contexts.

Course Outcomes

At the end of this Selling skills course, students will be able to:

- Develop an understanding of the sales process
- Understand and develop Pre-sales process
- Develop selling strategies for various products and services
- Build value for different types of customers
- Understand selling on the internet

UNIT I

Introduction to selling: Meaning, Importance, Personal Selling, Emerging trends in sales, Elementary study of sales organizations, qualities and responsibilities of sales people. Selling in sectors like Travel and Tourism, Healthcare, Retail, Telecom, Banking, and Insurance.

UNIT II

Selling skills & selling strategies: Selling and buying styles, selling skills, situations, selling process, sales presentation, Building Trust and Rapport with customers, Handling customer objections, Follow-up action.

UNIT III

Managing Sales Territory & Sales Quota:: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. Learning how to achieve one's quota. Understanding the sales potential.

UNIT IV

Building trust and Sales reports: Contributing as a sales team member, The Role of After-Sales Support, Building brand loyalty through sales interactions, leading sales team. Writing sales reports, field reports

UNIT V

Selling on the internet: Selling agents for internet trading- internet selling, advertising in internet trading, payment systems in internet trading -smart card, credit card, debit card- payment by card and other payment mechanisms like e-wallets, G-Pay etc, advantages and disadvantages; How to make internet selling safe - Digital signature, biometric method and legal or regulatory environment; Growth of internet commerce in India.

Text Books

1. Don't Sell, Make Them Buy: Upgrade Your Selling Skills, R Mukund, Om Books, 2022
2. Selling Today: Partnering to Create Value by Gerald L. Manning, Barry L. Reece, and Michael Ahearne, 2021, 14th Edition, Pearson.
3. "Spin Selling" by Neil Rackham, Revised edition, 2019 (McGraw-Hill Education)
4. The Challenger Sale: Taking Control of the Customer Conversation by Matthew Dixon and Brent Adamson, revised edition, New York: Portfolio/Penguin, 2013.

References

1. The Psychology of Selling, Brian Tracy, Harper Collins, 2021
2. Jobber, D. and Lancaster, G., 2018. Selling and sales management. Pearson Education.
3. KujnishVashisht: "A Practical Approach to Sales Management "Atlantic Publication and Distribution, 2006
4. Eugene M. Johnson, David L Kurtz, Eberland K Scheving –Sales Management, Concepts, Practices & Cases- McGraw-Hill, 1993

Corporate Taxation

MBA II Year I Trimester				School of Management				
Code	Category	Hours/ Week			Credits	Marks		
	Elective-I	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objectives:

The course aims to develop skills of students in the computation of Tax for business, assessment procedure and calculation of capital gains. It provides the basic knowledge of GST.

Course Outcomes:

At the end of this course, students will be able:

- To describe the importance of income tax in the companies
- To apply the general principles of Income Tax for the computation of business income
- To compute capital gains applying the provisions of the Income Tax Act.
- To study the forms and assessment of the tax returns.
- To describe the GST impact on goods in the present world.

UNIT I

Introduction: Basic concepts, Assessment year, Previous year, Person, Assessee, Income, Gross Total Income, Total Income, Capital Asset, Capital Receipts vs. revenue Receipts, Capital expenditure vs. revenue expenditure, Residential status and Tax incidence, Incomes exempt from tax.

UNIT II

Business Income: Computation of Profits and Gains of Business or Profession. General principles, Deductions and Allowances, Deemed Profits, Income from undisclosed sources, Valuation of stock.

UNIT III

Computation of income from capital gains: Meaning of Capital Assets, Types of capital assets, Transfer, Cost of acquisition, Cost of improvement, selling expenses, Indexation of cost and changes, treatment of advance money received, exemptions. Computation of Income from other sources: Specific Income, deductions, grossing-up, practical problems.

UNIT IV

Assessment procedure of income tax: Income tax authorities, Appeals and procedures of Assessment, Tribunals. Form of tax returns, Submission of tax returns and PAN (Theory only)

UNIT V

Set off of losses: Intra-head Set Off, Exceptions, Inter-head set off, carry forward of losses from property, Speculative and non-speculative Business Loss, Capital losses

Text Books

1. Vinod K. Monica Singhania: Students' Guide to Income Tax Including GST, 68/e, Taxman Publications, 2024.
2. Dr.H.C. Mehrotra, Dr. S.P. Goyal: Corporate Tax Planning and Management, 20/e, Sahitya Bhawan Publication, 2024.

References

1. Taxmann, Master Guide To Income Tax Act, 33/e Taxman Publications, 2024
2. H C Mehrotra, Prof. V.P. Agarwal: Income Tax & GST, 3/e, Sahitya Bhawan publications, 2022
3. Government of India- Income Tax Manual.
4. Dr Girish Ahuja, Dr Ravi Gupta: Simplified Approach to Income Tax, Flair Publications Pvt Ltd, 2024.

Designing of Services

MBA II Year I Trimester				School of Management				
Code	Category	Hours/ Week			Credits	Marks		
	Elective-I	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objectives

This course helps the students to understand how the services are designed and how to improve the existing services which they have experienced.

Course Outcomes

At the end of the course, students will be able to

- Explain service as a process.
- Appreciate the role of technology in service design.
- Evaluate the issues in service and supply relationships.
- Apply the process as flowchart and design a service.
- Analyze the buyer decision-making process and appreciate relationship marketing.

UNIT I

Service Strategy: Strategic Service Vision, Competitive Environment of Services, Competitive Service Strategies. Overall Cost Leadership, Differentiation & Focus approaches. Winning customers in the marketplace: Qualifiers, Service winners and service losers.

UNIT II

Service Quality: Service Quality, Dimensions of service quality, Gaps in service quality, Measuring service quality, SERVQUAL. Quality service by design, Incorporation of quality in the service package, Management of technology in service design.

UNIT III

Service Supply Relationships: Supply Chain Management, Network model, Managing uncertainty, Service supply relationships, Customer-Supplier duality, Managing service relationships, Outsourcing services, Benefits and risks of outsourcing services, Classification of business services.

UNIT IV

Service Design Principles: Basics of Service Design, Holistic Service Design, Service Design and Overall Business Change, Workflow and Process flow, scope and Flow of Service Design, Value to the Business, UX-User experience design and management, mission criticality in hospitals and other service sectors.

UNIT V

Customer in Service Industry: Buyer Characteristics, Buyer Decision-making Process (EKB Model), Customer Involvement in Service Process. Introduction to Relationship Marketing, 7- S Framework. Designing new service strategies involved.

Text Books

1. Deborah., Competitive Strategies for Service Businesses, New Delhi: Jaico, 2008.
2. Fitzsimmons & Fitzsimmons, Service Management, Tata McGraw-Hill, 2017.

References

1. Haksever, et al., Service Management and Operations, Pearson Education, 2013.
2. Hollins., Managing Service Operations, Sage Publications, 2006.
3. Johnston & Clark., Service Operations Management, Pearson Education, 4th edition, 2017.

Course Objectives

The course aims at developing a basic understanding and application of Fintech.

MBA II Year I Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective II	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Outcomes

At the end of this course, students will be able to:

- understand and evaluate the role of Fintech in transforming financial services, including its evolution, ecosystem, types of services, user applications, and benefits for personal finance management.
- Understand the working of Crypto currencies and Bitcoin.
- Develop a conceptual understanding of Blockchain Technology and its applications.
- Examine the ecosystems of the RegTech, Open Banking and InsurTech.
- Understand Robo-advisors, Chabot, Cyber security and Cyber-attacks.

UNIT I

Introduction to Fintech: Overview of Fintech, its history and evolution, elements of the fintech ecosystem, types of fintech services and applications, fintech users, and the benefits of fintech for personal finance management.

UNIT II

Cryptocurrencies: Introduction to cryptocurrency, its history, comparison of traditional currencies vs cryptocurrencies, how cryptocurrency works, benefits of cryptocurrency, and how to buy and store it, Overview of cryptography and its meaning, Bitcoin vs. Ethereum, cryptocurrency fraud and scams, safety of cryptocurrencies, safe ways to invest in cryptocurrency and the future of cryptocurrency.

UNIT III

Blockchain Technology: Introduction to blockchain, key elements of blockchain technology including distributed ledger technology, immutable records, and smart contracts, how blockchain works, benefits of blockchain, types of blockchain networks, blockchain security, and blockchain use cases and applications, with a focus on blockchain for industries.

UNIT IV

RegTech: Introduction and history, main functions of RegTech, characteristics of RegTech, applications of RegTech, and notable RegTech companies.

Open Banking: Introduction to open banking, its advantages, and associated risks.

InsurTech: Introduction, its impact on insurance industry, solutions to the challenges of insurance tech, Innovations in Insurtech and Insurtech Companies.

UNIT V

Robo-Advisors: Introduction to robo-advisors, including their advantages and limitations.

Chatbots: Definition of chatbots, types, and their pros and cons.

Cybersecurity: Introduction to cybersecurity, types of cyberattacks, and security measures for fintech services.

Text Books

1. Fabian Schar, Aleksander Berentsen: Bitcoin, Blockchain, and Cryptoassets- A Comprehensive Introduction, MIT Press, 2020.
2. The FinTech Book-The financial technology Handbook for Investors, Entrepreneurs and Visionaries, Susanne Chishti & Janos Barberis, Wiley, 2016.

References

1. Richard Hayen, FinTech: The Impact and Influence of Financial Technology on Banking and the Finance Industry, Kindle Edition, 2016.
2. The InsurTech Book: The Insurance Technology Handbook for Investors, Entrepreneurs and FinTech Visionaries, Author(s): Susanne Chishti, Janos Barberis, Wiley, 2018.

Case Studies

1. Mt. Gox and the Cryptocurrency Fraud Case – A detailed exploration of one of the most significant cryptocurrency frauds, focusing on the collapse of the Mt. Gox exchange and lessons in cybersecurity.
2. Betterment: Robo-Advisors and Portfolio Management – This Harvard Business School case study examines the rise of robo-advisors and their impact on traditional portfolio management strategies.
3. *Target's 2013 Cyberattack* – Explores how a major retailer dealt with a cybersecurity breach, providing lessons applicable to fintech security systems

Competency Management

MBA II Year I Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	Elective-II	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The course aims to enable students to understand the fundamentals of Competency Management.

Course Outcomes

At the end of this course, students will be able to:

- Identify various types of competencies.
- Apply models of competency for behavioral indicators
- Know the application of competency mapping at different levels.
- Explore attributes of competency development.
- Develop competency mapping for HR activities
- Conduct a BEI

UNIT I

Introduction to Competency: Concept, Significance and characteristics of competency, Core Competency, Competency versus competence, Types of competencies.

UNIT II

Competency framework - - Development of Competency Framework, Lancaster model of managerial competencies, Iceberg model, McClelland's Competency Model, Core Competency Model, Stages in design and implementation of the competency model.

UNIT III

Competency Mapping – Purpose and benefits, Components of Competency Mapping, Competency mapping at different levels of organization, Methods of Mapping – Assessment Centres, Job analysis, Questionnaire method, Psychometric tests, BEI for Competency Mapping.

UNIT IV

Competency Development- Methods of Competency Development, ADDIE Model, Kirkpatrick's model, Attributes of star performers, Strategy structure congruence, Creating competitive advantage, Competency Map using Competency Matrix, Competency Assessment.

UNIT V

Competency-based HRM - Using Competency maps for Competency profiling - Job competency profiling, Role competency profiling, Functional competency profiling, Competency-based selection, Performance management system, Competency driven career planning, Competency based pay.

Text Books

1. Seema Sanghi,. The Handbook of Competency Mapping, 3/e, Sage Publications Pvt. Ltd, 2017.
2. Sudhir Warier, Competency Management – A Practitioner's Handbook, Notion Press, 2019

Reference Books

1. Gupta, Indranil; Competency Mapping and Assessment Manual - User Guide. N.p.: Amazon Digital Services LLC - KDP Print US, 2020.
2. Whiddett, Steve, Hollyforde, Sarah. The Competencies Handbook. India: Jaico Publishing House, 2012.

Retail Management

MBA II Year I Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	Elective-II	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The course enables the students to understand different aspects of frontend and backend retail store operations.

Course Outcomes

At the end of this course, students will be able to:

- Appreciate the role of retailers in markets.
- Explain various types of retail location options
- Evaluate various types of merchandise planning
- Develop awareness of various retail operations.
- Compare various merchandise presentation techniques

UNIT I

Introduction – Functions of retailers, Types of retailers, Formats (store – and non-store based), Multichannel Retailing, Omnichannel retailing, Franchising, Indian retail scenario

UNIT II

Location – Shopping Centres, Freestanding sites, Malls, Factors in deciding store locations, Trade Area, Site selection

UNIT III

Merchandise Planning - Merchandise categories, Types of merchandising, Control systems for different merchandise, Brand alternatives, Sourcing merchandise, Vendor selection and Negotiations, Vendor evaluation

UNIT IV

Retail Operations – Store layout and design, Types of layout, Planogram, Category Management, Promoting merchandise, Store promotion, Pricing

UNIT V

Store Atmosphericics – Visual merchandising, Use of fixtures and props, Creative presentation of merchandise, Creating attractive store atmosphere – sensory appeal

Text Books

1. Barry Berman, Joel R Evans, Chatterjee P; *Retail Management: A Strategic Approach*; 13th Edition, 2021, Pearson
2. Michael Levy, Barton Weitz, Dhruv Grewal, *Retailing Management*; 11th Edition, McGraw-Hill, 2023

References

1. Retail Management: Text & Cases; Arunangshu Giri, Pradip Paul, Satakshi Chatterjee; Prentice Hall India, 2022

Stores and Warehouse Management

MBA II Year I Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	Elective-II	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

To be able to understand requirement of storage of in-house, semi- finished and finished goods. Classification requirements of retrieval and usage also learnt.

Course Outcomes

At the end of this course, students will be able to:

- Understand the importance of store management.
- Differentiate P and Q inventory techniques
- Comprehend the importance of EOQ, various costs of inventory
- Analyze the various classification techniques.
- Differentiate the evolution of MRP-1 and MRP-2.

UNIT I

Introduction to Stores Management: Meaning of inventory management, basic function, relevant costs, Behaviour of costs in relation to level of inventory

UNIT II

P and Q inventory techniques-1: Meaning and cycle of P and Q inventory techniques, Optimal order quantity, assumptions of EOQ, derivation of formula of EOQ, costs of inventory

UNIT III

P and Q Inventory Techniques-2: Economic manufacturing batch size, Economic batch quantity, joint cycle for multiple products, inventory model with purchase discounts, considerations for uncertainties.

UNIT IV

Inventory Classification techniques: Meaning of ABC and VED analysis, problems in ABC analysis, Selective management control, periodic revision of classification, other classifications

UNIT V

Service levels and MRP: Drawbacks of service levels, and safety stock computation, MRP (Materials Requirement Planning)-1 and MRP (Manufacturing Resource Planning)-2, current trends in managing inventory, case studies-marketplace models like Amazon, ebay.

Text Books

1. Chary S.N., Productions and Operations Management., McGraw Hill Publication, 6th edition, 2019.
2. Chase Richard, Aquilano Nicholas et al., Operations Management for competitive advantage., Mc Graw Hill Publication., 11th edition., January 2005.
3. David B Grant., Logistics, Supply Chain and Operations Management Case Study Collection, Edition 1, 2016.

Reference

1. Rangarajan. V.R., Basics of Warehouse and Inventory Management : The Pillars of Business Logistics., 2022.

Approaches To Thinking

MBA II Year I Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
A212023	SEC	L	T	P	C	CIE	TEE	Total
		1	0	0	1	100	0	100

Course Objective

This course aims to introduce students to basics of thinking and various approaches to thinking. The students will understand the importance of thinking in their lives and profession. They will learn to appreciate the various approaches to thinking such as Systems Thinking, understanding and working with non-linear phenomena among others.

They will learn to understand various models of thinking – for example, Kahneman’s System I and System II thinking. They will explore various human biases in thinking and how they impact one’s perception, and hence the quality of decision making.

Thinking is a metacognitive competence, and any bias, or lack of rationality or can lead to suboptimal decision making. They will learn about the common biases – confirmation bias, sunken cost syndrome to name a few.

The course will introduce new discoveries about thinking, and will help the student become aware of their own thinking and the thinking patterns they use to aid them in improving their thinking processes.

The session on Systems Thinking will provide the students with a basic understanding of systems thinking principles and their relevance to the field of business analytics. The topics covered in this session will include, overview of Systems Thinking, introduction the key concepts of Holism, Emergence, Feedback Loops, and Causal Loop Diagrams. The theoretical concepts should help the students in knowing how systems thinking can enhance their analytical skills and decision-making capabilities in complex business environments.

The course will deploy readings, guest lectures and assignments (both individual and group assignments) to familiarize the students with the current research in thinking, and apply some of the research findings to improve their thinking abilities.

Course Outcomes

At the end of the course, the students will be able to:

- Appreciate why thinking is important in one’s life and business
- Understand the biases that influence one’s thinking.
- Be aware of their own biases.
- Differentiate between linear and non-linear phenomena, and understand how human thinking cannot easily comprehend non-linearity

- Understand various mental models services
- Apply various tools of thinking, such as Brain Storming, Associative Thinking,
- Mind mapping,
- Understand the importance of meta-cognitive abilities
- Explore and build skill in some key meta-cognitive abilities – learning to learn, abstraction etc.
- Distinguish underlying frameworks in their thinking.
- Develop familiarity with MECE, and build an inductive and deductive methods of mapping phenomena.
- Develop an appreciation of Systems Thinking
- Know how Systems are different from complicated problems

Learning Resources

- Books, reviews & videos
- Thinking Fast and Thinking Slow – Daniel Kahneman
- Mental Models – Charlie Munger’s quotes, writings,
- The upside of irrationality – Dan Ariely
- Black Swan - Nassim Nicholas Taleb
- Fooled by Randomness - Nassim Nicholas Taleb
- Antifragile - Nassim Nicholas Taleb
- Influence – Robert Cialdini
- Pre-suasion – Robert Cialdini
- The art of thinking clearly – Rolf Dobelli
- Design of Everyday Things – Don Norman

MBA II Year II Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	Core	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

To appreciate and apply the concepts of strategic planning, implementation, and control mechanism and estimate strategic evaluation through qualitative and quantitative benchmarking.

Course Outcomes

At the end of the course, students will be able to:

- Understand how to analyse internal and external environment of an organization,
- Apply different types of strategic tools for strategic analysis to cope up in the competition.
- Evaluate turnaround and diversification strategies for making the strategic decisions
- Interpret the role of leadership, structure and culture in implementation of the strategies.
- Evaluate strategies and take corrective steps towards the strategic intent

UNIT I

Introduction to Strategic Management: Strategic management process, developing a strategic vision, mission, objectives, policies, factors that shape a company's strategy, SWOT analysis, value chain analysis and competitive advantage

UNIT II

Tools and Techniques for Strategic Analysis: Porter's five force model, McKinsey's 7'S framework, BCG matrix, GE model, TOWS matrix, the grand strategy matrix. market life cycle model, organizational learning, and the experience curve, Generic strategies, Offensive strategy, Defensive strategy, Exit and Entry barriers: Case studies.

UNIT III

Turnaround and Diversification Strategies: Turnaround strategy, strategies for mergers, acquisitions, takeovers and joint ventures, diversification strategy, need of diversification, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies, Case studies-Diversification

UNIT IV

Strategy Implementation: Strategy and structure, strategy and leadership, strategy and culture connection, strategies for competing in globalizing markets and internet economy, organizational values and their impact on strategy

UNIT V

Strategy Evaluation and Strategic control: Types of Strategic control, Role of the Strategist: using qualitative and quantitative benchmarking to evaluate performance, Strategic Information systems.

Text Books

1. David, F. et al., (2024). *Strategic Management: A Competitive Advantage, Concept and Cases*. 18th Edition Pearson Education.
2. Hill, C. W., Schilling, M. A., & Jones, G. R. (2020). *Strategic management: an integrated approach: theory and cases*. Cengage Learning.

References

1. Strategic Management Journal
2. Global Strategy Journal
3. Mintzberg, H., Ahlstrand, B., & Lampel, J. B. (2020). *Strategy safari: The complete guide through the wilds of strategic management*. Pearson UK.
4. Kiechel, W. (2010). *Lords of strategy: The secret intellectual history of the new corporate world*. Harvard Business Press.

MBA II Year II Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The course aims to apply the tools and techniques of costing in manufacturing and service sectors for managerial decisions.

Course Outcomes

At the end of this course, students will be able to:

- Apply the cost concepts in managerial decisions
- Prepare the cost sheet to ascertain the cost of different cost objects
- Calculate the break-even point and apply the Cost-Volume-Profit analysis to make decisions
- Use the cost data to compare and contrast the decisions involving alternative choices
- Prepare various budgets with respect to a manufacturing and service industry to aid in the managerial decisions

UNIT I

Elements of Cost and Management Accounting: Basic cost concepts: Fixed, variable, semi-fixed, average costs and total costs, differential costs, incremental costs, sunk costs, opportunity costs, relevant costs, irrelevant costs, imputed and notional costs, inventoriable costs and non- inventoriable costs.

UNIT II

Cost Sheet and Preparation of Cost Sheet: Cost sheet and preparation of cost sheet, Product costs, cost accumulation and cost ascertainment, cost accumulation of a job, Batch service and process costing environment.

UNIT III

Cost-Volume-Profit Analysis: Calculation of break-even point, Applications of break even point, Assumptions and limitations of break-even analysis, Target profit and contribution analysis, Activity based costing systems.

UNIT IV

Decisions Involving Alternative Choices: Decisions involving alternative choices, Adding or dropping a product line, Make or buy, Acceptance of special orders, Pricing decisions.

UNIT V

Budgetary Control: Preparation of various budgets of a manufacturing and a service company, Limiting factor analysis in budgetary control.

Text Books

1. Jain S. P and K.L. Narang- Cost Accounting Principles and practice, Kalyani Publishers, 2024
2. Dr. R. Prabhakar Rao, Dr.Reeta, Dr. Shruti Gupta, Cost Accounting - Principles Practice Sultan Chand publication, 2020

Reference Books

1. Charles T. Horngren, Srikanth M, Datar, Madhav V Rajan, Cost Accounting- a Managerial emphasis, Pearson, 15/e, 2015
2. David F Hawkins, Kenneth A, Merchant Accounting- Text and Cases, Robert N Anthony, TMH, 12/e, 2016
3. Hilton and Platt, Managerial Accounting- creating Value in a global business environment, TMH, 9 /e, 2018

MBA II Year II Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	DSE - III	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objectives:

The course aims at a comprehensive understanding of the use of derivatives as a risk management tool and creates awareness of risks associated with derivatives trading and the management of risk.

Course Outcomes:

At the end of this course, students will be able to:

- Develop an understanding of the functioning of the derivatives market.
- Analyze the hedging strategies for trading in the derivatives market.
- Identify derivative instruments and strategies used to hedge financial risks.
- Apply various risk management techniques for trading swaps
- Examine the hedging techniques used in the derivatives market in India.
- Appreciate the risks involved in derivatives trading.

UNIT I

Introduction to Financial Derivatives: Definition, types, participants, and functions of derivatives; uses of derivatives; exchange-traded vs. OTC derivatives; derivatives in India; regulations for derivative trading; and SEBI guidelines related to derivatives trading.

UNIT II

Forwards and Futures: Basic hedging practices; forwards vs. futures; determination of forward and futures prices; stock and index futures; currency futures; interest rate futures; and trading strategies, including speculation, arbitrage, and spread trading.

UNIT III

Options: Introduction; options terminology; types of options; options payoffs; equity options contracts in India; index options; stock options; options trading strategies, including straddle, strangles, strips, straps, and spread trading; the binomial model; and the Black-Scholes-Merton model (simple problems).

UNIT IV

Introduction to Risk Management: Risk management, including the scope and process of risk management; swap contracts; designing swaps—interest rates and currency; value at risk (VaR) concept; and measuring VaR for single securities and portfolios (simple problems).

UNIT V

Hedging and Risk Management: Hedging using Greeks (delta-gamma hedging), hedging with futures (strategies and arbitrage), and the risk management structure and policies in India.

Text Books

1. Hull, J.C. Options, futures and other derivatives. Pearson Education India, 11/e, 2022
2. N R Parasuraman, Derivatives and Risk Management, Mc Graw Hill, 4/e, 2021

References

1. Janaki Ramanan, S., Derivatives and risk management , Pearson Education India, 1/e, 2011.
2. Madhumathi Ranganatham, Pearson Education India,1/e, 2011.
3. Rajiv Srivastava Derivatives and Risk Management, Oxford, 2/e 2014

Cases and Videos

1. Case Study: "Long-Term Capital Management (LTCM): A Risk Management Failure" – This case explores how improper derivative use led to the collapse of LTCM and can be used to analyze the risks associated with derivatives.
2. Case Study: "Amaranth Advisors: Hedge Fund Collapse Due to Natural Gas Futures" – A good example of the role of futures and the dangers of excessive speculation.
3. Video Lecture: "How the Derivatives Market Works" by Khan Academy – A series of free educational videos explaining derivatives, swaps, and options.
4. Documentary: *The Warning* (PBS) – This documentary delves into the risks of derivatives and the events leading up to the financial crisis of 2008.

MBA II Year II Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	DSE - III	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course objective

The course aims to introduce students to learning and development aspects, such as designing training programs and methods to evaluate the training programs.

Course outcomes

At the end of this course, students will be able to:

- describe the fundamental concepts of the learning process
- learn how to conduct training need assessment in an organization.
- learn approaches to design and develop effective training programs
- develop a training implementation plan.
- describe and distinguish amongst various training evaluation models.

UNIT I

Introduction to Learning: Learning vs. training, phases of learning, learning process, principles of learning, Kolb's learning cycle, Experiential learning.

UNIT II

Training need assessment: Purpose of training need assessment, need assessment process, methods used in a need assessment, organizational challenges in conducting training need assessment.

UNIT III

Design and develop training programme: Training design process, approaches to programme design, content creation, developing multimedia resources, creating assessment tools, developing learning activities like simulations, role-plays and group projects.

UNIT IV

Training implementation – Steps in training implementation, course delivery plan, Training methods, Trainer and trainee orientation, establish support systems like tutoring, mentorship etc.

UNIT V

Training evaluation & contemporary issues in training and development: Formative and summative evaluation, various evaluation models - Donald Kirkpatrick's evaluation model, Phillips return on investment (RoI) model, Kaufman's five levels of evaluation, Anderson's five level of evaluation, Galvin's CIPP (Context, Input, Process, Product) model, HR Scorecard, emerging technologies for training delivery, challenges of training hybrid workforce.

Text Books

1. Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development,7/e, McGraw Hill, 2018
2. Rolf Lynton, Uday Pareek, Training for Development, 3/e, Sage India, 2012.
3. P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training: Systems, Strategies, and Practices,5/e, Pearson, 2015.

Reference books

1. Dipak Kumar Bhattacharyya, Training and Development: Theories and Applications, 1/e, Sage Publications, 2015
2. Rishipal,” Training and Development Methods”, S. Chand & Company Ltd, 2011
3. Steve W. J. Koziowski, Learning & Development in Organizations, Routledge, 2010

Code	Category	Hours/ Week			Credits	Marks		
		L	T	P		C	CIE	TEE
	DSE - III	3	0	0	3	60	40	100

Course Objective

This course focuses on developing skills in digital and social media marketing, covering areas like SEO, social media strategy, paid advertising, content marketing, and digital analytics. Students will learn to craft data-driven marketing strategies and execute campaigns using industry-relevant tools.

Course Outcomes

At the end of this course, students will be able to:

- Understand role of social media in marketing context
- Grasp key digital marketing tools and platforms
- Explore the role of influencers in marketing
- Learn about CRM and digital media analytics techniques
- Develop integrative digital and social media strategies

UNIT I

Introduction: Fundamentals of Digital Marketing, Digital Marketing Ecosystem: Owned, Earned, and Paid Media, Overview of Key Digital Channels (SEO, SEM, Social Media, Email), Role of Social Media in Marketing Strategy, Digital Consumer Behavior

UNIT II

Social Media Platforms: Facebook, Instagram, Twitter, LinkedIn, TikTok; Social Media Advertising: Strategy, Formats, and Campaign Creation, Content Creation and Storytelling for Social Media, Community Building and Social Media Engagement

UNIT III

Affiliate Marketing: Influencer marketing & strategic partnerships, Affiliate Marketing Networks, Promoting Affiliate Products, Social Affiliate, Content strategies.

UNIT IV

Analytics: Google Analytics, CRM & CX in Digital Marketing-Digital Marketing, Data and Analytics - Social Listening- Web Analytics, Social media analytics, social media ROI, Social networks and social network analysis

UNIT V

Digital Analytics: Introduction to Digital Analytics Tools (Google Analytics, Facebook Insights, etc.), Tracking KPIs: Traffic, Engagement, Conversion Rates, Attribution Models and Customer Journey Mapping, A/B Testing for Digital Campaigns, Artificial Intelligence (AI) in Digital Marketing, Privacy and Data Protection in Digital Marketing (GDPR, CCPA)

Text Books

1. Marketing in Web 3.0: AI, Metaverse and the Future of Marketing; Simon Kingsnorth, Kogan Page, 2024
2. Social Media Marketing: A Strategic Approach; Debra Zahay, Donald I Barker, Janna Parker, Mary Roberts; Cengage; 2023
3. Digital Analytics for Marketing; Marshall Sponder, Karim Feroz, Gohar F Khan; Routledge; 2/e, 2024

4. Simon Kingsnorth, *Digital Marketing Strategy: An Integrated Approach to Online Marketing*, Kogan Page Publishers, 2022

References

1. *SEO 2024: Learn Search Engine Optimization* by Adam Clarke (2024 Edition)
2. *Killer Content Marketing: 2024 Edition* by Gary Fox
3. *Google Ads (AdWords) Workbook: 2023-2024 Edition* by Jason McDonald

Quality Management

MBA II Year II Trimester				School of Management				
Code	Category	Hours/ Week			Credits	Marks		
	DSE - III	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

To identify quality as a differentiator, learn and apply measurement of quality. To understand applications of different methods of quality management.

Course Outcomes

At the end of this course, the student will be able to:

- Understand the various principles and practices of TQM to achieve quality.
- Appreciate the role of human resource for customer satisfaction.
- Demonstrate the utility of TQM tools for continuous process improvement.
- Apply house of quality by integrating customer requirements and technical features for real examples.
- Appreciate the importance of ISO and Quality systems.

UNIT I

Introduction: Need for quality, Evolution of quality, Quality Control, Quality Management and Quality Assurance, basic concepts of TQM, TQM Framework: Contributions by Deming, Juran and Crosby. Dimensions of quality, benefits of quality and barriers.

UNIT II

TQM principles: TQM principles, Customer focus, Customer satisfaction-meaning, KANO model, Customer complaints-strategies to address complaints, Customer retention-ways to retain customers, Employee involvement: Motivation, Empowerment.

UNIT III

Tools and Techniques I : The seven traditional tools of quality, new management tools. Six-Sigma: Concepts, methodology, applications to manufacturing, service sector including IT. Benchmarking: Reason to benchmark and benchmarking process.

UNIT IV

Tools and Techniques II: Quality circles, Quality Function Deployment (QFD)-meaning, various phases of House of quality, Introduction to Design of Experiments, Taguchi quality loss function, TPM, Cost of Quality.

UNIT V

Implementation of TQM: Steps of TQM implementation, KAIZEN, 5S-projects, JIT, POKA YOKE, robust design, ISO Standards.

Text Books

1. Dale H. Bester Field, et al., Total Quality Management, Pearson Education Asia, Third edition, Indian Reprint, 5th edition, 2017.
2. Shridhara Bhat. K., Total Quality Management: Text and cases., Himalaya publishing house, 2017.

References

1. James R. Evans and William M. Lindsay, The Management and Control Quality,(6th Edition), South-Western (Thomson Learning), 2005.
2. Oakland, J.S. TQM – Text with Cases”, Butterworth – Heinemann Ltd., Oxford, Third Edition, 2003.
3. Suganthi, L and Anand Samuel, Total Quality Management, Prentice Hall (India) Pvt. Ltd., 2006.

MBA II YEAR II TRIMESTER				SCHOOL OF MANAGEMENT				
Code	Category	Hours / Week			Credits	Marks		
	DSE -IV	L	T	P	C	CIE	TE E	Total
		3	0	0	3	60	40	100

Course Objectives:

The course aims to help students develop trading strategies by gathering information from various sources regarding a company's performance. In addition, the course enables students to build a portfolio and introduces methods for developing a robust back-testing system for these strategies.

Course Outcomes:

At the end of the course, students will be able to:

- Use financial statements of the company to apply the F score performance and PAED score in a strategy.
- Examine the working of advanced trading algorithms and compute G-score.
- Analyse market anomalies to measure performance
- Create an efficient portfolio by using 2, 3 and n assets.
- Design an appropriate trading strategy

UNIT I

Annual Financial Statements and Trading Basics: Annual financial statements, trading basics, and mechanics of trading, including trading types and orders, market and limit orders, limit order book, limit price placement, stop-loss orders, short selling, and transaction costs. Trading algorithms, forms of market efficiency, reading academic papers, Piotroski F-Score, and post-announcement drift (PEAD).

UNIT II

Advanced Trading Algorithms Concepts: Accruals: Calculations, ratios, and strategy. **Betting Against Beta:** CAPM and strategy. **Momentum:** Lookback period, strategy, and returns. **Momentum Crashes:** Option primer, abstract, and strategy. **Partha Mohanram's G-Score:** Concept background, economic intuition, strategy, numerical analysis, and closure.

UNIT III

Market Anomalies – Measures and Efficiency: Market anomalies, market efficiency, types of anomalies, and performance measurement. Market timing and performance attribution: Timing measurement, performance attribution, mutual fund performance, utility theory, risk and return, capital allocation, and risky portfolios.

UNIT IV

Portfolio Formation: Diversification and the efficient frontier, two-fund separation, diversification revisited, investment opportunity set with two risk assets and risk-free assets, three assets and risk-free assets, market portfolio, and the capital market line. Back-testing: Strategies based on text mining, benchmarking.

UNIT V

Designing Trading Strategy: Pairs trading strategy, scaffolding materials (reading an academic paper), pairs trading performance of relative value arbitrage rules, measuring portfolio fund returns, benchmarks for portfolio performance evaluation, and alternative performance measures.

Text Books

1. Mark Mobius, *The Book of Wealth: A Young Investor's Guide to Wealth and Happiness*, Wiley, 2024
2. Sugata Ray, *Principles of Quantitative Equity Investing: A Complete Guide to Creating, Evaluating, and Implementing Trading Strategies*, 1/e, FT Press, 2015.

References

1. Marko Dimitrijevic, Timothy Mistele, *Frontier Investor: How to Prosper in the Next Emerging Markets*, Columbia Business School Publishing, 2016
2. Richard A. Ferri, *Anomalies: The Seven 'Mistakes' Investors Make and How to Avoid Them* 2021
3. Christopher H Browne, Roger Lowenstein, *Value Investing*, 1/e, Wiley, 2009

Journals

1. *Journal of Financial Economics*
2. *Review of Financial Studies*
3. *Institutional Investors*

Cases for discussion

1. *The Piotroski F-Score: A New Approach to Value Investing* – Discusses the application of the F-Score in evaluating stocks.
2. *Momentum Strategies: A Study of the Performance of US Equity Funds* – Analyzes the effectiveness of momentum strategies.
3. *Hedge Funds: The Market Anomaly* – Evaluates how hedge funds exploit market inefficiencies.

Organization Development and Change Management

MBA II Year II Trimester				School of Management				
Code	Category	Hours/Week			Credits	Marks		
	DSE-IV	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

This course aims to provide an understanding of organizational change and the challenges in implementing and sustaining change in organizations.

Course Outcomes

At the end of this course, students will be able to:

- Explain concepts and types of change in an organization.
- Demonstrate an understanding of models of organizational change
- Identifies the opportunities of change and readiness to change.
- Describe organizational development dynamics and interventions
- Evaluate the best practices/techniques to manage the change.

UNIT I

Basics of Change: Meaning, nature and types of change, Change programs, Change levers, Change as transformation, Levels of change, Change as turnaround, Value-based change.

UNIT II

Models of change: Types & Models of change – Kurt Lewin’s change model, Action research, Expanded Process Model., A.J. Leavitt’s model, Theories of change- Kotter’s change model, Beckhard and Harris Change Formula

UNIT III

Change Diagnosis & Resistance to Change: Diagnosis models and component analysis, Diagnosing readiness to change, Resistance to change: Factors contributing to resistance, Cognitive and affective processes, Recognizing resistance, Methods for dealing with resistance to change.

UNIT IV

Organization Development (OD): Nature and scope of OD, OD as a planned change process, The role of OD consultants, Types of OD interventions Human process interventions: team building, sensitivity training, Techno structural interventions: restructuring, job redesign, Strategic interventions: mergers, acquisitions.

UNIT IV

Contemporary Trends in Change Management and Organizational Development:

Digital transformation and the future of work, Agile change management and design thinking
Diversity, equity, and inclusion in organizational development, Ethical considerations in change management

Text Books

1. WFrench, W. L., Bell, C. H., & Zawacki, R. A. (2020). *Organization Development: Behavioral Science Interventions for Organization Improvement* (7th ed.). Pearson..
2. V. Nilakant and S. Ramnarayan, *Change Management: Altering Mindsets in a Global Context*, Sage Response, 2009.
3. Anderson, D. L. (2021). *Organization Development: The Process of Leading Organizational Change* (5th ed.). Sage Publications.

Reference Books

1. Gary Yukl, Nishanth Uppal, *Leadership in organizations*, Pearson, 3e, 2019.
2. Richard L Daft, *The Leadership Experience*, 7/e, 2017 Cengage Learning.
3. Palmer, Dunford, Akin, *Managing Organizational Change-A Multiple Perspective Approach*, TMH, 2009
4. Morgan, J. (2020). *The Future Leader: 9 Skills and Mindsets to Succeed in the Next Decade*. Wiley.

Industrial Marketing

MBA II Year II Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	DSE-IV	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

This course enables the students to understand the emerging challenges in organizational buying behaviour

Course Outcomes

At the end of this course, students will be able to:

- Master core concepts of B2B Marketing and strategy formulation
- Assess market opportunities by analysing consumer behaviour
- Implement effective customer retention strategies
- Build a value proposition strategy
- Explores the influence of collaborations on effectiveness of B2B marketing

UNIT I

Business Marketing Perspective: B2B marketing, Segmentation and size, B2B Marketing mix, Marketing mix and trade-offs. Marketing Strategy formulation, B2B marketing strategy and planning, Marketing Funnel.

UNIT II

Customer-Centric Marketing: Business buying behaviours, Business buyer influencers, Buyers, Types of buying situations. Customer acquisition and customer lifecycle, Creating acquisition campaign.

UNIT III

Retention and Loyalty Marketing: Customer retention REAP Model and loyalty, Advocacy marketing, Customer attrition, Signals of customer about to churn, Reacquisition marketing.

UNIT IV

Value proposition: Product and portfolio marketing, Building effective value propositions. Digital marketing strategy objectives, Selecting Digital channel mix, B2B brand building.

UNIT V

Collaborations: Types of marketing partnerships, SEO partners, Influencer marketing. Account based marketing, Lead generation, Measuring and evaluating B2B marketing.

Text Books

1. Simon Hall, Innovative B2B Marketing – New models, Processes and Theory, Kogan Page, 2/e, 2022.

2. Alan Zimmerman, Jim Blythe, Business to Business Marketing Management – A Global Perspective, Routledge, 4/e, 2022.

Reference

Ross Brennan, Louise Canning, Helen McGrath, Business to Business Marketing, Sage Publications, 2024.

Purchase and Vendor Management

MBA II Year II Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	DSE-IV	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The competencies learnt will be useful to understand the vendors and be a good vendor to the customer. To familiarize with various methodologies of purchase skills and ready to use purchase methods

Course Outcomes

At the end of the course, students will be able to:

- Describe concepts of purchase management.
- Analyze various aspects of purchase management
- Analyze various financial statements to understand the purchasing process.
- Understand the role of negotiation in the procurement process and vendor management
- Evaluate about alternate purchasing methods

UNIT I

Introduction to Purchase management: Objective and importance of purchasing management, Types of purchasing, Relation with other organizational functions, sManagement of Supply: An integrated approach.

UNIT II

Analysis of PM: Steps in Procurement, Identification of need, RFQs, Bids, Negotiation, Contract Management). Value Analysis and Value Engineering, Purchasing Research, Supplier Selection Criteria.

UNIT III

Vendor management: Meaning, Vendor relationship management, Vendor Identification, Vendor rating - techniques, Vendor relations, income statement and balance sheet considerations in purchasing and vendor management.

UNIT IV

Negotiations: Negotiations-procedure-part of purchaser routine, Principles of effective negotiation, Win-win strategies, and handling conflicts, Risk management in Vendor management, Legal and ethical issues in Purchasing

UNIT V

Purchase Process: Procedure of purchasing process, alternate purchasing methods, New technologies in e-procurement (E-sourcing & e-auctions) and procurement platforms (SAP Ariba, Oracle, Zoho).

Text Books

1. Kenneth Lysons, Brian Farrington., Procurement and Supply Chain Management, 10th Edition Pearson, 2020
2. Peter Baily, Barry Crocker, David Farmer Procurement and Principles Management, 11e, Pearson, 2018.
3. Chary S.N., Productions and Operations Management., 6th edition., McGraw Hill Publication, 2019.

References

1. Wendy Tate., The Definitive Guide to Supply Management and Procurement, E3, 2020.
2. David B Grant., Logistics, Supply Chain and Operations Management Case Study Collection, Edition1,2016.

Financial Analytics

MBA II Year II Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	DSE-V	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objectives

This course aims to equip students with a comprehensive understanding of Financial Analytics and its significance in addressing various business needs. Students will learn to apply fundamental business concepts to effectively identify, formulate, and implement financial analytics projects using Python.

Course Outcomes

At the end of this course, students will be able to :

1. Articulate the essential components of financial analytics within a business context.
2. Analyze methodologies used in financial analysis.
3. Assess the financial analytics process utilizing Python.
4. Evaluate financial analytics techniques and their practical applications.
5. Integrate financial analytics solutions utilizing Python.

UNIT I

Introduction to Financial Analytics: Definition and Importance of Financial Analytics, Key Financial Documents: Balance Sheet, Income Statement, Cash Flow Statement, Metrics of Financial Health: Liquidity, Leverage, Profitability

UNIT II

Role of Financial Analysts: Overview of Financial Analysts' Roles and Responsibilities, Information Management: Knowledge and Methodology, Competencies Required for Effective Financial Analysis, Methodologies: Hypothesis-Driven Approaches and Data Mining Techniques

UNIT III

Financial Analytics Techniques: Introduction to Python for Financial Analytics, Data Handling: Data Types, Functions, and Control Flow, Fundamental Financial Statistics: Mathematical Expectations and Probability, Analysis of Financial Securities: Bonds, Stocks, and Market Trends

UNIT IV

Data Visualization and Interpretation: Techniques for Visualizing Financial Data - Plotting and Trend Analysis, Time Series Analysis: Applications in Financial Analytics, Performance Metrics: Calculating and Interpreting the Sharpe Ratio

UNIT V

Advanced Applications of Financial Analytics: Analyzing Market Sentiment: Techniques such as Regime Switching and Bayesian Reasoning, Development of Simulated Trading Strategies, Application of Machine Learning Techniques in Financial Analytics.

Text Books

1. Mohanty, P. (2023). Financial Analytics. Wiley.
2. Dixon, M. F., Halperin, I., & Bilokon. (2020). Machine Learning in Finance: From Theory to Practice. Springer International Publishing.
3. Hugen, D. L., & Bennett, M. J. (2016). Financial Analytics with Python: Building a Laptop Laboratory for Data Science. Cambridge University Press.

References

1. Motwani, B. (2019). Data Analytics with Python. Wiley.
2. Lewinson, E. (2022). Python for Finance Cookbook (2nd ed.). Packt Publishing.

Compensation Management

MBA II Year II Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	DSE-V	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

The course aims to provide an understanding of the core principles and basic concepts of compensation management in organization and insight into dealing with employee's compensation issues and compensation methods.

Course Outcomes

At the end of this course, students will be able to:

- Explain the various aspects of compensation management.
- Analyze methods of determining compensation.
- Develop individual and group compensation plans.
- Understand benefits offered by organisations and develop a benefits policy.
- Become aware of the contemporary global compensation practices.

UNIT I

Introduction to compensation: compensation system design issues, compensation philosophies, compensation approaches, decisions about compensation, compensation concepts - base pay, Individual vs Team rewards, perceptions of pay fairness, and legal framework and its Impact on the pay systems.

UNIT II

Managing Compensation: Strategic compensation planning, determining compensation, the wage mix, development of a base pay system, job evaluation systems, compensation surveys, the wage curve, pay grades and pay ranges, preparing salary matrix, government regulations on compensation, fixing pay, equity in pay. payroll management process.

UNIT III

Variable Pay: Administering incentive plans, individual incentive plans, piecework, standard hour plan, bonus, merit pay, group incentive plans, team compensation, gain sharing incentive plans, enterprise incentive plans, profit sharing plans, ESOP's(Employee stock option plan)

UNIT IV

Managing Employee Benefits: Employee benefit programs, security benefits, retirement security benefits, health care benefits, time-off benefits, employee benefits required by law, discretionary major employee benefits, geography-based benefits in India – Metros, two tier cities

UNIT V

Recent Trends in Compensation: Gig economy and freelance compensation, hybrid work compensation models, AI in compensation benchmarking, non-monetary compensation trends.

Text Books

1. Milkovich, Newman & Gerhart, Compensation, TMH, 12/e, 2020.
2. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2020

Reference Books

1. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives, Routledge, 2008.
2. Joseph J. Martocchio, Strategic Compensation, 10/e, Pearson Education, 2018.
3. B D Singh, Compensation and Reward Management, Excel Books, 2017
4. Relevant articles from HBR publications.

Advertising & Integrated Marketing Communication

MBA II Year II Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	DSE-V	L	T	P	C	CIE	TSEE	Total
		3	0	0	3	60	40	100

Course Objective

The course enables the students to understand role of different elements of promotion mix and appreciate the effectiveness of different media.

Course Outcomes

At the end of this course, students will be able to:

- Describe promotion mix elements
- Explain difference types of media plans
- Identify methods to generate creative advertising strategies
- Describe functioning of advertising agencies
- Compare various methods of budgeting in IMC

UNIT I

Promotion Mix and Communication Process – Components of promotion mix – advertising, sales promotion, personal selling, public relations, direct marketing; Communication process – source, message, content, structure, encoding, channel, decoding; models and framework; FCB Model, 5Ms Model

UNIT II

Media Planning – Mass media, Unconventional media, Media planning, Media buying, Audience measurements

UNIT III

Creativity in Advertising – Role of creativity in advertising, Creative brand strategy, Creative process, Role of research – focus groups, ethnography, Big Idea, Unique Selling Proposition, Positioning, Creative execution

UNIT IV

Advertising Agencies – Types of advertising agencies, Functions – Account planning, Client servicing, Creative, Copywriting, Media planning, Specialized agencies

UNIT V

Budgeting and IMC – Different ways of allocating budget, Need and scope of IMC, IMC planning and strategies, Role of IMC in branding

Text Books

1. George E Belch and Michael A Belch, Advertising and Promotion: An Integrated Marketing Communication; McGraw Hill, 2023
2. Kruti Shah and Alan D'Souza, *Advertising and Promotion: An IMC Perspective*; McGraw-Hill
3. S Ramesh Kumar, Anup Krishnamurthy, Advertising, Brands and Consumer Behaviour: The Indian Context;; Sage Publications; First Edition; 2020

References

1. www.afaqs.com
2. Business Today
3. Businessworld

Supply Chain Analytics

MBA II Year II Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	DSE-V	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

To know about supply chain management and the role of analytics in optimizing supply chain performance. The course focuses on strategic planning, demand forecasting, network design, and the application of predictive analytics

Course Outcomes

At the end of this course, students will be able to:

- Explain the evolution of supply chains and the role of analytics.
- Identify factors influencing to develop effective supply chain strategies.
- Apply demand forecasting and inventory management techniques.
- Analyze various supply chain optimization techniques.
- Utilize predictive analytics for supply chain forecasting and recognize future trends.

UNIT I

Introduction to SCM: Evolution of SC, different types of SC Analytics, SC planning, Different views of Supply chain with the other organization functions, Role and Importance of analytics in a Supply Chain

UNIT II

Supply Chain Strategy: Meaning of SC strategy, drivers of SC, developing SC strategy, Strategic fit in SC, Implementation Stages of SCA – Identifying the Business Problem, finding data, Choosing the Right Team, Select Right Tools, Measuring success. Understanding the Metrics, Strategic Goals

UNIT III

Demand forecasting Techniques - Bullwhip effect and Time series analysis, Measures of forecast errors, Tracking signal, Single-period inventory model, and multi-period models.

UNIT IV

Network Design and Optimization: Network design in SC, Alternative channels of distribution, Uncertainties in SC, Optimal level of product availability in SC, Role of decision tree in Supply Chain

UNIT V

Analytics in SC: Predictive and Prescriptive modelling in forecasting in SC, flexibility in SC, representation of uncertainty in SC, future trends and challenges in SCA.

Text Books

1. T. A. S. Vijayaraghavan, Supply Chain Analytics, Wiley, 2021
2. Kurt Y. Liu, Supply Chain Analytics: Concepts, Techniques and Applications, 2022

References

1. Dr. S. Mohanavel, Poornima. G, Suhaira. ES, Supply Chain Analytics: Tools For Data-Driven Decision Making, Redshine Publication, 2024.
2. Sunil Chopra., Peter Meindl., D.V. Kalra, Supply Chain Management, 6/e Sixth Edition, Pearson Publishers, 2016.

Fixed Income Securities

MBA II YEAR II TRIMESTER					SCHOOL OF MANAGEMENT			
Code	Category	Hours / Week			Credits	Marks		
	Elective-II I	L	T	P	C	CIE	TEE	Total
			3	0	0	3	60	40

Course Objectives

The aim of this course is to equip the students with the tools required to understand the construction, pricing of and the risks associated with the fixed income securities.

Course Outcomes

At the end of this course, students will be able to:

- Understand the various debt securities and their coupon structures
- Value the debt securities using bond valuation process
- Classify various bond sectors and instruments
- Apply various approaches for measuring the interest rate risk
- Evaluate different yield measures in bonds

UNIT I

Overview of the Indian Debt Market: Role of the Debt Market, Importance of Debt Markets, The Bond Market Ecosystem, Role of Regulators, Role of Credit Rating Agencies, Evolution of Debt Markets, Classification of fixed income securities based on the type of Issuer, Classification of fixed income securities based on maturity.

UNIT II

Valuation of Debt Securities: Steps in the bond valuation process, difficulties in estimating the expected cash flows; valuation of coupon and zero-coupon bonds; changes in price of a bond if the discount rate changes and/ or maturity approaches

UNIT III

Pricing of Bonds: Review of the concepts of “Par Value”, Time Value of Money, Determining cash flow, Yield and Price of bonds, Pricing of different bonds, Price-Yield relationship, Price time path of a bond.

UNIT IV

Corporate Debt Market: The Indian corporate debt market, Types of instruments in corporate debt market, Trends in Indian corporate debt market, Key regulatory guidelines for corporate debt market, Corporate bond valuation.

UNIT V

Yield Measures: Review of the sources of return from investing in a bond; traditional yield measures for fixed-rate bonds and their limitations and assumptions; factors impacting reinvestment.

Text Books

1. Frank J. Fabozzi, Bond Markets, Analysis, and Strategies, 9/e, EDHEC Business School, 2016
2. Bruce Tuckman, Angel Serrat, Fixed Income Securities: Tools for Today's Markets, 2022

Fundamentals of Labour and Workplace Laws in India

MBA II Year II Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	Elective-III	L	T	P	C	CIE	TEE	Total
			3	0	0	3	60	40

Course Objective

This course aims to provide knowledge on labour legislation related to working conditions, safety, health and welfare, industrial relations, wages, and social security.

Course Outcomes

At the end of this course, students will be able to:

- Provides an overview of the Constitution of India and its relevance regarding labour legislation.
- Assess the relevant laws applicable to industrial and commercial organizations
- Understand the key facets on laws of Industrial Relations
- Learn to ensure that the compensation structure is in compliance with relevant Labour Laws
- Learn the key facets of laws on labour welfare and social security benefits

UNIT I

Constitution of India: Fundamental Rights including Writs, Directive Principles of State Policy, Special leave Petition (SLP), Binding effect of Supreme Court Decision (Precedent), Ordinance power of the President

UNIT II

Laws on Working Conditions: The Factories Act, 1948, The Mines Act, 1952, Shops and Establishment Act, 1948, Plantation Labour Act, 1951. Contract Labour (Regulation and Abolition) Act, 1970, Child Labour (Prohibition and Regulation) Act, 1986, The Information Technology Act, 2000 (IT Act), The Protection of Women from Sexual Harassment Act, 2013

UNIT III

Laws on Industrial Relations: Trade Unions Act, 1928, Industrial Disputes Act, 1947, Industrial Employment (Standing Orders) Act, 1946.

UNIT IV

Labour Laws on Wages: Minimum Wages Act, 1948, Payment of Wages Act, 1936, The Payment of Bonus Act, 1965, Equal Remuneration Act, 1976.

UNIT V

Laws for Labour Welfare and Social Security: The Workmen's Compensation Act, 1923, The Employees State Insurance Act, 1948, The Maternity Benefit Act, 1961, The Employees Provident Fund and Miscellaneous Provision Act, 1952, The Payment of Gratuity Act, 1972,

Contemporary challenges in labour issues in India, Recent reforms and developments in labour laws.

Text Books

1. Taxmann. (2023). New labour and industrial laws. Taxman Publications.
2. Malik, P. L. (2023). Industrial laws (27th ed.). Eastern Book Company.
3. Mishra, S. N. (2020). Labour and industrial laws. Central Law Publication.

Reference Books

1. Monappa, A., Nambudiri, R., & Selvaraj, P. (2017). Industrial relations and labour laws (2nd ed.). TMH.
2. Singh, B. D. (2009). Labour laws for managers. Excel Books.
3. Jaising, I. (2022). Law relating to sexual harassment at the workplace. Universal Law Publishing.
4. Verma, S. K., & Mittal, R. (2021). Law relating to information technology (Cyber laws). SAGE Publications.
5. Bare Acts

Marketing Analytics

MBA II Year II Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	Elective III	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

Course Objective of Marketing Analytics is to help students learn the concepts of marketing analytics, its importance, market development strategies and CLV. The course enables practical usage of various digital marketing technologies.

Course Outcomes

At the end of this course, students will be able to:

- Acquire skills to perform fundamental marketing analytics
- Develop strategies to increase customer lifetime value through value addition.
- Design appropriate marketing mix strategies from insights arising from marketing analytics

UNIT I

Introduction: Introduction to Marketing Analytics and Market engineering challenges faced by Marketing managers, Marketing Strategies for Marketing analytics, Resource allocation perspective for Marketing Analytics

UNIT II

Market Development: Market Sizing, Segmentation, Targeting, Customer satisfaction meaning and KANO Model, Customer Lifetime Value meaning, formula and significance, Brand loyalty pyramid and Brand equity.

UNIT III

Technologies and tools: Web Analytics, Search Engine Marketing Vs Search Engine Optimization, Data Mining- Classification, Clustering and Association, Big data, social media analytics. Practical sessions on web analytics, Social media analytics and data mining tools using MS Excel, Google analytics.

UNIT IV

Marketing Mix: Modelling, Consumer Analytics-Business, Intelligence architecture, Product Management: New Product development, Product design and Product validation, Promotion, Retail Tracking

UNIT V

Pricing and Revenue Management: Price elasticity of demand, relationship between price changes to market share, Strategic Pricing Approach, Tactical Pricing, various Pricing models.

Text Books

1. Marketing Analytics; Moutusy Maiti, Pavan Kumar Gurazada; OUP, 2021
2. Marketing Analytics; Seema Gupta, Avadhoot Jatar; Wiley; 2021
3. Ashok Charan, Marketing Analytics: A Practitioners Guide to Marketing Analytics and Research Methods, World Scientific Publishing Co, 2020.

Supply Chain Management

MBA II Year II Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	Elective - III	L	T	P	C	CIE	TEE	Total
		3	0	0	3	60	40	100

Course Objective

To develop competency to envision a supply chain network from raw material to end user and enable understanding and designing an efficient supply chain.

Course Outcomes

At the end of the course, students will be able to:

- Establish the objectives of a supply chain
- Design and develop appropriate distribution networks.
- Use the right forecasting technique and be able to foresee demand and need for expansion/scaling.
- Plan and manage various inventory models.
- Plan and design a transportation network for different products

UNIT I

Understanding supply chain: Objectives and importance of supply chain decisions, decision phases in a supply chain, process view of a supply chain. Supply chain performance, supply chain drivers and metrics: facilities, inventory, transportation, information, sourcing.

UNIT II

Designing distribution network and application to e-business: Role of distribution in a supply chain, factors affecting distribution network, E-business and distribution network, distribution network in practice, case studies on SC design.

UNIT III

Demand forecasting in a supply chain: Demand forecasting in a supply chain: role of forecasting in a supply chain, components of forecasting and forecasting methods, time series methods, measures of forecasting errors, role of IT in forecasting.

UNIT IV

Planning and managing inventories in a supply chain: Planning and managing inventories in a supply chain: managing economies of scale, role of cycle inventory, economies of scale, and quantity discounts, role of safety stock, determining the appropriate level of safety stock.

UNIT V

Designing and planning transportation network: Role of transportation in supply chain, modes of transportation, making transportation decisions in practice, role of sourcing, third- and fourth-party logistics providers, supply selection: supplier assessment, auctions, and negotiations, contracts.

Text Books

1. Meredith, J. R., & Shafer, S. M. (2023). Operations and supply chain management for MBAs. John Wiley & Sons.
2. Jacobs, F. R. et al., (2023) Operations and Supply Chain Management. McGraw-Hill

References

1. Chopra, S., & Meindl, P. (2018). Supply chain management, 7e
2. Coyle, J. J., Novack, R. A., Gibson, B. J., & Langley, C. J. (2021). Supply chain management: a logistics perspective. Cengage Learning.
3. Janat Shah, Supply Chain Management: Text and Cases, 1st Edition, Pearson

Personal Effectiveness and Grooming

MBA II Year II Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	SEC	L	T	P	C	CIE	TEE	Total
		1	0	0	1	100	0	100

Course Objective

The course aims to develop skills to manage self and learn to present oneself professionally.

Course Outcomes

At the end of the course, students will be able to:

- Initiate, self-awareness and personal goal setting process
- Identify the basic premises of happiness and Psychological Wealth.
- Evaluate the role of mindset in being effective.
- Identify behaviours to be effective
- Manage stress and focus on developing self

UNIT I

Personal effectiveness introduction: Knowing self and others, An appreciative inquiry in dyads, Positive Psychology, Happiness awareness activities, importance of personal Branding, Goal setting

UNIT II

Basic premises: The new science of happiness, Psychological Wealth: The balanced portfolio & Two principles of psychological wealth - Self-Esteem & Self-Compassion

UNIT III

Mind-set: Beliefs as Self-fulfilling Prophecies The Winning Edge, Mind-Set matters, Exercise and the Placebo Effect. Perfectionism & Time management, Accepting failure. Be proactive, Begin with the end in mind

UNIT IV

Relationships and Competencies: Relationships, Put first things first, Think Win-Win, Building Technical, Functional and behavioural competencies

UNIT V

Coping with stress: Mindfulness and well-being, Managing stress, Hardship & Trauma; Living in the Present, Seek first to understand then to be understood, Synergize, Sharpen the saw.

Text Books

1. Stephen R. Covey, The 7 Habits of Highly Effective People, Free Press, 2020

Major Project

MBA II Year III Trimester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Project	L	T	P	C	CIE	TEE	Total
		0	0	0	12	60	40	100

A Project work has to be taken up by the student during the 6th term in the chosen specialisation, where the student gets the opportunity to explore the industry and explore the practical applications of the theory learnt. Students have to present two seminars as scheduled at the completion of the internship/ project to a faculty panel followed by a project viva.

Financial Literacy – II

MBA II Year III Trimester				School of Management				
Code	Category	Hours/ Week			Credits	Marks		
	SEC	L	T	P	C	CIE	TEE	Total
		1	0	0	1	100	-	100

Course Objective

The course is a sequel to the Financial Literacy – 1 course and aims to help students develop a deeper understanding of the core concepts of personal finance learnt earlier, and leverages on the learnings from Financial Accounting and Financial Management courses offered in earlier terms.

Course Outcomes

At the end of the course, students will be able to:

- Understand the risks involved in trading, especially trading in F&O
- Understand their risk profile
- Understand Behavioural Finance, especially how their own behaviour impacts their decisions
- Understand how to choose a security using knowledge of various financial measures such as P/E ratio etc.
- Understand the scalability, business models, and growth potential of a company
- Understand and apply qualitative measures to select a scrip
- Understand the pros and cons of leveraging
- Understand the importance of ‘massing’ in investments
- Know what is small-cap, medium-cap cap and large-cap companies
- Understand the various ETFs and liquid funds and assess them
- Understand the importance of SIP
- Open a Demat Account

UNIT I

Revisiting and review of concepts and tools learnt in Financial Literacy-1, Financial Accounting and Financial Management courses attended in earlier terms.

UNIT II

Selecting a company security to invest – how to spot a good opportunity **Technical versus Fundamental Analysis** – the advantages and dis-advantage of each analysis, Why Fundamental Analysis is considered superior.

Quantitative measures – P-E Ratio, RoE, RoA – where RoE is relevant where RoA is relevant, Price to Book ratio how to use it and other ratios and measures such as Beta, Revenue growth etc. Using Screens and NSE portal to collect and evaluate company data, AGMs and con-calls, and management statements to glean information

Types of businesses – cyclical, B2B, B2C – potential for growth

Qualitative measures – Quality of management, Governance, Capital allocation capability and other measures such as Business Model, scalability

Liquid and illiquid scrips – the advantages and disadvantages
Avoiding ‘rumours’ from markets,

UNIT III

Savings Related Products: Managing debt and credit management, Understanding credit reports, assessment of credit scores and credit worthiness, Managing one’s own credit card management, CIBIL scores

UNIT IV

Investment in Securities Markets: Operational aspects of securities markets: placement of orders, contract note, pay-in and pay-out, trading and settlement cycle. ETF, GTF, Mutual funds, Benefits of investing through Mutual Funds, Systematic Investment Plan (SIP) and its advantages.

Leveraging – pros and cons, when and where to leverage, Building a Portfolio, how many scrips are ideal in a Portfolio

UNIT V

Behavioural Finance: Introduction to behavioural finance concepts, Strategies for financial wellness. Understanding personal risk profile. Human errors in decision making. Understanding one’s decision-making style and error-proneness. Strategies for avoiding impulse purchases, get rich quick schemes, Ponzi schemes. Avoiding the Trading Itch – the wealth destroyers – F&O how to avoid. New developments in behavioural finance field

Text Books

1. Prasanna Chandra; Financial Management Theory and Practice; Tata McGraw Hill, 11/e, 2022
2. M.Y. Khan & P.K. Jain – Financial Management Text, Problems & Cases, TMH, 8/e, 2018

References, Vlogs, YouTube Channels, Portals and Podcasts

1. Ashwath Damodaran – Corporate Finance-Theory and Practice – John Wiley & sons, 16/e, 2016.
2. I.M. Pandey – Financial Management, Vikas Publication, 12/e, 2021
3. Brigham & Earnhardt, Financial Management – Theory & Practice, Thomson Learning, 10/e, 2016
4. The Thoughtful Investor – Basant Maheswari, 2015
5. Stephen A Ross, Randolph W Westerfield, Jeffrey Jaffe, Corporate Finance, TMH, 11/e, 2017.
6. BM Equity Desk – YouTube Channel
7. Letters to investors by Warren Buffet
8. Chain Management: Text and Cases, 1st Edition, Pearson

Project Management

MBA II Year III Trimester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	SEC	L	T	P	C	CIE	TEE	Total
		1	0	0	1	100	-	100

Course Objective

This is an introductory course on Project Management. It helps students visualize different elements -tasks and activities of a project and to understand the interrelationship between various tasks and activities. To become sensitive to risk and learn to develop risk mitigation plans.

Course Outcomes

At the end of the course, students will be able to:

- Understand the basic concepts of Project Management.
- Appreciate the different approaches to project screening.
- Evaluate the different risk factors in project execution.
- Handle a successful project with the team functional cooperation.
- Utilise CPM and PERT Techniques in project management

UNIT I

Introduction: Principles, importance, role of a project manager, Project Lifecycle and its Phases, Organization Strategy and Structure, Format of Organization Structure, Stakeholder Management.

UNIT II

Planning and Identification: Defining Project Scope and Scope Creep, Project Identification Process, Project Scheduling: Work Breakdown Structure (WBS), Gantt Charts. Approaches to Project Screening, Project Planning, and Project Charter.

UNIT III

Project Execution: Initiating the Project, Controlling and Reporting, Project Objectives, Risk Management-Meaning, factors, four Stage Process, and Risk Management an integrated approach.

UNIT IV

Leading Project Teams: Building a Project Team, Characteristics of an Effective Project Team, Team Dynamics, Achieving Cross-Functional Cooperation, Virtual Project Teams, Conflicts Management, Negotiations.

UNIT V

Tools in Project Management: Gantt charts, Milestone tracker diagram, PERT and CPM techniques. Problems on CPM and PERT, Future Trends in Project Management, and Introduction to widely used project management tools (Microsoft Project, Jira, Asana, Trello, Zoho, etc.).

Text Books

1. Gray, Larson, Rohit Joshi Project Management, Tata McGraw Hill, 8th edition, 2021.
2. Jeffery K. Pinto, Project Management, Pearson Education, 5th Edition, 2020

References

1. A Guide to The Project Management 7th Edition, PMI, 2021
2. Albert Lester Project Management - Planning and Control, Elsevier Science & Technology Books, 2006.
3. R. Panneerselvam., P. Senthil Kumar, Project Management, PHI, 2009.
4. Thomas M. Cappels, Financially Focused Project Management, SPD, 2003.

**ACADEMIC REGULATIONS
(AU-R20)**

For the

**Master of Business Administration
Program**



**With effect from the Academic Year
2020-21**

ANURAG UNIVERSITY

Venkatapur, Ghatkesar (M), Medchal- Malkajgiri
(Dist), Telangana 500088

www.anurag.edu.in

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Academic Regulations for MBA (Regular) with effect from the Academic Year 2020-21

1. Title and Duration of the Program

- 1.1 The program shall be called the Postgraduate (PG) Program in Master of Business Administration, abbreviated as MBA with duration of 2years.
- 1.2 The MBA program duration shall be two academic years divided into four semesters and each semester having 16 weeks of instruction.
- 1.3 Students admitted to the MBA program shall have to complete the course of study within a maximum time frame of 4 years from the year of admission. Otherwise, they shall forfeit their admission.

2. Admission Procedure

- 2.1. A candidate for admission to the MBA program must have completed his/her Bachelor's degree with a minimum of 55% marks in aggregate from a recognized university by the Anurag University as equivalent thereto.
- 2.2. All the eligible applicants satisfying 2.1 shall be governed by the following admission policy:
Note: The Anurag Group of Institutions (AGI) is an existing institution which is established as Anurag University under the Telangana State Private Universities Act (Establishment and Regulations) No.11 of 2018.
- 2.3 Admissions to the MBA programs will be based on a rank in the Anurag University Common Entrance Test, or on marks or percentile secured in CAT/MAT/XAT/CMAT/GMAT/HBSAT or any other test recognized by Anurag University.
- 2.4. The rule of reservation in admission to the MBA program will be held as per the Section 33 of the Telangana State Private Universities Act No. 11 of 2018, and Rule 10 of the G.O.Ms. No. 26 [Higher Education (UE.1) Department], Dt.20-08-2019.
- 2.5 Admission and Other fees will be as specified by AU from time to time as per the Act.

3. Credits

The following is the credit allocation table.

Course	Credits
1 Hour Lecture (L) per week	1
1 Hour Tutorial (T) per week	1
2 Hour Practical (P) per week	1
Internship	2
Mini Project	2
Comprehensive Viva Voce	2
Major Project	6

4. Distribution and Weightage of Marks

- 4.1 The performance of a student in a semester shall be evaluated course-wise for a maximum of 100 marks in each theory and practical course. In addition, Mini Project, Internship, Comprehensive viva-voce and Project work shall be evaluated for 100 marks each.
- 4.2 For theory courses the distribution shall be 40 marks for Continuous Internal Evaluation (CIE) and 60 marks for the Semester End Examination (SEE).
- 4.3 The distribution of marks for Continuous Internal Evaluation (CIE) and the Semester End Examination (SEE) along with the minimum pass percentage shall be as follows:

Course	Continuous Internal Evaluation (CIE)	Semester End Examination (SEE)	Minimum Academic Requirement to Pass a course	
			*Minimum Pass Percentage (SEE)	*Minimum Pass Percentage (CIE+SEE)
Theory	40	60	40	50
Laboratory	50	50	40	50
Mini Project	100	0	-	50
Internship	100	0	-	50
Comprehensive Viva-voce	100	0	-	50
Major Project	50	50	40	50

* A relaxation of 10% of maximum marks shall be given to physically challenged students.

4.3.1 Continuous Internal Evaluation (CIE)

The CIE for Theory Courses has the following three components, comprising of 40marks:

- a) Midterm Examinations for 20 marks
- b) Quizzes for 10marks
- c) Assignment/Seminars/Projects/Group Activities for 10marks

a) Mid-term examination:

For theory subjects, there shall be two midterm examinations as a part of continuous evaluation. Each midterm examination shall be conducted for the duration of 90 minutes and the question paper consists of Part-A (Short Answers) for 5 marks and Part-B (Long Answers) for 15 marks. Part-B shall contain 5 questions of which student have to answer 3 questions; each question carries 5marks.

The First midterm examination shall be conducted for 2.5 units of syllabus at the end of 8 weeks of instruction and Second midterm examination shall be conducted for remaining 2.5 units at the end of 16 weeks of instruction.

There shall be an optional third midterm examination during the preparation cum external practical examinations period subject to the following conditions:

- i. Interested students have to register for the third mid examination by paying the prescribed registration fee.
- ii. Third midterm examination covers entire semester syllabus carrying 20marks

b) Quizzes:

For theory subjects, there shall be a total of five quizzes to be conducted, one each at the end of every Unit of instruction. The average of the five quizzes shall be taken as the final marks secured by each candidate.

c) Assignment / Seminars / Projects / Group Activities:

The faculty will evaluate the students for 10 marks by conducting any of the following in two phases covering at least two units in each phase; Assignments / Seminars / Projects / Group Activities. This should be completed before the conduct of the second midterm examination.

4.3.2 The average of best two midterm examinations shall be taken as the final marks secured by each candidate. The average five quizzes for 10 marks and the Assignment/Seminars/Projects/Group Activities for 10 marks shall be added to the final mid marks. If he/she is absent for any test/quiz/assignment, he/she shall be awarded zero marks for that test/quiz/ assignment.

4.4 Semester End Examinations (SEE):

4.4.1 The semester end examination will be conducted for 60 marks which consist of two parts viz., i). Part - A for 20 marks, ii). Part - B for 40 marks.

- 4.4.2 Part-A is compulsory, which consists of ten questions (numbered from 1 to 10) with two questions from each unit carrying 2 marks each.
- 4.4.3 Part-B consists of five questions (numbered from 11 to 15) shall be set by covering one question (may contain sub-questions) from each unit of the syllabus carrying 8 marks each. For each question there will be an “either” “or” choice (that means there will be two questions from each unit and the student should have to answer any one of them).
- 4.4.4 For all laboratory courses, there shall be CIE during a semester for 50 marks and SEE for 50 marks. Out of the 50 marks for CIE the breakup shall be as follows:
- | | | |
|------|---------------------------|----------|
| i. | Preparation for Lab: | 10 Marks |
| ii. | Observation: | 10 Marks |
| iii. | Completion of Experiment: | 5 Marks |
| iv. | Record: | 5 Marks |
| v. | Skill Test: | 20 Marks |
- 4.4.5 There shall be a Mini Project, to be taken up during the I Year II Semester. The Mini project shall be submitted in report form and should be presented before the committee, which shall be evaluated for 100 marks. The committee consists of Head of the Department, the Supervisor of Mini project and a faculty member of the department nominated by the Dean, School of Management. There shall be no external marks for Mini Project.
- 4.4.6 There shall be an Internship, to be taken up during the II Year I Semester. The Internship work shall be submitted in report form and presented before the committee. The report shall be evaluated for 100 marks. The committee consists of Head of the Department, the supervisor of Internship and a faculty member of the department nominated by the Dean, School of Management. There shall be no external marks for Internship.
- 4.4.7 There shall be a comprehensive viva-voce in II Year II Semester. The comprehensive viva-voce shall be conducted by a committee consisting of the Head of the Department and two senior faculty members of the department. The comprehensive viva-voce is intended to assess the students understanding of the subjects. He /she studied during the MBA course of study. The comprehensive viva-voce is evaluated for 100 marks. There shall be no external examination for the comprehensive viva-voce.
- 4.4.8 Out of a total of 100 marks for the project work, 50 marks shall be for CIE and 50 marks for the SEE. The SEE (viva-voce) shall be conducted by the committee. The committee consists of an external examiner, Head of the department, the Supervisor of the project and a Senior faculty member of the department. The topics for Mini project, internship and project work shall be different from each other. The evaluation of project work shall be conducted at the end of the II Year II Semester. The internal

evaluation shall be based on two seminars given by each student on the topic of his/her project.

- 4.5 If there is a complaint in awarding the CIE marks, the University shall nominate a committee to look into the matter.
- 4.6 Candidates shall be permitted to apply for recounting/revaluation of SEE theory scripts within the stipulated period with payment of prescribed fee.
- 4.7 Recounting: The totalling of the marks awarded shall be verified in the answer script and corrected if there is any mistake.
- 4.8 Revaluation:
- a) The answer scripts of the candidate who applied for revaluation are evaluated by two subject experts independently other than the original evaluator.
 - b) If the difference of marks between these two valuations is 15% or more of maximum marks, it will be sent for third valuation to another subject expert.
 - c) Nearest of two valuations out of three will be considered and the average of these two will be taken as the final marks obtained.
 - d) If the difference of the final marks after revaluation is 15% or more of maximum marks above the original marks, then the revaluation marks are considered for declaring the result.
 - e) If the revaluation marks are less than the original marks, the original marks are retained and there is no change in the result.
- 4.9 Challenge Valuation:
- The candidates who have applied for revaluation and are not satisfied with the result are only eligible to apply for challenge valuation by paying the prescribed fee in the form of DD payable to the Registrar, AU.
- a) On receipt of the DD, a photocopy of the answer booklet shall be given to the student.
 - b) The paper will be evaluated in the presence of the student by a senior faculty member appointed by the University.
 - c) If there is any change in the marks of 15% or more of the maximum marks, the new marks will be awarded to the student. Otherwise, there will be no change in original secured marks.
 - d) If the change in marks (equal or above 15% of the maximum marks) occurs, the amount paid towards challenge valuation will be refunded. Otherwise, the student will forfeit the total amount which he / she has paid.

5. Attendance Requirements

- 5.1 A student is eligible to write the Semester end examination of a course only if he/she acquires a minimum of 75% attendance in that course of the semester.
- 5.2 Condonation of shortage of attendance up to 10% (65% and above and below 75%) in each course of every semester may be granted on medical grounds as approved by the Academic Council.

- 5.3 A stipulated fee shall be payable towards condonation of shortage of attendance.
- 5.4 Shortage of attendance below 65% in each course shall not be condoned.
- 5.5 However, in respect of women candidates who seek condonation of attendance due to pregnancy, the Vice-Chancellor may condone the deficiency of attendance in each course to the extent of 15% (as against 10% condonation for others) on medical grounds subject to submission of medical certificate to this effect. Such condonation shall not be availed twice during the program of study.
- 5.6 Students whose shortage of attendance is not condoned are not eligible to write semester end examination of that course. Such students are detained and their registration for that examination stands cancelled.
- 5.7 A student detained due to shortage of attendance in a semester may seek re-register that course, as and when offered, within four weeks from the date of commencement of class work with the academic regulations of the batch into which he/she gets re-admitted.
- 5.8 A student will be promoted to the next semester if he/she satisfies the attendance requirement of atleast three theory courses of current semester and shall not be eligible for readmission into the same semester.
- 5.9 Attendance of N.S.S/N.C.C Camps or Inter collegiate or Inter University or Inter State or International matches or debates or such other Inter University activities as approved by the authorities, will be taken into consideration while calculating the attendance.
- i. Such leave should be availed with prior permission from the Dean, School of Management and not be availed more than twice during the program of study.
 - ii. Without any prior permission, such leave shall be treated as absence.
 - iii. While calculating the attendance, the no. of classes not attended in each course should be deleted in the denominator.

5.10 Promotion Rules:

- 5.10.1 A student shall be promoted from I Year to II Year only if he/she fulfills the academic requirements of securing 50% of average credits (27 credits out of 54 credits) up to I Year II Semester, from all the examinations, whether or not the candidate takes the examinations.
- 5.10.2 A student shall register and put up required attendance in all 102 credits and earn all 102 credits for the award of degree.
- 5.10.3 Students, who fail to earn 102 credits as indicated in the course structure within four academic years from the year of their admission, shall forfeit their admission.
- 5.11 When a student is detained due to shortage of attendance in any semester, no grade allotments or SGPA/CGPA calculations will be done for that entire semester in which he/she got detained.

- 5.12 When a student is detained due to lack of credits in any year, he/she may be readmitted after fulfilment of the academic requirements, with the academic regulations of the batch into which he/she gets readmitted.
- 5.13 For readmitted candidates, if there are any professional electives / open electives, the same may also be re-registered if offered. However, if those electives are not offered in later semesters, then alternate electives may be chosen from the set of elective courses offered under that category.

6 Supplementary Examinations

- 6.1 A student eligible to appear for semester end examinations in a course, but absent/failed in that examination, may write the exam in that course during supplementary examinations. In such cases, CIE assessed earlier for that course will be carried over and added to the marks to be obtained in the supplementary examinations for evaluating his performance in that course.
- 6.2 Supplementary examination(s) in the failed courses shall be conducted as per schedule given by the University. If the concerned course is not available in the new regulation the student has to appear for the examinations with the syllabus of equivalent course(s) prevailing for the regular students in that academic year. However, if no such similar subject(s) is offered in the current regulation, the supplementary examination(s) shall be conducted with the same syllabus which is studied during regular course of study with extra fee as specified by the University from time to time.

7. Grade Points

- 7.1 Marks will be awarded to indicate the performance of each student in each theory courses or lab/practical/seminar/project/mini-project etc., based on the percentage of marks obtained in both CIE and SEE taken together as specified above, and a corresponding letter grade shall be given.

- 7.2 A 10-point absolute grading system using the following letter grades and corresponding percentage of marks shall be followed as given below.

% of Marks Secured (Class Intervals)	Letter Grade (as per UGC Guidelines)	Grade Points
90% and above ($\geq 90\%$, $\leq 100\%$)	O (Outstanding)	10
Below 90% but not less than 80% ($\geq 80\%$, $< 90\%$)	A ⁺ (Excellent)	9
Below 80% but not less than 70% ($\geq 70\%$, $< 80\%$)	A (Very Good)	8
Below 70% but not less than 60% ($\geq 60\%$, $< 70\%$)	B ⁺ (Good)	7
Below 60% but not less than 50% ($\geq 50\%$, $< 60\%$)	B (Above Average)	6
Below 50% ($< 50\%$)	F (Fail)	0
Absent	Ab	0

- 7.3 A student obtaining “F” Grade in any subjects shall be considered as ‘failed’ and will be required to re-appear as ‘supplementary candidate’ in the SEE, as and when conducted. In such cases, CIE in those subjects will remain same as those the student obtained earlier.
- 7.4 A letter grade does not imply any specific % of marks.
- 7.5 In general, a student shall not be permitted to repeat any course(s) only for the sake of ‘grade improvement’ or ‘SGPA/CGPA Improvement’.
- 7.6 A student earns grade point (GP) in each course, on the basis of letter grade obtained by him/her in that course (excluding mandatory non-credit courses). Then the corresponding ‘credit points’(CP) are computed by multiplying the grade point with credits for that particular course.
- Credit Points (CP) = Grade Point (GP) x Credits (for a course)**
- 7.7 The student passes the course only when he/she gets $GP \geq 6$ ('B' grade or above).
- 7.8 The SGPA/CGPA at the end of each semester shall be awarded only if he/she passed all the courses up to end of that semester.

8. Registration / Dropping

- 8.1 Each student has to register for course work at the beginning of each semester as per the schedule mentioned in the academic calendar.
- 8.2 A student is allowed to register additional theory course/credits during the course of study with the consent of the faculty advisor.
- 8.3 A student would be allowed to register in an additional course only if he / she satisfies the prerequisites.
- 8.4 Departments will notify at the time of registration about the minimum number of students to be enrolled for a particular course to be offered.
- 8.5 Any student may be barred from registering for any course for specific reasons like disciplinary reasons, non- payment of fees, etc.
- 8.6 A candidate shall be given one chance to re-register and attend the classes for a maximum of two courses, if the CIE marks secured by a candidate are less than 50% and failed in those subjects but fulfilled the attendance requirement. A candidate must re-register for failed courses within four weeks of commencement of the class work and secure the required minimum attendance to appear for SEE. In the event of the student taking this chance, his CIE marks and SEE marks obtained in the previous attempt stand cancelled.
- 8.7 Dropping of courses: Within four weeks after the commencement of the semester, the student may, in consultation with the faculty advisor, drop one or more courses. The dropped courses shall be registered in the subsequent semesters as and when it is offered.

9 Earning of Credit

A student shall be considered to have completed a course successfully and earned the credits if he/she secures an acceptable letter grade in the range 'O' to 'B'. Letter grade 'F' in any course implies failure in that course and no credits earned.

10 Passing Standards

- 10.1 A student shall be declared successful or 'passed' in a Semester, only when he/she gets a SGPA ≥ 6.00 (at the end of that particular Semester); and a student shall be declared successful or 'passed' in the entire program, only when he/she gets a CGPA ≥ 6.00 ; subject to the condition that he/she secures a GP ≥ 6 (B Grade or above) in every registered course in each Semester.
- 10.2 After the completion of each semester, a grade card or grade sheet (or transcript) shall be issued to all the registered students of that semester, indicating the letter

grades and credits earned. It will show the details of the courses registered (course code, title, no. of credits, grade earned etc.), credits earned, SGPA and CGPA.

11. Vertical Progression

It shall also be necessary to lay down uniform minimum standards for SGPA and CGPA together with the minimum number of credits to be earned in a semester for the vertical progression of students. This shall be used in facilitating the mobility of students from one institute to another and also in avoiding any confusion among the students. At the end of each semester the minimum standard for SGPA = 6.0 and CGPA=6.0. However, failure to secure a minimum CGPA = 6.0 at the end of any semester for the first time, shall attract a warning before approval of the student to continue in the following semester.

12. Eligibility for Award of MBA Degree

A student shall be eligible for award of the MBA degree if he/she fulfils all the following conditions:

- 12.1 Registered and successfully completed all the components prescribed in the program of study to which he/she is admitted by securing 102 credits.
- 12.2 Obtained CGPA greater than or equal to 6.0 (minimum requirements for pass)
- 12.3 He/she has no dues to the Institute, Hostels, Libraries, NCC/NSS etc.
- 12.4 No disciplinary action is pending against him/her.
- 12.5 The students, who fail to fulfil the above academic requirements, shall forfeit their admission.

13. Award of Class

- 13.1 After a student has satisfied the requirements prescribed for the completion of the program and is eligible for the award of MBA Degree, he/she shall be placed in one of the following three classes based on the CGPA.
- 13.2 Students who qualify for the award of the degree as listed in item 13.1 shall be placed in the following classes.

CGPA	Class	Conditions
≥ 8.00	First Class with Distinction	<ul style="list-style-type: none">● Should have passed all the courses in 'first appearance' in a semester examination and should complete the program in 2 years of time.● Should not have been detained or prevented from writing the end semester examinations in any semester due to shortage of attendance or

		any other reason
≥ 6.75 - < 8.00	First Class	<ul style="list-style-type: none"> The Students who secure CGPA, but not fulfilling the conditions for “First Class with Distinction” shall be awarded ‘First Class’.
≥ 6.00 - < 6.75	Second class	

- 13.3 A student with final CGPA (at the end of the program) < 6.00 will not be eligible for the award of the degree.
- 13.4 The CGPA can be converted to equivalent percentage of marks by using the following formula:

$$\text{Percentage (\% of Marks)} = (\text{CGPA} - 0.5) \times 10$$

14. Consolidated Grade Card

A consolidated grade card containing credits & grades obtained by the candidates will be issued after completion of the two years MBA Program.

15. Withholding of Results

If the student has not paid the dues, if any, to the University or if any case of indiscipline is pending against him, the result will be withheld, and he / she will not be allowed into the next semester. In such cases the matter will be referred to the academic council. The decision of the academic council is final.

16. Transitory Regulations

- 16.1 Discontinued, detained, or failed candidates are eligible for readmission as and when offered next as per the university admission procedure.
- 16.2 Students on transfer shall complete the prescribed courses of the concerned program not covered earlier and however should take the remaining program along with others.

17. Transcripts

After successful completion of the total Program of study, a Transcript containing performance of all academic years/semesters will be issued as a final record. Duplicate transcripts will also be issued if required after the payment of requisite fee.

18. Convocation

18.1 The University shall conduct convocation ceremony to confer the degree(s).

18.2 The University shall institute Prizes and Awards to meritorious students during convocation.

19. Termination from the program

The admission of a student to the program may be terminated in the following circumstances:

19.1 The student fails to satisfy the requirements of the program within the maximum period stipulated for that program.

19.2 The student fails to satisfy the norms of discipline specified by the university from time to time.

20. Amendments

The regulations hereunder are subject to amendments as may be made by Academic Council from time to time. Any or all such amendments will be effective from such date and to such batches of candidates (including those already undergoing the program).

ANNEXURE – I:

Calculation of Grade Point Average

1 Grade Point Average

1.1 SGPA and CGPA

The *credit index* can be used further for calculating the Semester Grade Point Average (*SGPA*) and the Cumulative Grade Point Average (*CGPA*), both of which being important performance indices of the student. While *SGPA* is equal to the *credit index* for a semester divided by the total number of *credits* registered by the student in that semester, *CGPA* gives the sum total of *credit indices* of all the previous semesters divided by the total number of *credits* registered in all these semesters. Thus, the Grade Point Average (*GPA*) will be calculated according to the formula:

$$GPA = \frac{\sum C_i G_i}{\sum C_i}$$

Where C_i = number of credits for the course i ,

G_i = grade points obtained by the student in the course.

Semester grade point average (*SGPA*) is calculated up to second decimal point and it is calculated only when all subjects in that semester are cleared / passed.

$$SPGA = \frac{\sum[(Course\ credits) \times (Grade\ points)]}{\sum[Course\ credits]}$$

To arrive at cumulative grade point average (*CGPA*), the formula is used considering the student's performance in all the courses taken in all the semesters completed up to the particular point of time. *CGPA* is rounded off to TWO decimal places.

$$CPGA = \frac{\sum[(Course\ credits) \times (Grade\ points)]}{\sum[Course\ credits]}$$

CGPA is thus computed from the I Year First Semester onwards, at the end of each semester, as per the above formula. However, the *SGPA* of I year I semester itself may be taken as the *CGPA*, as there are no cumulative effects.

1.2 Illustrative Example

An illustrative example given below indicates the use of the above two equations in calculating SGPA and CGPA, both of which facilitate the declaration of academic performance of a student, at the end of a semester and at the end of successive semesters respectively.

Year and Semester	Course No.	Credits	Grade	Grade points	Credit points
I Year I Sem.	XX101	4	A	8	32
I Year I Sem.	XX102	4	B	6	24
I Year I Sem.	XX103	4	A+	9	36
I Year I Sem.	XX104	4	A	8	32
I Year I Sem.	XX105	1.5	O	10	15
I Year I Sem.	XX106	1.5	A+	9	13.5
Total		19			152.5
	<i>SGPA = 152.5/19 = 8.03</i>			<i>CGPA = 8.03</i>	
I Year II Sem.	XX107	4	B+	7	28
I Year II Sem.	XX108	3	A	8	24
I Year II Sem.	XX109	3	B	6	18
I Year II Sem.	XX110	4	C	5	20
I Year II Sem.	XX111	2	A+	9	18
I Year II Sem.	XX112	1.5	O	10	15
I Year II Sem.	XX113	1.5	O	10	15
Total		19			138
	<i>SGPA = 138/19 = 7.26</i>			<i>CGPA = (152.5+138) / (19+19) = 7.64</i>	

1.3 If two students get the same *CGPA*, the tie should be resolved by considering the number of times a student has obtained higher *SGPA*; But, if it is not resolved even at this stage, the number of times a student has obtained higher grades like O, A, B etc. shall be taken into account in rank ordering of the students in a class.

ANNEXURE – II:

Disciplinary Action against Students – Provisions

1. Student's behavior and discipline will be assessed and will receive the same attention as the academic work. Discipline includes the observance of good conduct and orderly behavior by the students of the University.
2. All students pursuing a Program at the University shall observe code of conduct and maintain discipline and must consider it as a duty to behave decently at all places.
3. Every student shall always carry the Identity card issued by the University. Every student shall have to produce or surrender the identity card, as and when required by the proctorial staff, teaching and library staff and the officials of the university. The loss of the identity card, whenever it occurs, shall immediately be reported in writing to the Registrar.
4. Any violation of the code of conduct or breach of any rules and regulations of the University is construed as an act of indiscipline and shall make him / her liable for disciplinary action.
5. The following acts are treated as gross indiscipline.
 - a) Disobeying the teacher/officials or misbehaving in the class.
 - b) Quarrelling or fighting in the University campus or in the hostels amongst themselves or indulging in any activity which amounts to ragging or harassment of other students.
 - c) Quarrelling or fighting with a University employee(s) or any other public utility functionaries in the campus.
 - d) Indecent behavior in the campus or outside causing inconvenience to others.
 - e) Visiting socially unacceptable websites, smoking or consuming liquor or banned substances like drugs etc.
 - f) Damage to the University property.
 - g) Indulging in acts of theft, forgery, stealing and misappropriating.
 - h) Any other activity that defames the University;
 - i. Use of mobile in the class/academic area.
 - ii. Irregularity in attending classes, persistent idleness, negligence or indifference towards the work assigned.
 - iii. Any other conduct which is considered to be unbecoming of student.

ANNEXURE – III:

Rules for Students Conduct & Behaviour in Campus and Outside

1. The rules and regulations, academic calendar shall be provided to students.
2. In general, Dean - Student Affairs will deal with the welfare and discipline of all students in the campus including Hostel and also outside the campus and will ensure maintenance of good conduct. He/she will be assisted by other members of faculty/ staff/ wardens as nominated.
3. Conduct and Behavior:
 - a) Students should attend all their classes and strictly observe class timings. They should likewise carry out other out-door and extracurricular duties assigned to them. Their attendance and leave are governed by the regulations pertaining to them.
 - b) Students must give their undivided attention to their academic work and must be respectful to their teachers and supervisors.
 - c) Students must conduct themselves with due decorum in the classes, laboratories, library etc. and move in an orderly and disciplined manner in the campus.
 - d) Students should not indulge in abusive behavior/ violence of any kind with fellow students, teaching faculty and employees of the University within or outside the University. Violence by any student or group of students will lead to severe disciplinary action against them.
 - e) No meeting of the students other than those organized under the aegis of the various recognized students' activities shall be called without the prior permission in writing from the Dean, Student Affairs.
 - f) No meetings / functions / outsider address organized by the students are allowed within the University without prior permission from the registrar.
 - g) No students shall use unfair means at any of the examinations and tests or attempt or threaten the staff to get undue advantage.
 - h) Students must pay all fees and other dues on specified dates. If they do not do so, they render themselves liable to penalties as in force from time to time.
 - i) Students must take good care of all University property. Any damage to University property shall be viewed as indiscipline. Such students, in addition to facing the disciplinary action, shall have to replace the damaged property and make good the losses caused due to their action. Students must use the furniture and fittings with due care and must not deface buildings, roads, furniture and fittings etc. in any manner.
 - j) Students must handle the laboratory equipment, instruments and machinery with great care. Any damage or breakage of such equipment etc., due to improper use and negligent handling will have to be made good by the students concerned.
 - k) Ragging in any form is unlawful and strictly prohibited. If a student is found in ragging activity, he/she shall be punished as per the Anti-Ragging Act.

- l) The University shall have a zero-tolerance policy towards Ragging and shall lay down strict guidelines on the same as per policies of the UGC in vogue and in compliance to directions of Hon'ble Supreme Court.
 - m) Mobile/cellular phone shall be kept in silent mode during the classes and violation will lead to confiscation of the mobile phone.
 - n) All the students are required to observe the decorum in the dress code as prescribed by the University. Students not adhering to the prescribed dress code may be denied entry to the University campus;
 - o) Smoking, consumption/possession of liquor, intoxicants, drugs, cigarettes, hookah etc., inside or outside the Campus is strictly prohibited. Any violation will invoke severe penalty including rustication from the Hostel/University.
4. Policy to prevent Sexual Harassment:
- a. The University shall be committed to treating every employee and student with dignity and respect. It shall seek to create a work environment that is free from sexual harassment of any kind, whether verbal, physical or visual;
 - b. A policy shall be prescribed by the University to provide guidelines for prompt redressal of complaints related to sexual harassment which should be in full compliance with "The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal)" Act,2013;
 - c. All references / complaints and redressal mechanism pertaining to any matter will be handled within the ambit of the said Act and the Rules framed there under. The policy so prescribed shall be communicated to all employees and students.

5. Grievance and Redressal Mechanisms:

The University shall constitute various Grievance and Redressal committees and its guidelines as specified by the statutory authorities of the University.

ANNEXURE – IV:

Malpractices Rules

S.No	Nature of Malpractice Improper conduct during examinations	Punishment
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he/she is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he/she will be handed over to the police and a case is registered against him/her.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate disappearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The hall ticket of the candidate is to be cancelled.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all Semester end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he/she will be handed over to the police and a case is registered against him/her.

4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination. Takes away answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all SEEs. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks	Cancellation of the performance in that subject.
6	Refuses to obey the orders of the Chief Superintendent / Assistant Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty inside or outside the examination hall or causing any injury to himself / herself or to any others or threatens whether by words, either spoken or written or by signs or by visible representation, assaults the officer in-charge, or any person on duty in or outside the examination hall or any others, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the college campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	They shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case will be registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears the script or any part-thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work & shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all Semester examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.

8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits these at.
9.	Who is not a candidate for the particular examination or any person not connected with the University indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the University will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Found copying, on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the malpractice committee for further action on suitable punishment as per rules.	

ANNEXURE – V:

EVALUATION OF MAJOR PROJECT

Every candidate shall be required to submit a Project work on a topic approved by the Project Review Committee.

- 1 A Project Review Committee (PRC) shall be constituted with Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.
- 2 ***Registration of Project Work:*** A candidate is permitted to register for the project work after satisfying the attendance requirement of all the subjects, both theory and practical up to third semester. The work on the project shall be initiated at the beginning of the II year II Semester and the duration of the project is one semester.
- 3 After satisfying 2, a candidate has to submit, in consultation with his Project Supervisor, the title, objective and plan of action of his project work to the PRC for approval. Only after obtaining the approval of the PRC the student can initiate the Project work.
- 4 If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of supervisor or topic leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
- 5 A candidate shall submit his project status report in two stages at least with a gap of 3 months between them. Each stage will be evaluated for 25 marks.
- 6 A candidate is permitted to submit Project work only after successful completion of all theory and practical courses with the approval of PRC not earlier than the Academic Calendar of the Semester from the date of registration of the project work. For the approval of PRC, the candidate shall submit the draft copy of the work to the Head of the Department and make an oral presentation (Pre-submission seminar) before the PRC.
- 7 After approval from the PRC, a soft copy of the Project work should be submitted for ANTI-PLAGIARISM check and the plagiarism report should be submitted to the examination branch and be included in the final Project work. The Project work will be accepted for submission, if the similarity index is less than **30%**. If the similarity index is more than the required percentage, the student is advised to modify accordingly and re-submit the soft copy of the Project work after one month. The maximum number of re-submissions of Project work after plagiarism check is limited to TWO. If the similarity index is more than 30% in the second attempt, then the candidate has to re-register for the project work and work for two more semesters. If he / she fails even after two more attempts, the admission is liable to be cancelled. The college authorities are advised to make plagiarism

- check of every soft copy of Project work before submissions.
- 8 Three copies of the Project work certified by the supervisor shall be submitted to the College/School/Institute.
 - 9 If the report of the examiner is not favourable, the candidate shall revise and resubmit the Project work. If the report of the examiner is unfavourable again, the Project work shall be summarily rejected.
 - 10 If the report of the examiner is favourable, Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the Project work.
 - 11 For Project Evaluation (Viva Voce) in II Year II Sem. there is an external mark of 50 and the same evaluated by the External examiner appointed by the university and PRC.
 - 12 If he / she fails to fulfil as specified in 10, the candidate will reappear for the Viva-Voce examination only after three months. In the reappeared examination also, fails to fulfil, he / she will not be eligible for the award of the degree.
 - 13 The Project work shall be adjudicated by one examiner selected by the university. For this, Chairperson, BOS of the respective departments shall submit a panel of 3 examiners, who are eminent in that field with the help of the concerned guide and senior faculty of the department.
 - 14 The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva- Voce examination.

ANNEXURE – VI: Definitions

In these Regulations, unless the context otherwise requires:

1. Academic Year: Two consecutive (one odd + one even) semesters constitute one academic year.
2. Choice Based Credit System (CBCS): The CBCS provides choice for students to select from the prescribed courses (core, elective or minor or soft skill courses).
3. Course: Usually referred to, as a 'subject' is a component of a program. All courses need not carry the same weightage. The courses should define learning objectives and learning outcomes. A course may be designed to comprise lectures/tutorials/laboratory work/field work/outreach activities/ project work/ vocational training/viva/seminars/ term papers/assignments/ presentations/self-study etc., or a combination of some of these.
4. Credit Based Semester System (CBSS): Under the CBSS, the requirement for awarding a degree or diploma or certificate is prescribed in terms of number of credits to be completed by the students.
5. Credit: A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work field work per week.
6. Grade Point: It is a numerical weight allotted to each letter grade on a 10-point scale.
7. Credit Point: It is the product of grade point and number of credits for a course.
8. Letter Grade: It is an index of the performance of students in a said course. Grades are denoted by letters i.e., O, A+, A, B+, B, C and F.
9. Semester Grade Point Average (SGPA): It is a measure of academic performance in a semester. It is the ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It shall be expressed up to two decimal places.
10. Cumulative Grade Point Average (CGPA): It is a measure of overall cumulative performance of a student. The CGPA is the ratio of total credit points secured by a student in all semesters and the sum of the total credits. It shall be expressed up to two decimal places.

11. Program: An academic program of the University.
12. Semester: Each semester shall consist of 16 weeks of instruction. The odd semester may be scheduled from June to November and even semester from December today.
13. Transcript or Grade Card or Certificate: Based on the grades earned, a grade certificate shall be issued to all the registered students after every semester. The grade certificate will display the course details (code, title, number of credits, grade secured) along with SGPA of that semester and CGPA earned till that semester.
14. Types of courses: The courses in a program may be of three kinds: Core, Elective and Foundation.
15. Core course: This is the course which is to be compulsorily studied by a student as a core requirement of a program in a branch of study.
16. Elective course: This is the course to be chosen from a pool of courses. Elective course may be (a) Supportive to the branch of study (b) Providing an expanded scope (c) Enabling an exposure to some other branch/domain (d) Nurturing student's proficiency/skill.
17. Foundation course: This course may be of two kinds, compulsory foundation and elective foundation.
18. Compulsory Foundation courses: These are the courses based upon the content that leads to knowledge enhancement. They are mandatory for all disciplines.
19. Elective Foundation courses: These are value-based and are aimed at man- making education.
20. General:
 - The academic regulations should be read as a whole for the purpose of any interpretation.
 - In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Chancellor is final.

COURSE CURRICULUM

PROGRAM EDUCATIONAL OBJECTIVES (PEO's):

1. To teach the fundamentals of the key elements of a business organization.

2. To provide a critical perspective on theoretical knowledge and practical approach to various functional areas of management and decision making.
3. To develop analytical skills to identify the link between the management practices in the functional areas of an organization and business environment.
4. To establish and realize a creative research culture among the student community.
5. To provide insights on latest technology, business communication, management concepts and to build teamwork and leadership skills within them.
6. To inculcate the habit of inquisitiveness and creativeness aimed at self actualization and realization of ethical practices.

PROGRAM LEARNING OUTCOMES (PO's)

The learning outcomes specify the knowledge, skills, values and attitudes students are expected to attain in courses or in a program.

1. ***Business Environment and Domain Knowledge:*** Graduates are able to improve their awareness and knowledge about the functioning of local and global business environments and society.
2. ***Critical thinking, Business Analysis, Problem Solving and Innovative Solutions:*** Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.
3. ***Global Exposure and Cross-Cultural Understanding:*** Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.
4. ***Social Responsiveness and Ethics:*** Graduates are expected to identify contemporary social problems, explore the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.
5. ***Effective Communication:*** Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology.

6. **Leadership and Teamwork:** Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

M.B.A

I MBA I SEMESTER

COURSE STRUCTURE

S.No.	Course Code	Course Title	Hours per week			Credits
			L	T	P	
1	A91001	Financial Accounting and Analysis	3	1	-	4
2	A91002	Micro-Economics	3	1	-	4
3	A91003	Organizational Theory and Practice	3	1	-	4

4	A91004	Legal Aspects of Business	3	1	-	4
5	A91005	Business Statistics and Analytics for Decision Making	3	1	-	4
6	A91101	Data Analysis and Visualization	1	-	2	2
7	A91102	Business Communication	3	1	-	4
TOTAL			19	6	2	26

I MBA II SEMESTER
COURSE STRUCTURE

S.No.	Course Code	Course Title	Hours per week			Credit
			L	T	P	
1	A92001	Human Resource Management	3	1	-	4
2	A92002	Marketing Management	3	1	-	4
3	A92003	Financial Management	3	1	-	4
4	A92004	Operations Research	3	1	-	4
5	A92005	Research Methodology	3	1	-	4
6	A92201	Modelling of Spreadsheets	1	-	2	2
7	A92006	Corporate Communication	2	1	-	3
8	A92202	Skill Integrated Communication Lab	-	-	2	1
9	A92203	Mini Project	-	-	4	2
TOTAL			18	06	08	28

II MBA I SEMESTER
COURSE STRUCTURE

S.No.	Course Code	Course Title	Hours per week			Credit
			L	T	P	
1	A93001	Strategic Management	3	1	-	4
2	A93002/A	Business Ethics & Corporate Sustainability	3	1	-	4
	A93002/B	Managerial Competencies and Career Development				
	A93002/C	Sustainability Management				
	A93002/D	E- Governance				
3	A93003A	Entrepreneurship	3	1	-	4
	A93003/B	Organizational Dynamics				
	A93003/C	Carbon Finance				
	A93003/D	Project Management				

4	A93004/F	Indian Financial Systems	3	1	-	4
	A93004/M	Consumer Behaviour				
	A93004/H	Managing Employee Performance and Compensation				
5	A93005/F	Investment Management	3	1	-	4
	A93005/M	Sales and Retail Management				
	A93005/H	Talent Acquisition				
6	A93006/F	Fintech	3	1	-	4
	A93006/M	Customer Relationship Management				
	A93006/H	Learning and Development				
7	A93101	Professional Development and Career Building	1	-	2	2
8	A93102	Internship	-	-	4	2
TOTAL			19	06	06	28

II MBA II SEMESTER

COURSE STRUCTURE

S.No.	Course Code	Course Title	Hours per week			Credits
			L	T	P	
1	A94004/F	International Finance	3	1	-	4
	A94004/M	Digital Marketing				
	A94004/H	Human Resource Planning and Development				
2	A94005/F	Project Finance	3	1	-	4
	A94005/M	Marketing Analytics				
	A94005/H	Strategic and International HRM				
3	A94006/F	Trading Strategies in Emerging Markets	3	1	-	4
	A94006/M	Services Marketing				
	A94006/H	Industrial Relations and Employment Laws				
4	A94101	Major Project	-	-	12	6
5	A94102	Comprehensive Viva-Voce	-	-	-	2
TOTAL			09	03	12	20

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A91001: FINANCIAL ACCOUNTING AND ANALYSIS

Course Objectives:

- To know the basic principles of accounting.
- To understand the steps in preparation of final accounts.
- To examine the various ratios used in analysis of financial statements.
- To know the analysis of financial statements through comparison.
- To understand the concept of funds flow & cash flow statements.

Course Outcomes: At the end of the course the students will be able to

- Apply the basic Principles of Accounting in preparation of Journal & Ledger.
- Prepare the financial statements by classification of Income & Expenditure.
- Calculate Ratios using Ratio Analysis Techniques and analyse the company Profitability
- Interpret the Financial Statements and analyse the position of the company
- Analyse the funds flow & cash flow statements of any company.

Unit I:

Introduction to Financial Accounting: Meaning, Definition and Scope of Financial Accounting, Accounting Concepts and Conventions, their implications on Accounting System, Double Entry Accounting System, Accounting Process, Types of Accounts, Primary

and Secondary Record, Preparation of Journal, Ledger Posting, Balancing and Preparation of Trial Balance (Including Numerical Problems), Errors Disclosed and Not Disclosed by Trial Balance, Suspense Account, Accounting Equation, Static and Dynamic View, Accounting Standards, their Rationale and Growing importance in Global Accounting Environment, International Financial Reporting Standards (IFRS).

Unit II:

Final Accounts and Depreciation: Preparation and Presentation of Financial Statements, Trading, Profit and Loss Account, Balance Sheet (Including Numerical Problems), Provisions of the Indian Companies Act regarding Preparation and Presentation of Financial Statements, Depreciation: Concept, Depreciation Methods, Impact on Measurement of Business Income, External Auditor's Report, Report of the Board of Directors, and Voluntary Disclosures

Unit III:

Shares and Debentures: Shares: Entries for Issue of Shares, Forfeiture and Reissue of Forfeited Shares, Issue of Shares at Discount and Premium. Debentures: Issue and Redemption of Debentures, Issue of Debentures for Cash and other than Cash, Treatment of Discounts and Losses on Issue, Redemption out of Capital and Profits.

Unit IV:

Financial Statement Analysis I: Meaning, Interpretation & Objectives of Financial Statements, Types of Financial Statement Analysis, Comparative & Common Size Analysis. Ratios: Meaning, Importance & Classification of Ratios, Rationale and Utility of Ratio Analysis, Calculation and Interpretation of Ratios: Liquidity Ratios, Activity Ratios, Turnover Ratios, Profitability Ratios, Leverage and Structural Ratios (Including Numerical Problems), Diagnostic and Predictive Power of Ratio, Du Pont Chart

Unit V:

Financial Statement Analysis II: Funds Flow Statement: Meaning and Importance of Fund Flow Statement, Statement of Changes in Working Capital, Funds from Operations. Preparation of Funds flow Statement. Cash Flow Statement: Advantages and Utility of Cash Flow Statement, Preparation of Cash Flow Statement, Tax: Tax Planning, Tax Avoidance, Tax Evasion, Balance Score Card, Methodology of BSC and its importance.

Essential Readings:

1. S N Maheshwar, Suneel K Maheshwari & Sharad K Maheshwari, Financial Accounting, 6/e, Vikas Publishing House, 2018.
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI, 2014

Suggested Readings:

1. Shirley Carlon, Rosina McAlpine, Chrisann Palm, Lorena Mitrino, Nagaire Kirk & Lily Wong, Financial Accounting: Reporting, Analysis and Decision Making 5/e, John Wiley & Sons 2015.

2. Shashi K Gupta and R K Sharma, Management Accounting Principles and Practice, 13/e, Kalyani Publishers 2017.
3. Ashish K Bhattacharyya, Financial Accounting for Business Managers, 5/e, PHI Publishers 2016.

Journals:

1. Journal of Accounting - Osmania University
2. Journal of Banking and Finance
3. International Journal of Financial Management and Accounting

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A91002:MICRO ECONOMICS

Course Objectives:

- To understand the concepts of microeconomics and its importance to managerial decision making
- To explain the methods of demand analysis and demand forecasting.
- To analyze the factors influencing the supply and production decisions.
- To understand the role of cost and profit determination and other decisions
- To study the types of market structure and pricing strategies.

Course outcomes: At the end of the course you should be able to

- Implement the concepts of micro economics in an organization
- Plan and forecast demand for organizations using demand forecasting techniques
- Develop supply and production schedules for an organization.
- Design cost strategies for profit maximization
- Develop optimal pricing strategies based on marketing structures.

Unit I:

Introduction to Micro Economics: Definition, Nature and Scope of Micro Economics, Difference between Micro and Macro economics, Limitations of Micro Economics, Micro Economics Relation with other Subjects, Micro Economics Decision Making in Business.

Unit II:

Demand Analysis: Introduction, Determinants of Demand, Law of Demand, Exception of Law of Demand, Elasticity of Demand , Types of Elasticity Demand and Importance.

Demand Forecasting: Introduction to Demand Forecasting, Levels of Demand Forecasting, Criteria for good Demand Forecasting, Methods and Techniques of Demand Forecasting.

Unit III:

Production Analysis: Introduction to Supply, Determinants of Supply, Supply Function, Elasticity of Supply, Production Function, Law of Variable Proportion Theory, Isoquant, and Iso cost, Laws of Returns to Scale, Economies of Scale.

Unit IV:

Cost Analysis: Cost concept, Types of Costs, Cost Output Relationship, Cost Output Relationship in Short Run, Cost Output Relationship in Long Run, Objective of Firm, Profit Maximization Models.

Unit V:

Market Structure and Pricing Strategies: Introduction to Market, Features of Market, Classification of Markets, Features, Price and Output Determination under Perfect Competition, Monopoly, Monopolistic Markets, Features of Oligopoly Market, Introduction to Pricing, Objectives of Pricing, Methods and Strategies of Pricing under Different Markets.

Essential Readings:

1. Geethika, Piyali Ghosh & Choudary, Managerial Economics, 3/e, McGraw Hill, 2018
2. P.L. Mehta, Managerial Economics: Analysis, Problems and Cases, Sultan Chand & Sons, 2016.
3. D.M. Mithani, Managerial Economics: Theory and Applications, Himalayan Publishing House, 2016
4. M.L. Jhingan, Micro Economic Theory, 7/e, 2014.

Suggested Readings:

1. H.L. Ahuja, Managerial Economics, 9/e, S.Chand, 2017.
2. Sumitra Pal, Managerial Economics Cases & Concepts, Macmillan, 2011
3. G S Gupta, Managerial Economics, 2/e, McGraw Hill, 2017.

Journals:

1. International Journal of the Economics
2. International Journal of Economics and Business Research
3. Economic and Political Review weekly Magazine.

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A91003: ORGANIZATIONAL THEORY AND PRACTICE

Course Objectives:

- To understand the basic concepts and theories and functions of Management Discipline.
- To study the different types, principles of planning and approaches to Decision making.
- To enable them to organize the department activities effectively by allocating authority
- To analyze the different approaches of selecting and motivating the employees.
- To understand the various techniques of controlling the performance of employees in the organization.

Course Outcomes: At the end of course students will be able to

- Apply the various management practices to manage the resources in the organization.
- Plan and make effective decisions while managing the resources in the organization.
- Design effective organization structures for allocation of authority and responsibility.
- Develop the manpower selection process and motivate them for the achievement of the goals.
- Establish the control tools for the effective performance of the employees

Unit I:

Introduction to Management: Evolution of Management Thought, Contribution of Selected Management Thinkers, Various Approaches to Management, Contemporary Management Practices, Managing in Global Environment, Managerial Functions

Unit II:

Planning: Importance of Planning, Types of Planning, Planning Practices, Decision Making Process, Approaches to Decision Making, Decision Models, Pay off Matrices, Decision Trees, Break Even Analysis.

Unit III:

Organizing: Nature of Organizing, Organization Levels and Span of Management, Factors Determining Span, Organizational Design and Structure, Departmentation, Line and Staff Concepts, Delegation, Decentralization and Recentralization of Authority, Responsive Organizations, Span of Control, Recent Trends in Organization Structures.

Unit IV:

Staffing: Recruitment, Selection, Induction, Training, Motivation, Motivational Theories, Building Groups into Teams, Intergroup Behavior, Conflict Resolution and Negotiation, Leading, Leadership Styles and Qualities

Unit V:

Controlling: Basic Control Process, Control as a Feedback System, Feed Forward Control, Requirements for Effective Control, Control Techniques, Overall Controls and Preventive Controls

Essential Readings:

1. Stephen P. Robbins and David A. Decenzo, Fundamentals of Management, 9/e, Pearson Education, 2016.
2. Heinz Weihrich, Harold Koontz, Mark V Cannice, Management, a Global and Entrepreneurial Perspective, 15/e, Tata McGraw Hill Publishing Company.

Suggested Readings:

1. Dipak Kumar Bhattacharyya, Principles of Management: Text and Cases, Pearson Publications, New Delhi, 2012.
2. Balasubrahmanian. N., Management Perspectives, MacMillan India Ltd, New Delhi, 2012.
3. J.S.Chandan, Management Concepts and Strategies, Vikas Publishing House, 2002.

Journals:

1. The International Journal of Management Education.
2. Asian Journal of Management, Quarterly

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A91004: LEGAL ASPECTS OF BUSINESS

Course Objectives:

- To understand the formation of contracts and remedies for breach of contract.
- To provide the understanding of Partnership act and sale of goods act.
- To study about the special contract like contract of agency, Indemnity & Guarantee and Bailment and pledge
- To impart basic provisions of Companies Act concerning incorporation and regulation of business organizations
- To create an awareness about Consumer Protection Act, Cyber law and Intellectual property law.

Course Outcomes:At the end of course students will be able to

- Make valid contracts by considering the essential elements of contract and execute remedies in case of breach of contract
- Describe basics of partnerships and differentiate sale and agreement to sell
- Interpret various concepts related to special contracts like contract of agency, Indemnity & Guarantee and Bailment and pledge
- Analyze the procedure of formation of company and appointment of directors
- Understand the consumer protection mechanism, cyber law and intellectual property law.

Unit I:

The Indian Contract Act, 1872 : Introduction, Essential Elements of Contract, Agreement, Offer, Acceptance, Consideration, Capacity to Contract, Contingent Contract, Quasi Contract, Performance of Contract, Discharge of Contract, Remedies to Breach of Contract.

Unit II:

Partnership Act: Essentials of Partnership, Rights and Duties of Partner, Types of Partners, Dissolution of Partnership.

Sale of Goods Act: Sale and Agreement to Sell, Conditions and Warranties, Transfer of Property, Finder of Goods, Performance of Contract of Sale, Rights of an Unpaid Seller.

Unit III:

Special Contract: Contract of Agency, Essentials of Contract of Agency, Kinds of Agents, Relationship of Principal and Agent, Duties and Rights of an Agent, Duties and Rights of the Principal, Termination of Agency, Indemnity and Guarantee: Rights and Duties of Indemnity holder, Rights of Surety against Principal Debtor, Creditor & Co-Surety, Contract of Bailment and Pledge

Unit IV:

Companies Act: Formation, Memorandum, Articles, Prospective Shares, Debentures, Directors, Appointment, Powers and Duties, Meetings, Proceedings, Management, Accounts, Audit, Oppression & Mismanagement, Winding Up.

Unit V:

The Consumer Protection and Cyber Law: Rights of Consumers, Consumer Protection Councils, Redressal Machinery, District Forum, State Commission, National Commission, Recent Amendments. Cyber Law, Need for Cyber laws, Cyber law In India, Information Technology Act 2000, Defining Cyber Crime, Types of Cyber Crimes, Preventing Computer Crime. Intellectual Property Law: Copyright, Patent, Trademark, Trade Secret.

Essential Readings

1. M.C. Kuchal & Deepa Prakash, Business Legislation for Management 5/e, Vikas Publish House Pvt Ltd. 2018
2. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012
3. N.D.Kapoor, Mercantile Law, 38/e, Sultan Chand & Sons, 2020

Suggested Readings

1. Pathak, Legal Aspects of Business, Tata McGraw Hill Publishing Company Limited, New Delhi, 2010.
2. P. P. S. Gogna, Mercantile Law, 4/e, S. Chand & Co. Ltd., India, 2008
3. Ravinder Kumar, Legal Aspect of Business, 2/e, Cengage Learning, 2011.
4. S.N.Maheswari & S.K.Maheswari, Mercantile Law, 2/e, Himalaya Publishing House, 2015.

Journals:

1. International Journal of law and Management.
2. Chartered Secretary
3. Labour Law Report

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A91005: BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING

Course Objectives:

To enable Students to Analyze &Apply Various Statistical Techniques for Business Decision Making

Course Outcomes:At the end of the course the students will be able to

- Demonstrate the collection & presentation skills of data
- Solve the problems related to Correlation &Regression Analysis
- Apply relevant techniques for solving problems
- Make use of parametric &nonparametric techniquesfor problem solving
- Apply time series & other measure for analyzing trends

Unit I:

Sampling: Primary Data and Secondary Data Collection Techniques, Questionnaire Design. Tabulation of Data and General Rules of Tabulation, Diagrammatic and Graphical Presentation of Data

Unit II:

Measures of Central Tendency and Dispersion:Measures of Central Tendency, Measures of Dispersion, Measures of Skewness and Interpretation.

Correlationand Regression analysis:Correlation and Regression Analysis, Types of Correlation and their specific applications

Unit III:

Statistical Inference: Introduction to Null Hypothesis vs.Alternative Hypothesis, Tests of Hypothesis, Procedure for Testing of Hypothesis, Tests of Significance for Small Samples, Application, T-test, ANOVA–One way and Two way Classifications (with business applications).

Unit IV:

Parametric and Non-parametric tests:Chi-square test, Association of Attributes and InferencesParametric: Parametric vs. Non-parametric, Sign Test, Sign Rank Test, Run Test, Median Test, McNemar's Test, Kruskal-WallisTest (with business applications).

Unit V:

Time Series: Utility of Time Series, Components, Business Applications, Measurement of Trend through Method of Least Squares, Moving averages, and Graphical Methods, Measurement of Seasonal Variations.

Essential Readings:

1. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 8/e, Tata McGraw Hill Education, 2009.
2. Gaur, Statistical Methods for Practice and Research, Sage Publication, 2009.

Suggested Readings:

1. Bajpai, Business Statistics, Pearson, 2009.
2. Richard I Levin & David S. Rubin, Statistics for Management, 7/e. Pearson, 2008.
3. Montgomery, Design and Analysis of Experiments, Wiley.

A91101: DATA ANALYSIS AND VISUALIZATION**Course Objectives:**

- To explain the fundamentals of computers and operating system.
- To make them understand and practice business communication tools.
- To make them learn and experience data analysis and visualization using Excel.
- To make them learn and experience data analysis and visualization using R.
- To make them do practical project work on learned concepts.

Course Outcomes: At the end of the course students will be able to

- To understand the fundamental computers and operating system.
- To understand and gain practical experience on business communication tools.
- To understand and practical experience the data analysis and visualization using Excel.
- To understand and practical experience the data analysis and visualization using R.
- They are able to do practical project work on learned concepts.

Unit I:

Introduction to Computer Fundamentals: Introduction to Computer, Computer Hardware, Information Systems Components, Basics of Operating System Windows/Linux/MacOS.

Unit II:

Introduction to Business Communication Tools: Introduction to MS-Word, Starting MS-Word, MS-Word Screen and its Components, Introduction to MS-Excel, Starting MS-Excel, Basics of Spreadsheet, MS-Excel Screen and Its Components, Introduction to MS-PowerPoint, Starting MS-PowerPoint, Basics of PowerPoint, MS-PowerPoint Screen and its Components.

Unit III:

Data Analysis and Visualization Using Excel: Introduction to Spreadsheets, Spreadsheet functions to organize Data, Introduction to Filtering, Pivot Tables and Charts, Advanced Graphing and Charting.

Unit IV:

Data Analysis and Visualization Using R: Introduction to R and RStudio, Installing R and R Studio, R Data Types, Functions, working with Descriptive Statistics, Vectors, Factors, Lists, Matrix and Data Frames in R, Introduction to Plots, Scatter Plot, Add the Plot Main and Axis, Label Text, Lines on the Plot, Make Plot Colorful, Time Series Plot, Histogram, Box and Whisker Plot.

Unit V: Unit wise Practical Project Work.

Essential Readings:

1. Anita Goel, Computer Fundamentals, Pearson, 2010.
2. Peter Weverka, Timothy L. Warner, Office 365 All-in-One for Dummies (For Dummies (Computer/Tech)), Dummies, 3/e, 2019.
3. R Programming: A Beginner's Guide to Data Visualization, Statistical Analysis and Programming in R, R Publishing, 2019.

Suggested Readings:

1. Layfe de Micheaux, Pierre, Drouihet, Remy, Lique, Benoit, The R Software Fundamentals of Programming & Statistical Analysis, 2013.
2. Vishwas R Pawgi, Statistical Computing Using R software, NiraliPrakashan, 2016.
3. John M Quick, Statistical Analysis with R Beginners guide, 1/e, Shroffpubl Direct, 2014.

Journals:

1. The open access journal for Computer Science.
2. International Journal of Computational Science and Engineering.
3. Journal of Statistical Software.

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A91102: BUSINESS COMMUNICATION

Introduction:

The English language is the lingua franca of international business operations. The course, Business Communication, lays emphasis on the importance of communication in the world of business. Therefore, effective communication in English plays a pivotal role for effective and efficient functioning of organization. This course equips the students to acquire core competencies and skill sets to be better communicators in their chosen field of endeavour. It enhances the students' business communication skills, which include presentations, business reports, business proposals, memoranda, e-mail etiquette, curriculum vitae and applications.

Course Objectives:

- To understand the terms: communication, business communication, and effective business communication.
- To describe individual and team presentations effectively.
- To prepare business reports, business proposals, e-mails, summaries and effective resumes.

Course Outcomes:after completion of the students will be able to

- Interpret the subtle nuances of business communication.
- Explain the characteristics of business reports, kinds of reports and elements of effective business report writing.
- Plan and prepare traditional electronic and video resumes.
- Describe effective individual and team presentations.
- Write Business proposals, reports, e-mails and summaries effectively.

Unit I:

Introduction and Communication Basics: Just-A-Minute Presentation Workshop, Feedback and Overcoming Glossophobia, Process, Basic facts about Communication.

Unit II:

Presentations:Oral Presentation Skills, Introduction, Presentations, Management types of Presentations, Planning and Preparing, Visual Aids, Delivery.

Unit III:

Team Presentations: Team Presentations, Benefits and Purposes, Planning and Preparation, Execution, Towards Effective Team Presentation

Unit IV:

Business Communication: Effective Business Correspondence, Basic Principles, Introduction to Reports and Proposals, Kinds of Reports, Characteristics of Business Reports, Elements of Effective Business Report Writing, Business Proposals.

Unit V:

Individual Presentations: Bios and Resumes, Resume Formats, and Video Resumes, E-Mail Etiquette.

Essential Readings:

1. Meenakshi Raman, Prakash Singh, Business Communication, 2/e, Oxford University Press, 2013.

Suggested Readings:

1. J.P.Parikh, Business Communication: Basic Concepts and Skills, Orient Black Swan
2. David Irwin, Effective Business Communications, Viva-Thorogood, 2013.
3. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
4. SubbaRao, B.Anitha Kumar, C.HimaBindu, Business Communication, Cengage, 2012.
5. Anjali Ghanekar, Business Communication Skills, Everest, 2011.
6. SaileshSengupta, Business and Managerial Communications, PHI, 2011.

A92001: HUMAN RESOURCE MANAGEMENT**Course Objectives:**

- To understand the Importance and Challenges of today's HRM in Modern Business.
- To explain the need for Human Resource Planning and effective implementation of HR Policies and Practices.
- To understand the Need for Training and Development for Organizational Growth.
- To explain the various Performance Appraisal methods and about Employee Compensation.
- To know the importance of Industrial Relations and Trade Unions.

Course Outcomes: At the end of course students will be able to

- Analyze the Importance and Challenges of today's HRM in Modern Business.
- Design Human Resource Planning for effective implementation of HR Policies and Practices.
- Implement effective Training and Development Programs for Organizational Growth.
- Evaluate various Performance Appraisal Methods and Employee Compensation.
- Assess the importance of Industrial Relations and Trade Unions.

Unit I:

Introduction to HRM: Concept, Nature, Scope, Importance and Functions, Strategic HR in Changing Environment, Challenges of HR, Challenges of HR Manager During Pre and Post Covid 19, HRM in India, HRM in International Firms.

Unit II:

Human Resource Planning: Job Analysis and Job Design, Job Description and Job Specification, Job Evaluation, Need for HR Planning, Determining the Demand for Work Force, Predicting the Future Supply, HR Planning in a Globalized Era.

HR Policies & Practices: Recruitment and Selection Procedures, Recruitment Sources, E-Recruitment, Steps in Selection Procedures, Hiring Decisions, Placement Procedure, Process of Induction, Socialization Process, Global Placement, Transfers, Promotions, Handling Separations, Downsizing.

Unit III:

Training and Development: Need and Importance of Training, Training Methods, Training Need Analysis, Designing a Training Program, Implementing and Evaluating Training Program.

Unit IV:

Performance Appraisal and Compensation: Methods, Purpose Traditional and Modern Approaches, Performance Management, Competency Management, Compensation Planning, Employee Compensation, Employee Benefits and Welfare, Compensation and Salary Administration.

Unit V:

Contemporary Issues and Challenges in HRM: Diversity Management, Cross-Cultural Management, Human Resource Information System (HRIS), HR Accounting, HR Audit. Employer-Employee Relations: Industrial Relations, Nature, Importance, Trade Unions in a Liberalized Era, Collective Bargaining, Workers Participation in Management, Managing Employee Safety and Health.

Essential Readings:

1. Dessler, Human Resource Management, 15/e, Pearson Education, New Delhi, 2015.
2. K.Asathappa, Human Resource Management: Text and Cases, 8/e, Tata McGraw Hill Education, 2017.

Suggested Readings:

1. Raymond Andrew Noe, John R. Hollenbeck, Barry Gerhart, Patrick M Wright, Human Resource Management, 8/e, The McGraw Hill Pub, 2012
2. Louis & Gomitz Mejia et.al: Managing Human Resources, 7/e, Pearson Education, 2011.

Journals:

1. International Journal of Human Resources Development and Management, Quarterly
2. South Asian Journal of Human Resource Management, Bi-Annually.

ANURAG UNIVERSITY

I Year/ Semester-II

L	T / P	C
3	1/0	4

A92002: MARKETING MANAGEMENT

Course Objectives:

- To analyze the role of marketing and influence of environmental factors on organization's decision making
- To expose to the factors influencing consumer behaviour and customer value creation
- To study the marketing mix elements and competitive advantage through product and pricing strategies
- To know the decision areas in place and promotion strategies
- To expose to the competitive environments in the domestic and global marketing contexts

Course Outcomes: At the end of course students will be able to

- Display decision making skills for developing effective marketing strategies in an organization
- Develop customer segmentation, targeting and positioning strategies
- Design effective product and pricing strategies customer for value creation
- Develop strategically focused place and promotion strategies for a product or service
- Analyze the domestic and global marketing opportunities for competitive advantage

Unit I:

Introduction to Marketing: Importance and Scope of Marketing, Marketing Process, Marketing Philosophies, Analyzing Marketing Environment, Developing Growth Strategies, Marketing Research Process.

Unit II:

Creating Customer Value: Consumer Decision Making, Consumer Buyer Behaviour, Business Buyer Behavior, Creating and Delivering Customer Value, Market Segmentation, Target Marketing, Positioning for Competitive Advantage

Unit III:

Marketing Mix-I: Elements of Marketing Mix, Product/ Service, Product Classification, Product Decisions, Product Levels, Product Life Cycle, New Product Development, Product Mix, Importance of Pricing, Pricing Strategies, Initiating and Responding to Price Changes.

Unit IV:

Marketing Mix-II: Marketing Channels, Functions, Levels of Channels, Channel Structure, Channel Strategy Decisions and Channel Management. Integrated Marketing Communications Strategy, Advertising, Personal Selling, Sales Promotion, Public Relations, Direct Marketing

Unit V:

Global Marketing:Forms of International marketing, Approaches to International Marketing, Social Responsibility and Ethics, Emerging Trends in Marketing

Essential Readings:

1. Philip Kotler, Gary Armstrong, Principles of Marketing, 17/e, Pearson, 2017
2. Lamb, Hair, Sharma, Mc Daniel, MKTG, A South-Asian Perspective, Cengage Learning, 2016
3. Paul Baines, Chris fill, Kelly Page, Sara Rosengren, and Paolo Antonette, Marketing, 5/e, Oxford University Press, 2019

Suggested Readings:

1. RajanSaxena, Marketing Management, 6/e, McGrawHill, 2019
2. RamaSwamy, Namakumari, Marketing Management: Indian Context, Global Perspective, 6/e, Sage Publications India Private Limited, 2018.

Journals:

1. Journal of Marketing
2. Indian Journal of Marketing
3. Journal of Marketing Theory and Practice

ANURAG UNIVERSITY**I Year/ II Semester**

L	T / P	C
3	1/0	4

A92003: FINANCIAL MANAGEMENT**Course Objectives:**

- To know the role of a financial manager in Present scenario.
- To understand the various methods in evaluating a project proposal.
- To examine the impact of various sources of funds on firm's evaluation.
- To know the management of working capital for every day operations.
- To explain the management of current assets.

Course Outcomes: At the end of this course, the students will be able to

- Analyze the different functions performed by the finance manager in modern day.
- The various methods & techniques adopted in evaluating a capital budgeting proposal.
- Decide the capital structure of the company.
- Design the strategies for managing working capital.
- Know the cash management & inventory management techniques used for decision making.

Unit I:

The Finance Function: Nature and Scope, Evolution of Finance Function, Its new role in the Contemporary Scenario, Goals of Finance Function, Maximizing vs. Satisfying, Profit vs. Wealth vs. Welfare, The Agency Relationship and Costs, Risk-Return Trade Off, Concept of Time Value of Money, Future Value and Present Value and the Basic Valuation Model.

Unit II:

The Investment Decision: Investment Decision Process, Project Generation, Project Evaluation, Project Selection and Project Implementation, Developing Cash Flow Data for New Projects, Capital Budgeting Techniques, Traditional and DCF Methods. The NPV vs. IRR Debate

Cost of Capital: Concept and Measurement of Cost of Capital, Debt vs. Equity, Cost of Equity, Preference Shares, Equity Capital and Retained Earnings, Weighted Average Cost of Capital and Marginal Cost of Capital, Importance of Cost of Capital in Capital Budgeting Decisions.

Unit III:

Capital Structure and Dividend Decisions: Capital Structure vs. Financial Structure, Capitalization, Financial Leverage, Operating Leverage and Composite Leverage. EBIT-EPS Analysis, Indifference Point/Break Even Analysis of Financial Leverage, Capital Structure Theories, The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory, A Critical Appraisal.

Dividend Decisions: Dividends and Value of the Firm, Relevance of Dividends, the MM Hypothesis, Factors Determining Dividend Policy, Dividends and Valuation of the Firm, The Basic Models, Forms of Dividend, Major Forms of Dividends, Cash and Bonus shares, Dividends and Valuation, Major theories centered on the works of Gordon, Walter and Lintner. A Brief Discussion on Dividend Policies of Indian Companies.

Unit IV:

Working Capital Management and Finance: Working Capital Management, Components of Working Capital, Gross vs. Net Working Capital, and Determinants of Working Capital Needs, The Operating Cycle Approach, Planning of Working Capital, Financing of Working Capital Through Bank Finance and Trade Credit, Regulation of Bank Finance.

Unit V:

Management of Current Assets: Management of Cash, Basic Strategies for Cash Management, Cash Planning, Cash Budget, Cash Management Techniques/Processes. Management of Inventory, Inventory Management Process, Inventory Control Systems, Analysis of Investment in Inventory

Corporate Restructuring: Corporate Mergers, Acquisitions and Takeovers, Types of Mergers, Economic Rationale of Mergers, Motives for Mergers.

Essential Readings:

1. M.Y Khan, P.K Jain, Financial Management: Text, Problems & Cases,8/e, Tata McGraw Hill, 2018
2. Prasanna Chandra, Financial Management, Theory and Practice, 10/e, 2019.

Suggested Readings:

1. I M Pandey, Financial Management, 11/e, Vikas Publications, 2016.
2. Eugene F Brigham, Joel F. Houston, Fundamentals of Financial Management, 13/e, Cengage Publications, 2012.
3. Banerjee Bhabatosh, Fundamentals of Financial Management, 2/e, PHI Learning Private Limited, 2015.
4. C Paramsvivan T Subramanian, Financial Management, 2/e, New Age International Publishers, 2018.
5. ShashiK.Gupta, R.K.Sharma, Financial Management, 5/e, Kalyani Publishers, 2012.

Journals:

1. Journal of Finance
2. International Journal of Financial Management and Accounting
3. South Asian Journal of Management.

ANURAG UNIVERSITY**I Year/ Semester-II**
C**L T / P**
3 1/04**A92004: OPERATIONS RESEARCH****Course Objectives:**

To enable students to utilize various techniques for business decision making

Course Outcomes:At the end of the course the students will be able to

- Explain the concepts of operation research & solve Linear Programming Problem
- Solve simplex & Dual Problems for business decisions
- Solving Transportation & Assignment Problem Models to Decision Making
- Apply various game theory, other decision analysis techniques for business decisions

- Interpret theories of queuing

Unit-I:

Introduction: Nature and Scope of Operation Research, Origin of OR, Applications of Operations Research in different Managerial areas, Linear Programming: Application Areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for Different Areas, Solving LPP by Graphical Method.

Unit-II:

Simplex Method: Solution Methodology of Simplex Algorithm, Artificial Variable techniques (Big-M, Two Phase), Duality Principle, Definition of the Dual Problem, Primal, Dual Relationships, Dual Simplex Method(for business decisions).

Unit-III:

Transportation and Assignment Models: Definition and Application of the Transportation Model, Solution of the Transportation Problem, The Assignment Model, Travelling Salesman Problem for Business Decisions.

Unit-IV:

Game Theory: Introduction, Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed Strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, Arithmetic Methods.

Decision Analysis: Introduction, Ingredients of Decision Problems. Decision Making under Risk and Uncertainty for Business Decisions

Unit-V:

Queuing Theory: Basic Elements of the Queuing Model, Poisson Arrivals and Exponential Service times, Different Queuing models with FCFS Queue discipline: Single Service Station and Infinite Population, Single service station and finite population, Multi Service Station Models with Infinite Population.

Essential Readings

1. J. K. Sharma, Operations Research: Theory and Applications, Macmillan.
2. Hillier/Lieberman, Introduction to Operations Research, Tata McGraw Hill Education, 2008.

Suggested Readings:

1. ShridharaBhat, Quantitative Analysis for Business Decisions, Himalayan Publishing House, 2009.
2. R.Panneerselvam, Operations Research, PHI, 2008.
3. Gupta and Khanna, Quantitative Techniques for Decision Making, PHI, 2009.

ANURAG UNIVERSITY

I Year/ Semester-II

L	T / P	C
3	1/0	4

A92005: RESEARCH METHODOLOGY

Course Objective:

- To Explain the concept of developing research proposals
- To identify the various sources and methods for Literature Review Development
- To Explore Various Qualitative Methods for Data Analysis
- To explain various Quantitative Techniques for Data Analysis
- To Prepare a Research Proposal Report for Decision Making.

Course Outcomes: At the end of the course student will be able to

- Identify research concepts and develop proposals for business research
- Assessing and using various sources and methods for literature review development
- Adopt relevant qualitative methods for data analysis
- Apply relevant quantitative techniques for data Analysis
- Prepare a research report for decision making.

Unit I:

Background to Research: Research Process, Developing Research Proposals, Research Paradigms, Contributions of Research to Theory and Practice, Research Ethics

Unit II:

Literature Review: Identifying, Accessing and Managing Sources of Information and Scholarly Literature, Academic Writing and Referencing, Steps in Literature Review Development.

Unit III:

Qualitative Methods: The Nature and Types of Qualitative Research, Data Collection Methods, Primary and Secondary Sources, Types of Data Analysis Methods, Writing up Qualitative Research

Unit IV:

Quantitative Methods: Data and Variables, The Nature of Quantitative Research, Descriptive and Inferential Statistics, Sampling, Designing and Coding Questionnaires, Data Entry and Screening, Hypothesis Testing, Association, Correlation Coefficients, Bivariate Regression, Association, Chi-Square Tests, Difference, T-Tests, Difference, ANOVA, Reliability, Validity and Rigour.

Unit V:

Research Reporting: Purpose, Nature and Evaluation, Content and Format, Practical Considerations, Timelines, Budgets, Presentation and Defence of Proposals.

Essential Readings:

1. C. R. Kothari & Gaurav Garg, Research Methodology: Methods and Techniques, 4/e, New Age International Publishers, 2019.
2. Dash, Satyabhushan, Naresh K. Malhotra, Marketing Research 7/e, Pearson, 2015.
3. Deepak Chawla and Neena Sondhi, Research Methodology: Concepts and Cases, Vikas Publishing House, India, 2012.

Suggested Readings:

1. Beri GI, Marketing Research, 5/e, Tata McGraw Hill Education, 2013.
2. V Kumar, Marketing Research, A Global Outlook, 1/e, Sage, 2015.
3. Boyd Harper, Marketing Research, AITBS, 2006.
4. Nargundkar, Marketing Research Tests and Cases, 3/e, Tata McGraw Hill Education, 2009.

Journals:

1. Business Research
2. Experimental Business Research
3. Business Research Projects

ANURAG UNIVERSITY

I Year/ Semester-II

L T / P C

1 0/2 2

A92201: MODELLING OF SPREADSHEETS

Course Objectives:

- To explain the concept of Excel.
- To teach the statistical applications in Excel.
- To teach application of Excel features for Accounting.
- To demonstrate the application of Excel features in HR.
- To teach the Excel features in Marketing.

Course Outcomes: At the end of this course, the students will be able to

- Describe the finance functions used in Excel.
- Apply the statistical models used in Excel.
- Apply the excel in preparing the Financial statements.
- Apply the excel in preparing the HR Applications.
- Apply the excel in preparing the Marketing Applications.

Unit-I:

Understanding Basic Features of Excel: Introduction to Modelling, Introduction to Excel, understanding Advanced Features of Excel, Database Functions in Excel, Creating Charts using Forms and Control Box, Understanding Finance Functions present in Excel, Creating Dynamic Models

Unit-II:

Sensitivity Analysis Using Excel: Scenario Manager, Other Sensitivity Analysis Features, Simulation using different Excel, Different Statistical Distributions used in Simulation, Generating Random Numbers that follow a particular Distribution, Building Models in Finance using Simulation.

Unit-III:

Excel in Accounting: Preparing Common Size Statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analysing Financial Statements by using Spreadsheet Model, Excel in Project Appraisal, Determining Project Viability.

Unit-IV:

Excel in HR: Need of Excel in HR, Pivot Tables, Working with Date and Time, How to work on Holiday list, Working day list etc. Charts, Payroll Analysis, Filter and Advanced Filter to extract data with Multiple Conditions, Performance Appraisal, HR Dashboard & Analytics Manpower Planning, Mail Merge, Attendance Register using Microsoft Excel VBA.

Unit-V:

Excel in Marketing: Analysis of Marketing Data using Pivot Tables, Common Marketing Metrics, Segmenting Data with Pivot Tables, Building a Weekly Report Template, Data Validation, Analyse Campaign Performance.

Essential Readings:

1. Wayne Winston, Microsoft Excel Data Analysis and Business Modelling, 5/e, Microsoft Press, 2016

Suggested Readings:

1. Alastair L Day, Mastering in Financial Modelling, 3/e, Pearson, 2014.
2. Lokesh Lalwani, Excel 2019 Master the new features of Excel 2019, BPB, 2019.
3. Danielle Stein Fairhurst, Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals, 2/e, Wiley, 2015.

Journals:

1. International Journal of Data Mining, Modelling and Management.
2. Journal of Economic & Financial Modelling
3. International Journal of Economics & Financial Modelling.

ANURAG UNIVERSITY

I Year/ Semester-II

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2	1/0	3

A92006: CORPORATE COMMUNICATION

Introduction:

The course is intended to expose the students to learn the concepts and techniques of diagnosing, analysing and applying innovative elements of corporate communications, which pave foundations to visualise the linkages of systems, organisations, industries and markets with various forms of communications that are instrumental in critical product /service representations, strategic governance, performative branding and marketing applications.

Course Objectives:

- To understand the meaning, significance and scope of corporate communications.
- To comprehend functions and skills required for corporate communications.
- To apply innovative elements of corporate communications effectively.

Course Outcomes:after completion of the students will be able to

- Comprehend the nature of the corporate communications profession.
- Analyse how communications affect organizations.
- Develop corporate communications strategies.
- Deal with key issues like corporate social responsibility.
- Meet the challenges faced by communications practitioners.

UnitI:

Circumscribing Corporate Communications: Theory and Practice, The Intersection of Theory and Practice, Theory and Practice perspectives on Corporate Communications, The Strategic Management Perspective on Corporate Communications

Unit II:

Corporate Communications in Theoretical Perspective: Stakeholders, Identity and Reputation, Understanding Stakeholder Management and Corporate Communications, Understanding Identity and Corporate Communications, Understanding Reputation and Corporate Communications

Unit III:

Communications Strategy: Theory and Practice, Perspectives on Strategy in Corporate Communications Making strategy: The Process and Practice of Communications Strategy, Challenges and issues in Communications Strategy

Unit IV:

The Organization of Communications: Theory and Practice, Perspectives on Communications Organization, Vertical Structure, Horizontal Structure, Discussion on Structure.

Unit V:

Communications Practitioners: Theory and Practice, The Roles and Practices of Communications Practitioners, The Status and Development of the Communications Profession

Essential Readings:

1. Cornelissen, Joep, Corporate Communications: A Guide to Theory and Practice, 4/e, Sage Publications Ltd. (E-book is available to download)

Suggested Readings:

1. Argenti, Paul, Corporate Communications, McGraw Hill, 2007.
2. Pragyanshree, K. Shalini, Debnankita Ray, Corporate Communication, Cengage Learning India Pvt. Ltd. 2018.
3. Monippally, M.M., Business Communication from Principles to Practice, McGraw Hill Education (India) Private Limited.
4. Subba Rao, B. Anitha Kumar, C. Hima Bindu, Business Communication, Cengage, 2012.
5. Richard R Dolphin, The Fundamentals of Corporate Communication, Butterworth Heinemann.

ANURAG UNIVERSITY

I Year/ Semester-II

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A92202: SKILL INTEGRATED COMMUNICATION LAB

Introduction

The Skill Integrated Language Lab is intended to make the students proficient communicators in English. It aims to develop in the learners the ability to understand English in a wide range of contexts. The Lab focuses on preparing the learners to face the globalized world.

Course Objectives:

- To improve the students' fluency in English, through a well-developed vocabulary
- To enable them to respond to appropriate socio-cultural and professional contexts.
- They will be able to communicate their ideas relevantly and coherently in writing.

Course Outcomes: after completion of the course students will be able

- Make oral presentations effectively
- Participate in group discussions
- Develop vocabulary
- Write project/Business reports
- To take part in social and professional communication

Exercise I:

Presentation Skills: Oral Presentations (individual and group) / JAM sessions/Seminar, Power Point Presentations, Body Language-kinesis, Haptics

Exercise II:

Group Discussion: Dynamics of Group Discussion, Dos and Don'ts, Intervention, Summarizing, Modulation of Voice, Relevance, Fluency and Coherence

Exercise III:

Vocabulary Building: Synonyms and Antonyms, Word Roots, One-Word Substitutes, Prefixes and Suffixes, Study of Word Origin, Analogy, Idioms and Phrases

Exercise IV:

Writing Skills: Structure and Presentation of different types of Writing, Resume Writing /E-Correspondence/Statement of Purpose, Report Writing, Business Report Writing, Research Abilities/Data Collection/Organizing Data/Tools/Analysis

Exercise V:

Interview Skills: Concept and Process, Pre-Interview Planning, Opening Strategies, Answering Strategies, Interview through Telephone and Video-Conferencing.

A mini project should be given for the students to work in teams and the assessment is done.

Minimum Requirements:

The Skills Integrated Language Lab with movable chairs and audio-visual aids with Public Address System etc.

Suggested Readings:

1. English Language Communication : A Reader cum Lab Manual by Dr A Ramakrishna Rao, Dr G Natanam & Prof S A Sankaranarayanan, Anuradha Publications, Chennai, 2008.
2. English Vocabulary in Use series, Cambridge University Press, 2008.
3. Communication Skills by Leena Sen, PHI Learning Pvt Ltd., New Delhi, 2009.
4. Master Public Speaking by Anne Nicholls, JAICO Publishing House, 2006.

I Year/ Semester-II

L	T / P	C
0	0/4	2

A92203: MINI PROJECT

Aim: The aim of mini projects is to enable students to generate ideas or identify the problem/issues by understanding the remote, non-remote areas or surrounding of their society and apply their practical knowledge and provide the solutions.

The Contents of the Mini Project Report are:

- **Topic of the Project**
- **Chapter I**
 - Brief Introduction
 - Review of Literature
 - Research Gaps
 - Research Questions
 - Objectives of the Study
 - Scope of the Study
 - Period of the Study
 - Sample
 - Data Collection
 - Primary Data
 - Secondary Data
- **Chapter II**
 - Data Interpretation,
 - Suggestions
 - Conclusion

References to be enclosed as:

Appendix I: Questionnaire (if any).

Appendix II: Definition of concepts, models, formulas used in the report.

ANURAG UNIVERSITY

II Year/ Semester-I

L	T / P	C
3	1/0	4

A93001: STRATEGIC MANAGEMENT

Course Objectives:

- To explain the concepts of Strategic Management and environmental scanning
- To gain the insights about different tools and techniques of strategic Analysis
- To understand the turnaround and diversification strategies
- To study the issues and important factors in strategy implementation
- To understand the importance and methods of strategic evaluation

Course Outcome: after completion of the course Students will be able to

- Analyze the concepts of Strategic Management and internal and external environment of an organization,
- Apply different types of strategic tools for strategic analysis to cope up in the competition.
- Evaluate turnaround and diversification strategies for making the strategic decisions
- Interpret the role of leadership, structure and culture in implementation of the strategies.
- Evaluate strategies and take corrective steps towards the strategic intent

Unit I:

Introduction to Strategic Management: Definition, Strategic Management Process, Developing a Strategic Vision, Mission, Objectives, Policies, Factors that shape a Company's Strategy, Evaluating Company Resources and Competitive Capabilities, SWOT Analysis, Value Chain Analysis and Competitive Advantage.

Unit II:

Tools and Techniques for Strategic Analysis: Porter's Five Force Model, McKinsey's 7'S Framework, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix, Market Life Cycle Model, Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies, Offensive Strategy, Defensive Strategy, Exit and Entry Barriers, Tailoring Strategy to Fit Specific Industry and Company Situations.

Unit III:

Turnaround and Diversification Strategies: Turnaround Strategy, Management of Strategic Change, Strategies for Mergers, Acquisitions, Takeovers and Joint Ventures, Diversification Strategy: Need of diversification, Different types of Diversification Strategies, The concept of Core Competence, Strategies and Competitive Advantage in Diversified Companies and its Evaluation.

Unit IV:

Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and Culture Connection, Operationalizing and Institutionalizing Strategy, Strategies for Competing in Globalizing Markets and Internet Economy, Organizational Values and Their Impact on Strategy, Resource Allocation as a Vital Part of Strategy, Planning Systems for Implementation

Unit V:

Strategy Evaluation and Control: Establishing Strategic Controls for Measuring Performance, Appropriate Measures, Role of the Strategist, Using Qualitative and Quantitative Benchmarking to Evaluate Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for Proper Control, Strategic Surveillance, Strategic Audit, Strategy and Corporate Evaluation and Feedback in the Indian and International Context.

Essential Readings

1. Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9/e, 2013.

Suggested Readings

1. Gregory Dess and G.T. Lumpkin, Strategic Management: Creating Competitive advantage, Tata McGraw Hill Education, 2009.
2. V.S.P. Rao, V. Hari Krishna, Strategic Management, 1/e, Excel Books, 2012
3. Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
4. S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.
5. Thompson & Strickland, Strategic Management, Concepts and Cases, Tata McGraw Hill Education, 2009

Journals:

1. Vikalpa, IIMA, IIMB Review
2. Journal of Human Values, IIM Calcutta

ANURAG UNIVERSITY**II Year/ Semester-I**

L	T / P	C
3	1/0	4

A93002/A: BUSINESS ETHICS & CORPORATE SUSTAINABILITY

(Open Elective)

Course Objectives:

- To understand the meaning and importance of Business ethics and code of conduct
- To study the Ethical dilemmas and management of ethics
- To interpret the legal aspects of ethics and impact of culture on behaviour
- To gain the knowledge on managing the corporate ethics, corporate values & culture
- To understand the Corporate Social Responsibility and governance business practices.

Course Outcomes: after completion of the course students will be able to

- Interpret the meaning and importance of Business ethics and code of conduct
- Handle the Ethical dilemmas and exhibits the right behaviour
- Analyse the legal aspects of ethics and impact of culture on behaviour
- Evaluate the key factors in managing the corporate ethics, corporate values & culture
- Design the strategies for Corporate Sustainability-CSR and governance business practices

Unit I:

Introduction to Ethics: Definition Nature Business Ethics, Characteristics, Ethical Theories, Causes of Unethical Behaviour, Ethical Abuses, Work Ethics, Code of Conduct, Public Good.

Unit II:

Ethics Theory And Beyond: Management of Ethics, Ethics analysis [Hosmer model], Ethical Dilemma, Ethics in Practice, Ethics for Managers, Role and Function of Ethical Managers, Comparative Ethical Behaviour of Managers, Code of Ethics, Competitiveness, Organizational Size, Profitability and Ethics; Cost of Ethics in Corporate Ethics evaluation, Business and Ecological, Environmental Issues in the Indian Context and Case Studies.

Unit III:

Legal Aspects Of Ethics: Political and Legal environment, Provisions of the Indian Constitution Pertaining to Business, Political Setup, Major Characteristics and their Implications for Business, Prominent features of MRTP & FERA, Social and Cultural Environment and their Impact on Business Operations, Salient features of Indian Culture and Values.

Unit IV:

Managing Ethics Internally: Managing corporate Ethics, Corporate Values & Culture, Compliance Groups, Ethical Change Management Responsibility in Managing People and Operations: Managing People Ethically, Traditional Human Resource Issues, Redundancy

and Openness, HR planning and Staffing levels, Rights and Discrimination, Violence/harassment at Work.

Unit V:

Corporate Sustainability: Definition, Evolution, Need for CSR, Theoretical Perspectives, Corporate Citizenship, Business Practices, Strategies for CSR, Challenges and Implementation, Evolution of Corporate Governance, Governance Practices and Regulation, Structure and Development of Boards, Role of Capital Market and Government, Governance Ratings, Future of Governance, Innovative practices; Case Studies with Lessons learnt.

Essential Readings

1. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
2. William B. Werther and David B. Chandler, Strategic Corporate Social Responsibility, Sage Publications Inc., 2011
3. Robert A.G. Monks and Nell Minow, Corporate Governance, John Wiley and Sons, 2011.

Suggested Readings

1. W.H. Shaw, Business Ethics, Cengage Learning, 2007.
2. Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978.
3. Philip Kotler and Nancy Lee, Corporate Social Responsibility: Doing the Most Good for the Company and Your Cause, Wiley, 2005.
4. Subhabrata Bobby Banerjee, Corporate Social Responsibility: The Good, the Bad and the Ugly, Edward Elgar Publishing, 2007.
5. Satheesh Kumar, Corporate governance, Oxford University, Press, 2010.

Journals:

1. Vikalpa, IIM, Ahmadabad.
2. Management Review, IIM, Bangalore.

ANURAG UNIVERSITY

II Year/ Semester-I

L	T / P	C
3	1/0	4

A93002/B: MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT

(Open Elective)

Course Objectives

- To understand the theoretical foundations for competency identification and its role in career development
- To Study the techniques for competency mapping and career planning
- To understand the competency approaches to career development.
- To gain the insights about techniques of competency appraisal for Career development
- To explain the suitable training programmes for competency management

Course Outcomes: after completion of the course students will be able to

- Interpret the theoretical foundations for competency identification and its role in career development
- Apply the techniques for competency mapping and career planning
- Analyze the competency approaches to career development.
- Develop the techniques of competency appraisal for Career development
- Design the suitable training programmes for competency management

Unit I:

Concept of Competencies: Meaning and Significance of Managerial Competencies for Effective Work Performance, Theoretical Foundations for Competency Identification and its Role in Career Development, Managerial Competency and Career Development in a Dynamic Business Environment and in Global Workplace, PJ Job fit Theory, PE fit Theory, Holland Theory

Unit II:

Competency Mapping for Career Development: Competency Mapping - Concept and Scopes, Significance of Competency Mapping for Effective HRM, Techniques for Competency Mapping, Career Planning, Role of Competency Mapping in Career Planning and Development, Traditional Career Development vs. Protean Career development Theory, Contribution of Effective Competency Mapping in Effective Career Development System.

Unit III:

Competencies and Career Development Practices : Career Anchors, Relevant Issues in Career Development, Competency Approach to Career Development, Competency Building, Competencies and Career Development Strategies, Mentoring for Career Development, Succession planning, Fast Tracking, Dual Laddering

Unit IV:

Competency Appraisal for Career Development: Need and benefits of Effective Appraisal for Career Management by Organizations, Techniques of Appraisal, Identifying Performance Dimensions for Competency Building.

Unit V:

Training for Competency Management and Career Development: Drawing Career Paths for Self and the Employees of the Organization, Career Translation and Career Planning, Identifying Training Needs, Develop Suitable Training Programmes for Competency Management, Challenges in Training for Career Development of Employees, Implementing and Managing Training Programmes Consistently.

Essential Readings:

1. Seema Sanghi, The Handbook of Competency Mapping, 3/e, Sage Publication, 2016.
2. Spencer and Spencer, Competency at Work, 2/e, Wiley Publication, 2008.

Suggested Readings:

1. T.B. Rao, Vasant Naik, Assessment Center
2. Lisa a Manero, Cheryl Tromley, Developing Managerial Skills in OB
3. Nitin Sarawadekar, Career Development
4. Radha Sharma, 360 degree Feedback, Competency Mapping and Assessment Center

Journals:

1. International Journal of Human Resources Development and Management, Quarterly
2. International Journal of Learning and Development, Published Quarterly (Scopus)
3. South Asian Journal of Human Resource Management, Bi-Annually

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A93002/C: SUSTAINABILITY MANAGEMENT

(Open Elective)

Course Objectives:

- To understand the sustainability drivers associated with addressing sustainability management challenges.
- To evaluate the strategic benefits of integrating and engaging the business value chain for sustainability outcomes.
- To understand the guiding principles and values that are a foundation for an effective sustainability vision, strategy and implementation plans.
- To observe the systems thinking and life cycle thinking to core business strategy.
- To explore the factors in developing a credible business case for common sustainability management approaches.

Course Outcomes: At the end of the course the students are able to:

- Identify the sustainability drivers associated with addressing sustainability management challenges.
- Promote strategic benefits of integrating and engaging the business value chain from suppliers through to end customers for achieving and communicating breakthrough sustainability outcomes.
- Apply the guiding principles and values that are a foundation for a holistic mindset that guides an effective sustainability vision, strategy and implementation plans.
- Link systems thinking and life cycle thinking to core business strategy and decision-making using product life cycle assessment based on international ISO standards.
- Identify the factors in developing a credible business case for common sustainability management approaches that deliver actual improvements and breakthrough sustainability performance.

Unit I:

Business Sustainability Management: Sustainability Matters, State of the World, Sustainability Pillars: Environmental, Social, Economic & Governance, Redefining Capitalism.

Unit II:

Integrating Sustainability into Business: Systems Thinking for Sustainability, Value Chain Perspective, Beyond Corporate Social Responsibility, Sustainability Strategy and Planning, Stakeholder Engagement, Integrated Sustainability Management.

Unit III:

Sustainability Reporting: Sustainability Performance Management, Continuous Improvement, Integrated Sustainability Management Systems, Sustainability Reporting Frameworks, Materiality Assessment.

Unit IV:

Product Sustainability Management: Product Life Cycle Management, Life Cycle Thinking, Environmental Life Cycle Assessment, Life Cycle Costing, Sustainability Management Approaches, Eco-business and Environmental Management, Lean Manufacturing, Social Sustainability Management

Unit V:

Product Sustainability Frameworks and Tools: Sustainable Procurement, Supply Chain Sustainability, Product Stewardship, Extended Producer Responsibility, Environmental Claims and Marketing, Environmental Claims, Labels and Declarations, Environmental Marketing.

Essential Readings:

1. Deb PrasannaChoudhury, Sustainability Management Zorba books, 2018.
2. Mark W. McElroy, J.M.L. Van Engelen, Corporate Sustainability Management: The Art and Science of Managing Non-Financial Performance, Routledge, 1/e, 2011.

Suggested Readings:

1. Nikos Avlonas&George P. Nassos, Practical Sustainability Strategies: How to Gain a Competitive Advantage,1/e, Wiley,2013.
2. Jay Heizer, Barry Render&Chuck Munson, Operations Management: Sustainability and Supply Chain Management, Pearson, 13/e, 2019.

Journals:

1. Organizational Dynamics
2. MIT Sloan Management Review
3. Public Works Management & Policy

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A93002/D: E- GOVERNANCE

(Open Elective)

Course Objectives:

- To understand the E-governance in digital age. is a new concept and implies

- To explain the theories and models of e- Governance.
- To teach the applications of e- governance.
- To discuss the e-governance through selected cases
- To give insights of the issues and challenges in e-governance.

Course Outcomes: At the end of the course the students are able to:

- Upgrade the efficiency and effectiveness of the administrative machinery through the combination of ICT to deliver better, cost effective and speedy services to the citizens.
- Apply the theories and models of e-Governance and can contribute for national E-Governance plan.
- Evaluate the transition to electronic delivery of services in government to bring changes to the relative services.
- Understand the applications of e-governance.
- Adapt the new Technology and Administrative Reforms.

Unit I:

Governance in Digital Age: Introduction of ICTs in administration, Technological Adaptation, Reorganization of Administrative Structures and institutions, Meaning, Scope and Importance of e-Governance, Evolution of e-Governance: Evolution of Computer and Internet, Application to Administrative Systems

Unit II:

Theories and models of e-Governance: Theories: Six perspectives and Six theories, Models of e-Governance: The General Information Dissemination Model, the Critical Information Dissemination Model, the Advocacy Model, the Interactive Model, National E-Governance Plan

Unit III:

Applications:e-Governance in Rural Development, e-Governance in Urban Administration, e-Governance in Economic Development

Unit IV:

Cases: e-Literacy: Akshaya in Kerala, Electronic Citizen Services: A Comparative outlook, Digitization of Land Records Administration: Bhoomi in Karnataka, Atomizing District Administration: The e-district project

Unit V:

e- Governance Issues and Challenges: e-Readiness, Digital Divide: Gender, Geographical, Economic, Social and Political, e-Governance, Critical Factors: Technology, People, Process, Resources, Infrastructure, Nature of PPP models, Issues and Challenges: Resistance to Change, Laws, Skills, Competency, Capacity Building, Adaptation of Technology and Administrative Reforms

Essential Readings:

1. Satyanarayana, J, E-Government: The Science of the possible, PHI Learning Pvt Ltd, New Delhi, 2004.
2. Bhatnagar, S.C, Unlocking E-Government Potential: Concepts, Cases and Practical Insights, Sage Publications, New Delhi, 2009.

Suggested Readings:

1. Bellamy, Christine, and John, A.Taylor, Governing in the Information Age, Buckingham, Open University Press, 1998
2. Bhatnagar, S.C. E-Government – from Vision to Implementation: A practical guide with case studies, Sage Publications, New Delhi, 2004
3. Bouwman, Harry, and et.al, Information and Communication Technology in Organisations, Sage Publications, London, 2005.
4. Heeks, R., Implementing and Managing eGovernment: An international text, Sage, 2006.
5. Marchionini, G., Information Seeking in Electronic Environments, New York, The Press Syndicate of the University of Cambridge, USA, 1995
6. Michael E. Milakovich, digital governance - New Technologies for improving Public Service and Participation, Routledge, Taylor and Francis group, New York, 2012.
7. Pardhasaradhi,Y. (et.al), E-Governance and Indian Society: An Impact of Study, Kanishka, New Delhi, 2009.

Journals:

1. Government Information- Quarterly
2. The International Information and Library Review
3. Environmental Science & Policy

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A93003/A: ENTREPRENEURSHIP

Course Objectives

- To explain the fundamental concepts of entrepreneurship and intrapreneurship
- To clarify the characteristics of the entrepreneur and the entrepreneurial mindset
- To understand the business plan preparation elements and startup opportunities
- To create awareness of basic legalities of an organization
- To know the various funding mechanisms for a start-up

Course Outcomes: At the end of the course students will be able to

- Interpret the diverse concepts of Entrepreneurship and Intrapreneurship
- Assess the mindset and key attributes of an Entrepreneur
- Develop business plan and strategies for startup opportunity identification
- Evaluate the venture formats and the required legalities
- Evaluate various funding opportunities of Entrepreneurs

Unit I:

Introduction to Entrepreneurship: Entrepreneurship and Intrapreneurship, Similarities and Variance, India's Start up Revolution, Trends, Imperatives, Benefits; Business Incubators, Rural Entrepreneurship, Social Entrepreneurship, Women Entrepreneurs.

Unit II:

The Entrepreneurial Mind-Set: Key Attributes of An Entrepreneur, Desirable And Acquirable Attitudes And Behaviors-Readiness, The Right Time, Right Age, Right Conditions, Myths And Realities of Entrepreneurship, Entrepreneurial Stress, and Entrepreneurial Motivation, Different Life Stages and Disagreements.

Unit III:

Idea to Business Plan: Idea, Opportunity and Retrospective Determinism, Sources of Ideas, Creating and Appropriating Value, Identifying 'Paying Customer', Developing Market Understanding, End User Profiling, Market Segmentation, Marketing Plan, Pricing Strategy, Developing Business Plan, Components of Business Plan, Venture Feasibility Analysis, Business Model, Pitching.

Unit IV:

Legal Matters: Organizational Form, Partnership, Sole Proprietorship, Corporation, Intellectual Property Rights: Copyright, Trademark, Patents, Law Vs Ethics, Legal Expenses, Digital Economy as A Resource, Promotion Tools, The Value of Likes and Shares, Micro-Apps.

Unit V:

Funding and Incubation: Informal Capital-Friends & Family, Angel-Venture Capitalists, Financing Mix and The Financing Continuum, Relative Importance of Operational Involvement, Idea / Patent, Minimum Viable Product, Causes of Failure, Management Succession.

Essential Readings:

1. Robert Hisrich, Peters, Sheperd, Entrepreneurship,10/e, McGraw Hill, 2018
2. Bruce R. Barringer, R.Duane Ireland, Entrepreneurship – Successfully Launching New Ventures, , 5/e, Pearson2015
3. Vasant Desai, Entrepreneurship Development, Himalayan Publishing House, 2019.

Suggested Readings:

1. Rajeev Roy, Entrepreneurship, 2/e, Oxford, 2012
2. Stuart Read, Saras Sarasvathy, Dick, Wiltbank, Effectual Entrepreneurship, 2/e, Routledge, 2016.
3. D F Kuratko and T V Rao, Entrepreneurship- A South - Asian Perspective, Cengage Learning, 2012.
4. Nandan H, Fundamentals of Entrepreneurship, PHI, 2013.

Journals:

1. The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmadabad.
2. International Journal of Entrepreneurship
3. International Journal of Entrepreneurship and Innovation

MOOCS Course:

Entrepreneurship Foundation Course of National Entrepreneurship Network, Wadhvani Foundation.

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- To explain the foundations OB and importance of Interpersonal skills in the organization.
- To study different aspects related to Individual behaviour
- To understand the foundations Group Behavior and stages of group development
- To explain the various theories of Leadership and motivation
- To understand the foundations of Organizational structures.

Course Outcomes: after completion of the course students will be able to

- Analyze the foundations OB and importance of Interpersonal skills in the organization
- Interpret the individual behaviour through personality and perception concepts
- Handle the groups effectively by understanding the foundations and groups development
- Adopt the suitable leadership and motivation theories for the positive organization behaviour
- Design the effective conflict resolution strategies and organization structures

Unit I:

Introduction to Organizational Behavior: Foundation of O.B, Conceptual Model for O.B, Organization System in Global Environment, Importance of Interpersonal Skills, Challenges and Opportunities for O.B, Developing O.B, Model, Approaches to O.B.

Unit II:

Individual Behavior: Diversity, Biographical Characteristics, Ability, Implementing Diversity Management, Strategies, Attitudes and Job satisfaction, Personality, Theories of Personality, Perception, Process of Perception, Perception and Individual Decision Making, Motivation from Concepts of Applications.

Unit III:

Group Behavior: Foundations of Group Behavior, Defining and Classifying Groups, Stages of Group Development, Group Properties, Roles, Norms, Status, Size and Cohesiveness, Group Decision making, Understanding Work teams, Types of Teams, Creating Effective Teams.

Unit IV:

Leadership and Motivation Theories: Leadership Theories, Challenges to Leadership Construct, Finding and Creating Effective Leaders, Power and Politics, Maslow's Hierarchy of Needs, Two-Factor Theory of Motivation, Alderfer's ERG Theory, McClelland's Need based Motivational Model.

Unit V:

Foundation of Organizational Structure: Conflicts and Negotiations, Types of Conflict, Conflict Resolution Strategies, Organization Structure, Types of Organization Structures, Organization Change and Stress Management, Self Management, Managing Careers.

Essential Readings:

1. Stephen P. Robbins and David A. Decenzo, Fundamentals of Management, 9/e, Pearson Education, 2016.
2. K.Ashwathappa, Organizational Behaviour, Himalayan Publishing House, 2017.

3. Moorhead, Griffin, Managing Organizational Behavior, Cengage 2013.

Suggested Readings:

1. P.G. Aquinas, Organizational Behavior Concepts, Realities, Application and Challenges, 2/e, Excel Books 2012.
2. Laurie Mullins, Management and Organizational behaviour, Pearson 2013.
3. Fred Luthans, Organizational Behavior, 12/e, Tata McGraw Hill Education, 2013.
4. Nelson, ORGB, Cengage, 2/e, 2012.
5. ChandraShekhar Dash, Organizational Behavior, International Book House, 2013.
6. Jennifer M. George, Gareth R Jones, Understanding and Managing Organizational Behavior, Pearson, 2009.

Journals:

1. Vikalpa, IIMA.
2. IIMB review.
3. Indian Journal of Industrial Relations, New Delhi.

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A93003/C: CARBON FINANCE

(Open Elective)

Course Objectives:

- Understanding the science of climate change and related impact on the environment.
- Carefully examine the financial tools and techniques that can be applied to combat climate change in the context of evolving global policy.
- Understand the challenges and opportunities of investing in energy efficiency in the real estate sector.
- Understand the challenges and opportunities of investing in the capture and sequestration of greenhouse gases from fossil fuel production.

- Analysis of the most recent and innovative investment tools and products for tackling climate change

Course Outcomes: at the end of this course students will be able to

- Identify the problem and can address the problem with carbon finance
- Analyse the financial tools that have been used and their relative effectiveness in combating climate change.
- Evaluate the challenges and opportunities of investing in energy efficiency in the real estate sector.
- Evaluating the challenges and opportunities of investing in the capture and sequestration of greenhouse gases from fossil fuel production.
- Finance the renewable energy projects and increase the availability of the renewable energy projects through project financing.

Unit I:

Capital Markets Tools: Understanding the Science of Climate Change and Related Impact on the Environment, Critical analysis of Carbon Markets, Including Allowance Markets and Carbon Credit Offset Programs. The EU Emissions Trading System, The Kyoto Protocol and the Clean Development Mechanism, International Treaties and Market-based Mechanisms, Credit Trading Systems, and Forestry Offsets.

Unit II:

Investment Tools: Investing in Companies and Projects that have the Potential to Reduce Emissions of Greenhouse Gases, Including Renewable Energy Sectors such as Biofuels, Wind and Solar.

Unit III:

Financing Energy Efficiency: Evaluating the Challenges and Opportunities of Investing in Energy Efficiency in the Real Estate Sector

Unit IV:

Carbon Capture and Sequestration: Evaluating the Challenges and Opportunities of Investing in the Capture and Sequestration of Greenhouse Gases from Fossil Fuel Production.

Unit V:

Socially Responsible Investing: Analysis of the Most Recent and Innovative Investment Tools and Products for Tackling Climate Change, Including the Movement to Divest Portfolios of Fossil Fuel Investments, and the Growth of the Green Bond Sector.

Essential Readings:

1. Sonia Labatt, Rodney R. White, Carbon Finance: The Financial Implications of Climate Change, Wiley, May 2007.

2. Sahoo, Climate Mitigation and Carbon Finance: Global Initiatives and Challenges, New India Publishing Agency, January 2012.

Suggested Readings:

1. Bruce usher, Renewable Energy, The earth institute Columbia University, 2012.
2. Frank Ackerman and Elizabeth A. Stanton, Climate Economics: The State of the Art, Routledge; 1/e, 2013.
3. Yulia Veld-Merkoulova, Svetlana Viteva Carbon, Carbon Finance: How Carbon and Stock Markets are affected by Energy Prices and Emissions Regulations, Springer; 1st ed. 2016
4. Axel Michaelowa, Carbon Markets or Climate Finance: Low Carbon and Adaptation Investment Choices for the Developing World, Routledge, 1/e, 2012.

Journals:

1. Energy policy
2. Journal of Cleaner production
3. Global Environmental Change

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A93003/D: PROJECT MANAGEMENT

(Open Elective)

Course Objectives:

- To understand the concept of Project Management.
- To know about the different approaches to project screening and planning.
- To explain about the factors of risk involved in project execution.
- To understand about team leading and functional cooperation.
- To know about the project performance and future trends in the project management.

Course Outcomes: At the end of the course students will be able to

- Explain about the life cycle and other concepts of Project Management.
- Apply different approaches to project screening and planning
- Analyze different risk factors in project execution
- Estimate how to lead a team, to get functional cooperation
- Build performance evaluation reports and future trends in project management.

Unit I:

Introduction to Project Management: Meaning, Need, Principles, Project Lifecycle and its Phases, Project Management Research in brief, Project Management today, Organization Strategy, Structure and Culture, Format of Organization Structure, Stakeholder Management, Organization Culture, Creating a Culture for Project Management.

Unit II:

Project Identification and Planning: Defining the Project, Project Identification Process, Approaches to Project Screening and Selection, Project Planning, Work Breakdown Structure, Financial Module, Getting Approval and Compiling a Project Charter, Setting up a Monitoring and Controlling Process.

Unit III:

Project Execution: Initiating the Project, Controlling and Reporting Project Objectives, Conducting Project Evaluation, Risk, Risk Management Factors, Project Management, Four Stage Process, Risk Management an Integrated Approach, Cost Management, Creating a Project Budget.

Unit IV:

Leading Project Teams: Building a Project Team, Characteristics of an Effective Project Team, Achieving Cross-Functional Cooperation, Virtual Project Teams, Conflicts Management, Negotiations.

Unit V:

Performance Measurement and Evaluation: Monitoring Project Performances, Project Control Cycles, Earned Value Management, Human factors in Project Evaluation and Control, Project Termination, Types of Project Terminations, Project Follow-up, Current and Future Trends in Project Management.

Essential Readings:

1. Gray, Larson, Project Management, Tata McGraw Hill, 2015
2. Jeffery K. Pinto, Project Management, Pearson Education, 2015

Suggested Readings:

1. Enzo Frigenti, Project Management, Kogan, 2015
2. R. Panneerselvam & P. Senthil Kumar, Project Management, PHI, 2015
3. Thomas M. Cappels, Financially Focused Project Management, SPD, 2008.

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A93004/F: INDIAN FINANCIAL SYSTEMS

Course Objectives:

- To provide insights into basic characteristics and process of Indian Financial Systems
- To understand the functioning of various Banking and Non-Banking Institutions
- To identify the importance of Commercial Banking and Merchant Banking in India
- To study about major differences between Leasing & Hire Purchasing
- To create awareness about the various Financial Services available in the market.

Course Outcomes:At the end of the course students will be able to

- Explore the investment options in primary, secondary markets and Money & Capital Markets.
- Analyse the Regulatory framework of Financial Institutions in India and
- Explore the investment opportunities offered by Commercial Banks & Merchant Banking.
- Make effective decisions for leasing and hire purchasing.
- Venture the capital financing and also work for good credit ratings for the Financial Services.

Unit I:

Financial Systems Overview: Organizational Structure of the Indian Financial System, Major Components, Classification of Financial System, Financial Markets, Functions and Significance of Primary Market and Secondary Market, Capital Market & Money Market.

Unit II:

Financial Institutions & Regulatory Framework: Financial Institutions: Types of Banking and Non-Banking Financial Institutions. Constitution, Objectives Functions of IDBI, SFCs, SIDCs, LIC, EXIM Banks. Regulatory Framework: Introduction to regulatory framework, Company Law Regulations, Securities Contracts (Regulation)Act, Securities Contracts (Regulation) Rules (SCRRS), Reserve Bank of India (RBI) Securities and Exchange Board of India (SEBI), Buy Back of Securities

Unit III:

Commercial Banks & Merchant Banking:Commercial banks: Role of Commercial Banks, Functions of Commercial Banks, Investment Policy of Commercial Banks. Merchant Banking: Concept Evolution of Merchant Banking to India, SEBI Regulations to MB 1992, Functions of MB. SEBI Guidelines related to Issue Management.

Unit IV:

Leasing & Hire Purchasing: Leasing: Meaning, Definition, Advantages to Lessor and Lessee, types of Leases, Operating and Finance Lease, Leverage Lease, Sales and Lease

Back, Leveraged, Cross Border. Hire Purchasing: Concepts & Characteristics, Legal and Tax Framework, Financial evolution of Hire Purchase Details.

Unit V:

Other Financial Services: Credit Rating: Steps in Credit Rating, Rating Symbols and Meaning, Credit Rating, Agencies (CRISIL, ICRA, CARE), Venture Capital Financing (VCF): Meaning, Steps in VCF Methods of VCF, Disinvestment Mechanism in India. Other services like Mergers and Acquisitions, Insurance & Other Services.

Essential Readings:

1. E. Gordon and K. Natarajan, Financial Markets and Services, 11/e, Himalaya Publishing House, 2016.
2. M.Y. Khan, Indian Financial System, 10/e, Tata McGraw Hill, 2017.

Suggested Readings:

1. Meir Kohn, Financial Institutions and Markets, 2/e, Oxford University Press, 2013.
2. Bhole, Financial Institutions and Markets, 6/e, Tata McGraw Hill, 2017.
3. PathakBharthi, Indian Financial System, 5/e, Pearson, 2018.

Journals:

1. Indian Journal of Finance
2. Journal of Banking and Finance
3. Journal of Money, Credit and Banking

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A93004/M:CONSUMER BEHAVIOUR

Course Objectives

- To understand the concepts of consumer behaviour
- To explain the influence of psychographic dimensions on consumer behaviour
- To know the cultural and group dynamics in consumer decision making process
- To identify the relevance of consumer decision making models to marketer
- To distinguish between consumer and organizational buyer behaviours

Course Outcomes: At the end of the Course students will be able to

- Apply the concepts of consumer behaviour in STP decisions and strategy development
- Identify the role of psychographic influences on consumer decision making and adapt strategies accordingly
- Develop differentiated strategies for consumer markets on the basis of the cultural and group influences
- Apply the concepts of consumer decision making models and deduce strategies
- Develop differentiated strategies for consumer and organizational buyers

Unit I:

Introduction to Consumer Behaviour: Consumer Behaviour, Applications to Marketing, Market Segmentation Strategies, Positioning Strategies, Opportunity Identification, Market Analysis and Evaluation.

Unit II:

Psychographic Dimensions: Consumer Motivation, Motivational Theories, Consumer Perception, Components of Learning, Theories of Learning, Attitudes, Functions of Attitude, Attitude Models, Personality, Personality Theories

Unit III:

Culture and Group dynamics: Characteristics of Culture, Sub-cultures, Cross-Cultural Influences, Social Factors, Reference Groups, Types of Reference Groups, Reference Group Influences, Family Life Cycle Stages, Family Influences, Opinion Leadership.

Unit IV:

Consumer Decision Models: Consumer Decision Making Process, Pre Purchase, Purchase and Post Purchase Behaviour, Nicosia Model of Consumer Decision Making, Howard-Sheth Model, Engel, Blackwell, Miniard Model.

Unit V:

Organizational Buyer Behaviour: Organizational Buyer Characteristics, Organizational Buyer Decision Process, Online buying Behaviour, Global Consumer Behaviour.

Essential Readings

1. Kumar, Leon G, Schiffman, Joe, Wisenblit, S.Ramesh, Consumer Behaviour, 12/e, Pearson,2018
2. ZubinSethna, Jim Blythe, Consumer Behaviour, 4/e, Sage, 2019
3. David L. Mothersbaugh, Del I. Hawkins et.al., Consumer Behaviour, Building Marketing Strategies, 13/e, McGraw Hill, 2019

Reference Books

1. Michael R.Solomon Consumer Behaviour: Buying, Having, & Being, Pearson, 12/e,2017
2. David L. Loudon and Albert J.DellaBitta, Consumer Behaviour, Tata McGraw Hill Education, 4/e, 2011
3. Suja R Nair, Consumer Behaviour and Marketing Research, Himalayan Publishing House, 2/e, 2015

Journals:

1. Journal of Consumer Behaviour
2. Indian Journal of Marketing
3. International Journal of Marketing and Advertising

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A93004/H:MANAGING EMPLOYEE PERFORMANCE AND COMPENSATION

(HR Specialization)

Course Objectives:

- To explain the significance and process of Performance Management and also Legal and Ethical Problems in Performance Appraisal.
- To analyze the different Appraisal Methods and Metrics.
- To Interpret the Employee Assessment and different Techniques.
- To understand the Compensation and Reward Management in the Organization.
- To design the Pay Structures of the Organizations.

Course Outcomes: At the end of the course students will be able to

- Analyze the Performance Management Process and different Legal and Ethical problems in Performance Appraisal.
- Identify the appropriate Performance Appraisal methods and of Metrics.
- Evaluate the Employee Assessment and different techniques like Balanced Score Card, Competency Mapping etc.
- Analyze the components and new Trends of Compensation and Reward System.
- Design the Pay for Knowledge Program and Building Pay Structures for Individual Contributions.

Unit I:

Performance Management: Scope and Significance, Advantages of Performance Management, Organizational Structure, Impact of Organizational Structure and Operational Problems, Performance Management Process, Performance Management Vs Performance Appraisal, Legal and Ethical Perspectives in Performance Appraisal, Performance Mentoring, Performance Management and Strategic Planning.

Unit II:

Communication of Performance Expectations: Job Description, Defining Performance and Choosing a Measurement Approach, Measuring Results and Behaviors, Gathering Performance Information, Presentation, Information and Taking Corrective Action, Metrics-Types of Metrics, Critical Success Factors, Indicators, Managing Metrics, Ownership and Responsibility.

Unit - III:

Performance Management and Employee Development: Performance Management Skills, Performance Management Framework, Employee Assessment System, Role of HR Professionals in Performance Management, Performance Feedback and Counselling, Benchmarking, Six Sigma, Competency Mapping, Balance Score card.

Unit-IV:

Introduction to Compensation Management: Concept of Compensation, Exploring and Defining the Compensation Context, Compensation Dimensions, Role of Compensation in

Organization, Non Financial Compensation System, Concept of Reward, Concept of Total Reward System, New Trends in Compensation Management, The 3P Compensation Concept.

Unit-V:

Designing Compensation System: Building Internally Consistent Compensation System, Creating Internal Equity through Job Analysis and Job Evaluation, Building Market Competitive Compensation System, Compensation Surveys, Integrating Internal Job Structure with External Market Pay Rates, Building Pay Structures that Recognize Individual Contributions, Constructing a Pay Structure, Designing Pay for Knowledge Program.

Essential Readings:

1. Soumendra Narain Bagchi, Performance Management, 2/e, Cengage Learning 2013.
2. Herman Aguinis, Performance Management, 3/e, Pearson, 2014.

Suggested Readings:

1. Henderson, RichardI. Compensation Management in a Knowledge Based World, 9/e, Pearson, 2007.
2. Dr.Kanchan Bhatia, Compensation Management, Himalaya Publishing House, 2011.

Journals:

1. International Journal of Human Resource Management: Cambridge University Press.
2. International Journal of Human Resource Management: Chartered Institute of Personnel and Development (CIPD).

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A93005/F: INVESTMENT MANAGEMENT

Course Objectives:

- To know the basic Investment Analysis and Investment Process.

- To know the concepts of Portfolio.
- To understand the process of Bond Valuation.
- To explain equity valuation models, Fundamental & Technical Analysis.
- To know the performance models of Mutual Funds with various evaluation models.

Course Outcomes: At the end of this course, the students will be able to

- Describe the Investment Process & Avenues.
- Apply various techniques for Construction of an Efficient Portfolio.
- Apply the concepts of bonds in Valuation.
- Apply advanced Evaluation Techniques of Securities for Equity valuation.
- Evaluate Mutual Funds schemes by using in Different Models of Mutual Funds.

Unit I:

Introduction to Investment: Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process.

Unit II:

Portfolio Analysis: Risk and Return Analysis, Markowitz Portfolio Theory, Mean, Variance Approach, Portfolio Selection, Efficient Portfolios, Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory

Unit III:

Bond Valuation: Classification of Fixed Income Securities, Types of Bonds, Interest Rates, Term Structure of Interest Rates, Measuring Bond Yields, Yield to Maturity, Yield to Call, Yield to Maturity, Holding Period Return, Bond Pricing Theorems, Bond Duration, Active and Passive Bond Management Strategies, Bond Immunization, Bond Volatility, Bond Convexity.

Unit IV:

a) Equity Valuation: Equity Analysis & Valuation, Equity Valuation Models, Relative Valuation Techniques, Earnings Multiplier Approach, Valuation using P/E ratio, Price to Book Value, Price/Sales Ratio, Economic Value Added Approach.

b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.

Unit V:

Performance Evaluation: Mutual Funds, Types of Mutual Funds Schemes, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models- Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition.

Essential Readings:

1. Prasanna Chandra, Investment Analysis and Portfolio Management, 4/e, Tata McGraw Hill, 2017.
2. Kevin S, Security Analysis and Portfolio Management, 2/e, PHI, 2015.

Suggested Readings:

1. William.F.Sharpe, Gordon J Alexander& Jeffery V Bailey, Fundamentals of Investments, 3rd Edition, Prentice Hall, 2000.
2. ZVI Bodie, Alex Kane, Alan J Marcus &, PitabasMohanty, Investments, 11/e, McGraw Hill, 2019.
3. Donald E Fischer, Ronald J Jordan, Security Analysis and Portfolio Management, 6/e, Pearson, 2012.

Journals:

1. The Journal of Portfolio Management.
2. International Journal of Investment Management.
3. Journal of Financial Markets

ANURAG UNIVERSITY**II Year/ Semester-I****L T / P C**
3 1/0**4****A93005/M: SALES AND RETAIL MANAGEMENT****Course objectives:**

- To recognize the importance and process of sales management
- Understand the planning process of sales management
- Explain the elements of sales force management
- Discuss the retail management functions and strategies
- Study the store management techniques

Course Outcomes: At the end of the Course students will be able to

- Develop sales and relationship management skills required for an organization.
- Design an effective sales plan and budget
- Apply suitable techniques of organizing, staffing and training sales force
- Develop retail planning strategies
- Implement relevant store management techniques

Unit I:

Introduction: Evolution of Sales Management, Nature and Importance, Roles, Types and Skills of Sales Managers, Sales Objectives, Strategies and Tactics, Emerging Trends, Linking Sales and Distribution Management, Buying Decision, Sales Knowledge and Sales Related Marketing Policies, Sales Process, Transactional and Relationship Selling

Unit II:

Sales Planning and Budgeting: Strategic Planning, Role of Marketing & Sales, Marketing &

Personal Selling Strategies, Sales Strategy, Developing Sales Forecast, Forecasting Approaches,

Sales Budget, Defining Sales Territories, Procedures, Assigning Territories, Managing Territories, Sales Quotas

Unit-III:

Sales Force Management: Concepts of Sales Organization, Types of Sales Organization Structures, Specialization within Sales Organization, Sizing and Staffing the Sales Force, Training and Motivating Sales Force, Compensating and Leading Sales Force, Sales force Expenses, Marketing Audit, Sales Force Audit, Evaluating and Controlling the Performance of Sales Force.

Unit IV:

Retailing Management: Introduction, Functions of Retailing, Types of Retailing, Retailing Strategy, Target Market & Retail format, Growth Strategies, Strategic Retail Planning Process, Retail Organization Structures, Retail pricing Strategies, Pricing Adjustments, Promoting the Merchandise

Unit V:

Store Management: Objectives of a Good Store Design, Store Design, and Store Layout, Space Planning, Merchandise Presentation Techniques and Atmospherics. Location strategies: Shopping Centers, Freestanding Sites, Location and Retail Strategies, E-tailing.

Essential Readings:

1. Still, Cundiff, Govoni, SandeepPuri, Sales and Distribution Management, 6/e, Pearson, 2017
2. Levy & Weitz, Retailing Management, 8/e, Tata McGraw Hill Education, 2017

3. Tapan K Panda, Sunil Sahadev, Sales and Distribution Management, 3/e, Oxford, 2019

Suggested Readings:

1. Krishna K. Havaladar, Vasant M. Cavale Sales and Distribution Management, 3/e, McGrawHill, 2017.
2. Berman, Retail Management, A strategic Approach, 13/e, Pearson India, 2018.
3. Philip Kotler, Gary Armstrong, Principles of Marketing, 17/e, Pearson, 2018.

Journals:

1. Journal of Personal selling and Sales Management
2. Journal of Retailing
3. Journal of Retailing and Consumer Services

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4

A93005/H: TALENT ACQUISITIONS

(HR Specialization)

Course Objectives

- To understand the role of talent management to build sustainable competitive advantage.
- To explain the Strategic Trends in Talent Acquisition.
- To know the Process of recruitment, selection and employee engagement.
- To understand the concept of employee retention.

- To explain Emerging trends in talent acquisition practices

Course Outcomes: Students will be able to

- Analyze the role of talent management to build Sustainable competitive advantage.
- Evaluate the strategic trends in talent acquisition.
- Implement psychometric and assessment test for selecting the best talent in the organization.
- Design the appropriate retention and compensation strategies for employee engagement.
- Analyze and adopt the emerging trends in talent acquisition practices.

Unit I:

Introduction to Talent Management: Concept, Meaning, Objectives, Role of Talent Management in Building Sustainable Competitive Advantage to a firm, Talent Vs. Knowledge, Consequences of Failure in Managing Talent.

Identifying and Assessing High Potential: Current Organizational Practices, Case studies

Unit II:

Talent Acquisition: Job Analysis, Questionnaires, Interviews, Developing Job Description and Job Specification, Attracting and Recruiting the Best Talents, Strategic Trends in Talent Acquisition, Talent Acquisition Management Solutions.

HR Planning for Talent Management: Evaluation of Factors Effecting HRP, Case studies.

Unit III:

Recruitment and Selection Process: Introduction, Sources of Recruitment, Psychometrics, Use of Assessment Centers, Selection Errors and Minimizing Selection Errors, Reliability and Validity of Selection Tests, Choosing Suitable types of Interviews, Formulating a Recruitment Strategy for Senior level Executives.

Employee Engagement: Process and Outcomes of Employee Engagement, Ways of achieving Employee Engagement, Talent Development: Need, Analysis, Knowledge Management, Competency Development, Developing Leadership Talent.

Unit IV:

Employee Retention: Comprehensive Approach to Employee Retention, Managing Voluntary Turnover, Dealing with Job Withdrawal.

Strategic Compensation plan for Talent Engagement: Defining the Elements of Total Rewards, Designing Integrated Rewards, Career and Succession Planning.

Unit V:

New paradigms in Talent Acquisition: Employer Branding, Candidate Experience, Emotional Intelligence, Internet based Selection, Social Recruiting, Artificial Intelligence, Chatbot's, Data Analytics, Diversity and Inclusion, Equality and Legal issues

Essential Readings:

1. Gowri Joshi and Veena Vohra, Talent Management, Cengage Learning. 2018.
2. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14/e, 2019.

Suggested Readings

1. K. Ashwathappa, Human Resource and Personnel Management, Tata McGraw Hill, 2017.
2. Lance A. Berger, Dorothy R. Berger, Talent Management Hand Book, McGraw Hill, 2018.

Journals

1. Management and Labour Studies (MLS) , XLRI School of Business and Human Resources
2. International Labour Office, Geneva

ANURAG UNIVERSITY**II Year/ Semester-I****L T / P C**
3 1/0 4**A93006-F: FIN TECH****Course Objectives:**

- To provide students with an overview of FinTech and introductions to its applications in financial services.
- To make them understand digital Payments, Cryptocurrencies and Blockchain concepts.
- To explain and exercise Digital and Alternative Finance, Artificial intelligence.
- To teach the FinTech Regulation and RegTech.
- To develop knowledge and skills for security of information and information systems within FinTech organizations.

Course Outcomes: At the end of this course, the students will be able to

- To develop a broad understanding of the recent FinTech development and its impact on different parts of the financial world.
- To understand Payment Systems, Cryptocurrencies and Blockchain.
- To understand and analyze Digital and Alternative Finance, Artificial intelligence.
- To understand FinTech Regulation and RegTech.
- To know the rapidly evolving and critical international arenas of Privacy, Information Security, and Critical Infrastructure for FinTech.

Unit I:

Introduction: FinTech, FinTech Transformation, Evolutions, FinTech Typology, Emerging Economics Opportunities and Challenges. From too-small-to-Care to too-big-to-fail, FinTech Regulation.

Unit II:

Payments, Cryptocurrencies and Block chain: Introduction to Payments, Mobile Money and Regulation of Mobile Money, RTGS Systems, ABCDs of alternative Finance, Crypto Currencies, Legal and Regulatory Implications of Crypto Currencies, Overview of Blockchain Technology.

Unit III:

Digital Finance and Alternative Finance: History of Financial Innovation, Digitization of Financial Services, AI role in Transforming the Future of FinTech and overview of AI, Lending and Crowd Funding.

Unit IV:

FinTech Regulation and RegTech: FinTech Regulations, Evolution of RegTech, RegTech Ecosystem, Financial Institutions, Start-ups, Challenges and Regulators.

Unit V:

Data and TechFin: Data Regulation, Data in Financial Services, Application of Data Analytics in Finance, Methods of Data Protection, New Challenges of AI and Machine Learning, Data, Metadata and Differential Privacy.

Essential Readings:

1. Pranay Gupta, T Mandy Tham, Fintech: The New DNA of Financial Services, 1/e, DeG Press, 2018.
2. Susanne Chishti & Janos Barberis, The FinTech Book-The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, Wiley, 2016.

Suggested Readings:

1. Richard Hayen, FinTech: The Impact and Influence of Financial Technology on Banking and the Finance Industry, Kindle Edition, 2016.

2. Digital Press, Scorpio, FINTECH: Beginner Guide to Fintech Innovation, Regulation and Startup, Kindle Edition, 2019.
3. Swanson, Seth, FinTech For Beginners: Understanding & Utilizing the Power of Financial Technology, Kindle Edition, 2016.

Journals:

1. Journal of Banking and Financial Technology.
2. Journal of Banking & Finance.
3. Journal of Management Information Systems.

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A3006/M: CUSTOMER RELATIONSHIP MANAGEMENT

Course objectives:

- To outline the need for customer relationship management applications
- To explain the customer profiling and CLV concepts
- To explore the concepts of customer acquisition and retention process through CRM
- To describe the CRM strategy development and implementation
- To understand the applications of CRM in digital media.

Course Outcomes: At the end of the course the student will be able to

- Identify the need and implications of customer relationship management in an organization
- Apply the customer lifetime value analysis techniques
- Determine and develop the customer value propositions using CRM strategies
- Evaluate the effectiveness of CRM implementation strategies
- Identify and adopt the opportunities arising from latest developments of CRM trends

Unit I:

Introduction to CRM : Introduction, Need, Evolution and Growth of CRM, Components of CRM, Benefits of CRM, CRM significance to Stakeholders, Value to the Customer, Managing the Customer Life Cycle, Customer Acquisition, Retention.

Unit II:

Customer Portfolio: Customer Profile Analysis, Customer Portfolio Management, Customer Perception, Customer Experienced Value, Customization, Selection of Profitable Customer Segments, Customer Life Time Value.

Unit III:

Value Creation Process: Value Proposition, Sources of Customer Value, Value Assessment, Value through Marketing Mix, Acquisition, Customer Retention, Customer Satisfaction, Customer Retention Strategies, Types of Relationship Management, Models of CRM.

Unit IV:

Strategic CRM: CRM Process, CRM Perspectives, Steps in Developing a CRM strategy, Characteristics of a Defined CRM strategy, Types of CRM Implementation Projects, CRM Implementation Effectiveness, Challenges in Implementation,

Unit V:

Analytical CRM: CRM Tools: Analytical CRM, Operational CRM, e-CRM, Functional Components of e CRM, CRM in Social Media, Applications of CRM in B2B and B2C, Data warehousing, Data mining for CRM

Essential Readings:

1. Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management, 1/e, 2017.
2. V.Kumar, Werner Reinartz, Customer Relationship Management – Concept, Strategy and Tools, 3/e, Springer, 2018.

Suggested Readings:

1. Francis Buttle, Stan Maklan, Customer Relationship Management: Concepts and Technologies, 3/e, Routledge, 2015.
2. Paul Greenberg, CRM at the speed of light, 4/e, Tata McGraw Hill Education, 2017.
3. N H Mullick, Customer Relationship Management, 1/e, Oxford University Press, 2016.

Journals:

1. Journal of marketing research, Sage, Bimonthly
2. Indian Journal of Marketing, Monthly
3. International Journal of Customer Relationship Marketing and Management

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4

A93006/H:LEARNING AND DEVELOPMENT

(HR Specialization)

Course Objectives:

- To Study the forces involved in the process of learning in different organizations and analyze their effectiveness.
- To Understand the forces influencing working & learning
- To explain the training needs analysis and prepare the contents of the training programs.
- To study the various training methods and training program implementation.
- To understand the self assessment through different tools like FIRO-B etc

Course Outcomes: At the end of course students will be able to

- Analyze the concepts of learning and development and its role in organization Development.
- Designing Effective Training and Learning Environment.
- Evaluate the training needs analysis and prepare the contents of the training programs
- Apply the suitable training methods for effective implementation of the training program

- Apply the self assessment tools like FIRO-B etc. for self awareness and effective learning

Unit I:

Introduction to Employee Learning and Development: Learning, Meaning and Significance, The Forces Influencing Working and Learning, Classification of Learning Capabilities, Learning Theories: Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, Pedagogy and Andragogy, The basic Principles of Learning, The Learning Process , Mental and Physical Processes, The Learning Cycle, Instructional Emphasis for Learning Outcomes.

Unit II:

Learning and Training: Introduction, Relationship, Meaning, Designing Effective Training, Forces Influencing working & Learning, Strategic Training, Work Environment, Characteristics Influencing Transfer of Training, Organizational Environments Encouraging transfer.

Unit-III:

Training Need Analysis: Analysis of Skill Variety and Task Identity, Evaluating the Skill, Gap Analysis, Data collection, Analysis and Interpretation. Meaning and Significance of Training Design and Development, Principles of Training Design, Design Process, Identifying the Training Objectives, Determining Structure, Content, Duration, Method, Learning Activities.

Unit-IV:

Training Implementation: Choosing Training Methods, Technology's Influence on Training Designing the successive Approximations, Five Steps in Program Design, Outlining Program Sequences and Themes, Compose Detailed Syllabus, Modular Approach to Program Design, Building in Flexibility, Monitoring and Improving Training Program, Evaluate the Training Program.

Unit -V:

Learning Cycle: Learning Cycle, Instructional Emphasis on Learning and Development, The Forces Influencing Effective Learning Strategies in Organizations, Exercises on Self Assessment, Self awareness Questionnaires, Fundamental Interpersonal Relations Orientation, Behaviour (FIRO-B), Setting Goals for Subordinates, Coaching, Counselling and Mentoring, Empowering People through Delegation, Working with Teams

Essential Readings:

1. P Nick and Blanchard, Effective Training, 6/e, Pearson Education/PHI, 218.
2. Noe A Raymond, Employee Training & Development, 5/e, McGraw Hill Publication, 2017.
3. Rolf Lynton, UdaiPareek, Training for development, Sage Publications, 2011

Suggested Readings:

1. Gupta B.L, Management Training and Development, 1/e, Vrinda Publications, 2011.
2. Dr. Rishipal, Training and Development Methods 1/e, S. Chand, 2011.
3. RuchiSrivastava, Personal Growth and Training & Development, 1/e, Vrinda Publications, 2011.
4. Dr. B. Janakiraman, Training& Development, Biztantra, Wiley Dreamtech, 2005.
5. Ratan Reddy, Effective HR Training Development Strategy, Himalayan Publishing House, 2005.

Journals:

1. International Journal of Learning and Development-Published Quarterly (Scopus)
2. European Journal of Training and Development, Published Annually

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A93101: PERSONALITY DEVELOPMENT AND CAREER BUILDING LAB

Introduction:

The world is in need of skilful employees who can contribute towards organizational growth. The professionals are expected to be confident and maintain amicable relations with clients and customers. With this backdrop, this course helps the students understand the importance of various aspects of professional life.

The course aims at making the students familiar with the corporate world and grooms them accordingly. This course is designed to improvise communication principles, interpersonal communication and public speaking of learners.

Course Objectives:

- To prepare the students to understand and acquire different personality traits
- To mould the students for global challenges and international careers
- To excel the students in areas of self – management and Ethics at work place

Course Outcomes:after completion of the course students will be able

- Apply the learning from the class in day-to-day life
- Manage and Implement their expertise in personal and professional life
- Evaluate their learning everyday and enhance the requisite skills

Exercise- I:

Self – Improvement: Self Esteem, SWOT-Analysis, Attitude, Image Matters

Exercise – II:

Communication Essentials: Communication Basics, Barriers to Communication, Listening Skills, Communication Styles, Fitting In and Getting Along, Communicating Electronically

Exercise – III:

Work Skills: Self-Management Tools, Efficient Work Habits, Our Diverse Society, Understanding Other Cultures, Fairness in the Workplace, Right and Wrong in the Workplace

Exercise – IV:

Leadership Skills: What Makes a Leader, Empowering and Influencing Others, Leading Change and Innovation

Exercise – V:

Career Planning: Analyse Your Interest and Qualifications, Networking and Other Sources of Job Leads, Job Search Documents, the Job Interview, Planning Your Career, Networking – It Never Stops

Minimum Requirement of infra structural facilities for PDCB Lab:

A Spacious room with movable chairs and audio-visual aids with Public Address System etc.

Suggested Readings:

1. Masters Wallace, Personal Development for Life and Work, CENGAGE Learning.
2. Covey, Stephen, Seven Habits of Highly Effective People, Simon and Schuster, Inc., New York, 1989.
3. Ruble, Peter “Is Perception Reality?”, www.ezinearticles.com
4. Peale, Norman V., The Power of Positive Thinking, Simon and Schuster, New York, 2002.
5. Carneige, Dale, How to win friends & Influence People, Maanu Graphics Publishers.
6. Sharma, Robin, Jaico, The Monk Who Sold His Ferrari

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2

A93102: INTERNSHIP

Course Objective: The Objective of this course is to Engage and Empower Students by allowing them to discuss and Solve Real Business Challenges.

Course Outcomes: At the end of the course the students are able to

1. Demonstrate their ability to apply learned skills and also students push boundaries
2. Propose and explore much needed solutions across disciplines and cultures.
3. Improve the personality and become confident to face the employment process.

Exercise:

1. Apply Business Concepts and Theories to Real-World Decision-Making.
2. Address the Specific Business Disciplines; such as Human Resources Management, Operations Management, Marketing, Accounting, Statistics, Economics, Finance, and Business Law.
3. Observe and Participate in Business Operations and Decision-Making.

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4

A94004/F:INTERNATIONAL FINANCE

(Finance Specialization)

Course Objectives:

- To understand the international financial transactions and relationships in order to benefit from globalization and international monetary system.
- To describe the foreign exchange markets and foreign exchange risks and its management and international capital market based on the parity conditions.
- To study the Euro currency market, euro bond market and other euro markets.
- To understand the international investment instruments and how to invest.
- To understand the international tax environment and approach to International Project appraisal.

Course Outcomes: At the end of the course students will be able to

- Identify the Operational aspects of international markets, Analyse the Balance of payments.
- Enable to participate in the forex market by determining the exchange rate and can arbitrage in international capital markets.
- Able to hedge foreign bonds, calculate Risk & Return from Foreign Equity Investments.
- Identify derivative instruments and strategies used by multinational corporations to hedge financial risks.
- Apply capital budgeting techniques and Practice International Project appraisal.

Unit I:

International Finance Relationships: Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance, Balance of Payments: Accounting Principles, Components, Balance of Payment Identity Indian Heritage in Business, Management, Production and Consumption, Evolution of International Monetary Systems

Unit II:

International Foreign Exchange Systems: Exchange Rates and Markets: Foreign Bank Note Market, Spot Foreign Exchange Market, Exchange Rate Quotations, spread, Factors Affecting Exchange Rates, Structure of Foreign Exchange Markets, Arbitrage, Forward Quotations (Annualized Forward Margin). International Foreign Exchange Markets, International Parity Relationships & Foreign Exchange Rate: Interest Rate Parity, Purchasing

Power Parity & Fishers Parity, Forecasting Exchange Rates, Global Financial Markets & Interest Rates.

Unit III:

International Portfolio Management: Euro Currency Bond Markets: Introduction to Euro Currency Market, Euro Bond Market, Competitive Advantages of Euro Banks, Control & Regulation of Euro Bond Market, Currency Hedging Foreign Bonds, International Equity Markets & Investments International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts, Emerging Equity Markets, Currency Hedging Foreign Stocks.

Unit IV:

International Financial Instruments: Currency Futures: Introduction to Currency Futures, Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures. Currency Options: Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Currency Options in India and International. Other Currency derivatives: Currency swaps and their use, Uses and abuses of Currency Derivatives.

Unit V:

International Project Appraisal: International Capital Budgeting: Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques, NPV, International Tax Environment, International Project Appraisal: Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal, Project Appraisal in the International Context, Practice of Investment Appraisal.

Essential Readings:

1. Alan C Shapiro, Multinational Financial Management, 9/e, Wiley India, 2012
2. Maurice D Levi, International Finance, 3/e, Routledge, 2009
3. Sugata Ray, Principles of Quantitative Equity Investing: A Complete Guide to Creating, Evaluating, and Implementing Trading Strategies 1/e, FT Press- June 28, 2015.

Suggested Readings:

1. P G Apte, International Financial Management, 2/e, McGraw Hill Education, July 2017
2. Eun & Resnick, International Finance Management, 7/e, Tata McGraw Hill Education, Publication, July 2017.
3. Jeff Madura, International Finance Management, 7/e, Thomson Publication, January 2015.
4. David K Eiteman, Arthur I Stonehill, Michael H Moffett & Alok Pandey, Multinational Business Finance, 10/e, Pearson Publication, July 2015

Journals:

1. International Finance
2. Finance India
3. Indian Journal of finance

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4

A94004/M:DIGITAL MARKETING

(Marketing Specialization)

Course Objectives:

- To understand the importance and role of digital marketing in organizations marketing strategies
- To explain the social media marketing strategies
- To explain affiliate marketing promotion strategies
- To understand the role of CRM and digital analytics techniques
- To know the integrative digital and media strategies.

Course Outcomes: At the end of the course students will be able to

- Exhibit skills required to perform marketing functions in the digital media
- Develop the social media marketing strategy for consumer engagement.
- Design affiliate marketing promotion strategies
- Apply the CRM and digital analytics techniques for effective competitive advantage
- Adopt integrative digital and social media strategies

Unit I:

Introduction: Evolution of Digital Marketing, Importance, Scope, The Digital Consumer & Communities Online, Digital marketing Landscape.

Unit II:

Social Media Marketing: Ad words, ORM, Search Engine Marketing, PPC and Online Advertising, Social Media Marketing, Social Media Strategy & Customer Engagement.

Unit III:

Affiliate Marketing: Affiliate Marketing & Strategic Partnerships, Affiliate Marketing Networks, Promoting the Affiliate Products, Social Affiliate, Content Strategies.

Unit IV:

Analytics: CRM & CX in Digital Marketing, Digital Marketing, Data and Analytics, Social Listening, Web Analytics, Social media analytics

Unit V:

Integrating Digital & Social Media: Email Marketing, Mobile Marketing, Integrating Digital and Social Media, Strategies, Putting together the Digital Marketing Strategy 5 stages.

Essential Readings:

1. Ian Doodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaign, Wiley, 2016

2. Simon Kingsnorth, Digital Marketing Strategy: An Integrated Approach to Online Marketing, Kogan Page Publishers, 2019
3. Social Media Marketing for Beginners: Create successful campaigns, Gain more Fans, and boost sales from any Social Network by F.R. Media, 2/e, June 2014

Suggested Readings:

1. AleksejHeinze, Gordon Fletcher, Tahir Rashid, Ana Cruz, Digital and Social Media Marketing: A Results-Driven Approach, Routledge, 2016
2. Daniel Rowles, Digital Branding: A Complete Step-by-Step Guide to Strategy, Tactics and Measurement, Kogan Page Publishers, 2014
3. Ian Zimmerman and Deborah Ng, Social Media Marketing All in One For Dummies , 2012

Journals:

1. Journal of Direct, Data and Digital Marketing Practice
2. Journal of Digital and Social Media Marketing
3. Journal of Marketing Management

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4

A94004/H:HUMAN RESOURCE PLANNING AND DEVELOPMENT

(HR Specialization)

Course Objectives:

- To understand the purpose & process of human resource planning & development
- To know HR planning as a strategic process in the context of different organizational strategies.
- To explain HRD needs for organization growth & development
- To assess the impact of HRD Programs.
- To understand the global perspective of HRD

Course Outcomes: At the end of the course, the students will be able to

- Apply the human resource planning strategies to meet the organization requirements.
- Analyze HR Planning, Corporate strategies & Procurement Techniques.
- Evaluate the importance of HRD techniques & methods
- Relate the impact of HRD programs on organization effectiveness.
- Apply the Implications of Globalization on HRD

Unit I:

Human Resource Planning & Development: Human Resource Planning: Overview, Nature and Need of HRP, HRP and Corporate Objectives, Process, Methods and Techniques, HRP Tools and Techniques, Functions of HRD, HRD Climate, Roles & Competencies of HRD Professional, Aligning HRD with Corporate Strategy, Evolution of the HRD theory, Relationship Between HRP, HRM and HRD.

Unit II:

HR Planning and Corporate Strategies: HR Planning as Strategic Process, Employees as Resources, Goal Attainment, Linking HR Process to Strategy, Involvement in Strategic Planning Process, Strategic HR Planning Model, Staffing System, Model of Employee Behavior and Employee Influences Work System of Human Resource Planning, Human Resource Planning and Procurement Techniques

Unit III:

HRD Instruments: Purpose of Assessment, Different Level of Need Assessment (Personal/Task/Organizational/Strategic), Prioritizing HRD needs, A Systematic Approach to Training Need Assessment, Training & HRD process Model Designing Effective HRD Programs, Defining the Objectives of the HRD interventions, Make versus Buy Decision, Selecting the Trainer, Preparing a Lesson Plan, Selecting Training Methods, Preparing Training Materials, Scheduling HRD Programs.

Unit IV:

HRD Evaluation: Models and Frameworks of Evaluation, Assessing Impact of HRD Programs, Different Approaches for Evaluation like Stakeholder/Business Approaches like, ROI, Human Capital Measurement and HR Profit Center, Utility analysis etc. The Training Evaluation Process, Data Collection for HRD evaluation, Ethical issues concerning Evaluation

Unit V:

Global Perspectives of HRD: Implications of Globalization on HRD, Current and future International Trends in HRD, Cultural Diversity Management, HRD and Knowledge Management, Management Development and Management Education/Training, Socialization & Orientation of Employees, Employee Counselling and Wellness Services, Coaching and Performance Management

Essential Readings:

1. Deepak Kumar Bhattacharya, Human Resource Planning, 3/e, Excel Books, 2016,
2. T.V. Rao and Udai Parekh, Designing and Managing Human Resource System, 3/e, Excel Books, Oxford Publications, 2015.

Suggested Readings:

1. Josiane Fahed-Sreih Human Resource Planning for the 21st Century, Intechopen, 2018.
2. M. Sudhir Reddy, Human Resource Planning, Discovery Publishing House, 2005.
3. Monica Belcourt, Mark Podolsky, Strategic Human Resources Planning, Nelson Education Limited, 2018

Journals:

1. The International Journal of Human Resource Management
2. IBM, Smarter Workforce Institute

ANURAG UNIVERSITY**II Year/ Semester-II**

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A94005/F:PROJECT FINANCE**Course Objectives:**

- To explain the concepts of Project Finance.
- To explain the Project Finance Structure and how to analyze sources of capital.
- To teach Valuing the Project and Project Cash Flows.
- To explain to them how to manage Project Risks and Credit Risk in Project Finance.
- To teach and Make them understand how credit analysis is done by the lenders.

Course Outcomes: At the end of this course, the students will be able to

- To evaluate the concepts of Project Finance.

- To understand Project Finance Structure and how to analyze sources of capital.
- To analyze how to Valuing the Project and Project Cash Flows.
- To understand and experiment to manage Project Risks and Credit Risk in Project Finance.
- To understand and experiment the process of credit analysis by the lenders.

Unit I:

Project Finance Overview and Fundamentals: Introduction to Project Finance, Origin and Evolution of Project Finance, Reasons for Project Finance, Rationale and Scope, Parties to a Project Financing, Advantages and Disadvantages of Project Finance, Prerequisites to a Project Financing.

Unit II:

Project Finance Structure and Sources of Capital: Structuring, Key Project Parties, Key Contractual Parties, Key Transaction Documents and Contracts, Key Project Documents, Financing Documents, Capturing Cash Flows, Security Documents, Various Sources of Debt and Equity Capital. Public and Private Partnerships and Project Finance, Global Project Finance Markets, Sources of Funds for Large Projects

Unit III:

Valuing the Project and Project Cash Flows: Operating Cash Flows, Creating Cash Flow Models, Cost of Capital, Free Cash Flow and Capital Cash Flow, Methods of Valuing Projects, Credit Ratios, Accounting Ratios, Optimal Capital Structure of a Project.

Unit IV:

Managing Project Risks and Credit Risk in Project Finance: Risk Identification, Project Specific, Supply Risk, Off-take and Sales Risk/Market Risk, Market Quantity, Sales Contracts, Capacity Contracts, Transportation Risk, Repayment Risk, Legal Risk, Preparation of Risk Matrix, Credit Risk Management, Bank Capital and Risk Management, Basel Accords, Project Finance Sub-class of Specialized Lending, Basel II and Project Finance, Risk Assessment of Infrastructure Loans by Banks, Analysis of Project Finance Bank Loan Default Data, Risk-based Pricing.

Unit V:

Credit Analysis by the Lenders: How do lenders assess projects, Assessing credit worthiness, Getting started with Credit, Business and Commercial Risk, Risk Evaluation Framework, Developing a Methodology, Industry Products, Market Suppliers, Contracted Purchases. Project Production Facilities, Infrastructure, Technical, Contractors, Management and Project's Sponsors.

Essential Readings:

1. John D. Finnerty, Project Financing: Asset-Based Financial Engineering, Wiley, 2013.

2. Prasanna Chandra, Projects: Planning, Analysis, Selection, Financial, Implementation and Review, 9/e, Tata McGraw Hill, 2019.

Suggested Readings:

1. Stephen Gatti, Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects, 2/e, Elsevier, 2012.
2. Thomas N. Duening and John M. Ivancevich, Management: Principles and Guidelines, Biztantra, 2012.
3. E R Yescombe, Principles of Project Finance, 2/e, Academic Press, 2014.

Journals:

1. International Journal of Financial Studies.
2. Journal of Risk and Financial Management.
3. International Journal of Financial Research.

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A94005/M: MARKETING ANALYTICS

Course Objectives:

- To explain the concepts of marketing analytics and the importance
- To explain the market development strategies and CLV
- To study the marketing mix analytics
- To enable usage of pricing and revenue management techniques
- To explain the application of digital marketing concepts

Course outcomes: At the end of the course, student will be able to

- Acquire skills to perform fundamental marketing analytics
- Develop strategies to increase customer lifetime value through value addition.
- Design the marketing mix strategies in response to marketing analytics
- Implement the pricing tools to support pricing strategies
- Assess and adopt the contemporary digital marketing techniques for strategy formulation

Unit I:

Introduction: Introduction to Marketing Analytics, Marketing Analytics and Marketing Strategy, Resource Allocation Perspective for Marketing Analytics, Product Management

Unit II:

Market Development: Market Sizing, Segmentation, Targeting, Customer Satisfaction, and Customer Lifetime Value, Brand Equity

Unit III:

Marketing Mix: Modelling, Allocation, Consumer Analytics, Product Management, Promotion, Retail Tracking

Unit IV:

Pricing and Revenue Management: Strategic Pricing Approach, Implementing Tools to Support Pricing Strategy, Tactical Pricing

Unit V:

Digital Marketing: Web Analytics, Search Engine Marketing Vs Search Engine Optimization, Data Mining, Social Media, Customer Management, Future of Marketing Analytics

Essential Readings:

1. Lilien, Gary L., Arvind Rangaswamy, Arnaud de Bruyn, Principles of Marketing Engineering and Analytics, 3/e, State College, PA: Decision Pro, Inc., 2017
2. Rajkumar Venkatesan, Paul Farris, Ronald Wilcox, Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning, 1/e, Pearson FT Press, 2014
3. Mike Grigsby, Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, 2/e, Kogan Page, 2018.

Suggested Readings:

1. Wayne L Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, Wiley, 2014.
2. Ashok Charan,, Marketing Analytics: A Practitioner's Guide to Marketing Analytics and Research Methods, World Scientific Publishing Co, 2015.
3. Stephen Sorger, Marketing Analytics, Strategic Models and Metrics, San Bernadine Calif, Admiral Press, 2013.

Journals:

1. Journal of Marketing Analytics
2. Applied Marketing Analytics
3. International Journal of Business Analytics

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A94005/H:STRATEGIC& INTERNATIONAL HRM

(HR Specialization)

Course Objectives:

- To understand the theoretical and practical role of HR professionals as a strategic partner in organizations.
- To identify the influence of demographic factors in the HR environment.
- To study different SHRM strategies of Recruitment, Training, Compensation & Retrenchment.
- To know the practices of Human Resource Managers in International context.
- To learn the different approaches to dealing with Performance Appraisal and Compensation in the International context.

Course outcomes: At the end of the Course students will be able to

- Implement HR strategies in accordance with the business strategy
- Analyze the influence of demographic factors in the HR environment
- Apply different SHRM strategies of Recruitment, Training, Compensation& Retrenchment
- Solve the Issues related to expatriate in International Human resource management.
- Implement the relevant strategies of performance appraisal and compensation of expatriates in an international context.

Unit I:

Introduction to SHRM: Strategic Vs Traditional HRM, Barriers and the Process of Strategic HRM, Introduction to Business and Corporate Strategies, Integrating HR Strategies with Business Strategies.

Unit II:

SHRM Practices: Analyzing HR Practices followed by Different Firms, HR System,HR as a Strategic Partner.

HR Environment:HR Environment, Technology, Structure, Workforce Diversity, Demographic Changes, Temporary and Contract Labor, Global Environment

Unit III:

HRM Strategies & Implementation: Strategic Role of HR Planning, Recruitment, Selection of Employees, Retention, Training & Development, Performance Management, Reward and Compensation Strategies, Attrition, Retrenchment Strategies

Unit IV:

International HRM: Introduction to International HRM, Difference between Domestic and International HRM, Impact of Country Culture on IHRM, Linking HR to International Expansion Strategies.

Unit V:

Performance Appraisal & Compensation of International Workforce: Appraisal of Expatriate, Third and Host Country Employees, Issues in International Performance Management. Compensation: Objectives of International Compensation, Key Components & Approaches to International Compensation, Managing People in International Context.

Essential Readings:

1. Mello, Jeffrey A. Strategic Management of Human Resources, 3/e, Cengage Learning, New Delhi, 2015
2. Dowling, P.J. and Welch, D. E. International Human Resources Management.4/e, Cengage Learning. 2015

Suggested Readings:

1. Greer, Charles, R. Strategic Human Resource Management, 2/e, Pearson Education, 2012.
2. Fresher Dougherty, Human Resource Strategy, Cengage Learning, 2008.
3. Aswathappa, K. and Dash, S. International HRM. Tata McGraw Hill Publishing Company Limited, 2008.
4. SubbaRao, P. International Human Resource Management, Himalaya Publishing House, 2009.

Journals:

1. International Journal of Human Resource Management, Annual (Scopus).
2. Journal of Strategic Human Resource Management, Triannual (Scopus).

A94006/F: TRADING STRATEGIES IN EMERGING MARKETS**(Finance Specialization)****Course Objectives:**

- To understand the most important sources for obtaining information regarding a company's performance.
- To analyse the ways of building a portfolio of strategies and integrating the same into a hedge fund.
- To provide back test results for all the strategies in developed and emerging markets.
- To learn various methods of building a robust back testing system for the strategies
- To develop new trading strategies, evaluate them using the tools learned in the course.

Course Outcomes: At the end of the course students will be able to

- Draw the important details from the financial reports of the company and use the F score and PEAD score in a strategy.
- Pick an appropriate benchmark for a proposed fund.
- Do back testing without succumbing to either look ahead (or) survival bias.
- Differentiate between mere data mining and results based on solid empirical or theoretical foundation.
- Integrate the trading strategies with the existing portfolio and also develop a plan to start a hedge fund.

Unit I:

Trading Basics and Algorithms: Final Accounts, Cash Flow Statement, Market and Limit Orders, Limit Order Book, Limit Price Placement, Stop-Loss Orders, Short Selling, Transaction Costs. Trading Algorithms: Forms of Market Efficiency, Reading Academic papers, Piotroski F- Score, Post Announcement Drift (PEAD)

Unit II:

Advanced Trading Algorithms: Accrual- Calculations, Rations and Strategy, Betting against Bet:-CAPM & Strategy, Momentum: Lookback Period, Strategy & Returns, Momentum Crashes: Option Primer, Abstract & Strategy, G Score: Background, Economic Intuition, Strategy, Numericals and Closure.

Unit III:

Creating a Portfolio: Market Anomalies: Market Efficiency, Types, Anomalies, Performance Measurement: Market Timing, Performance Attribution: Timing Measurement, Performance Attribution, Mutual Fund Performance, Utility Theory, Risk and Return, Capital Allocation, Risky Portfolios.

Unit IV:

Portfolio formation: Diversification & Efficient Frontier, Two Fund Separation, Diversification Revisited, Investment Opportunity set with Two Risk Assets and Risk-free Assets, 3 Assets and Risk-free Assets, Market Portfolio and Capital Market Line, Backtesting: Strategies Based on Text Mining, Benchmarking, Reporting, Financial Instruments.

Unit V:

Designing Trading Strategy: Pairs Trading Strategy, Scaffolding Materials (Reading an Academic Paper), Pairs Trading: Performance of a Relative Value Arbitrage Rules, Scaffolding Materials, Measuring Portfolio Fund Returns, Benchmark for Portfolio Performance Evaluation, Alternative Performance Measures.

Essential Readings:

1. Mark Mobius, Emerging Markets: How To Make Money in the World's Fastest Growing Markets, Wiley, 1/e, 2012.
2. Sugata Ray, Principles of Quantitative Equity Investing: A Complete Guide to Creating, Evaluating, and Implementing Trading Strategies, 1/e, FT Press, 2015.

Suggested Readings:

1. Koontz and Wehrich, Essentials of Management, McGraw Hill, 2012.
2. Marko Dimitrijevic, Timothy Mistele, Frontier Investor: How to Prosper in the Next Emerging Markets, Columbia Business School Publishing, 2016
3. Christopher H Browne, Roger Lowenstein, Value Investing, 1/e, Wiley, 2009

Journals:

1. Journal of Financial Economics
2. Review of Financial Studies
3. Institutional Investors

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A94006/M: SERVICES MARKETING

Course objectives:

- To provide an in-depth understanding of services marketing concepts
- To explain the consumer behaviour and expectations from service develop STP strategies
- To develop the knowledge of service product design strategies
- To communicate about service pricing and delivery strategies
- To facilitate understanding of service promotion and physical evidence strategies

Course Outcomes: At the end of the course student will be able to

- Develop marketing strategies for service products
- Design customer relationship strategies for service customers
- Exhibit the skills required for designing services and process
- Design competitive pricing and delivery strategies for services
- Make optimal decisions on service promotion and service landscape strategies

Unit I:

Introduction to Services Marketing: Contribution of Services Sector, Service Characteristics. Classification of Services, 7PS of Service, Gaps Model, SERVQUAL, Challenges in Measuring Service Quality

Unit II:

Consumer Behaviour in Services: Understanding Consumer Expectations, Managing Customer Service Expectations, Zone of Tolerance, Factors that Influence Consumer Perception of Service, Building Customer Relationship, Market Segmentation, Targeting, Positioning of Services.

Unit III:

Service Design: Service Product Levels, Designing the Service, New Service Development Stages, Flower Model of Service, Planning a Service Process, Service Blue Print, Demand Management in Services, Service Encounters, Place in Services.

Unit IV:

Service Pricing and Delivery Strategies: Service Pricing Approaches and Strategies, Service Delivery, Employee Role in Services, Service Profit Chain, Conflicts in Boundary Spanning Roles, Quality, Productivity Tradeoff, Customer's Role in Service Delivery, Strategies for Enhancing Customer Participation.

Unit V:

Service Promotion and Physical Evidence: Setting Communication Strategies for Communication, Meeting Customer Defined Service Standards, Physical Evidence and the Servicescape, Globalization of Services.

Essential Readings:

1. Valarie Ziethaml , Mary Jo Bitner, Dwayne Gremler, Services Marketing – Integrating customer focus across the firm, 7/e, McGraw Hill, 2017.
2. JochenWirtz, Christopher Lovelock, Essentials of Service marketing, 3/e, Pearson, 2017.
3. Vinnie Jauhari,KirtiDutta, Services Marketing- Text and Cases, Oxford University Press, 2017.

Suggested Readings:

1. Douglas Hoffman, E.G. Bateson,, Services Marketing, Concepts, Strategies and Cases, 5/e, Cengage Learning, 2017.
2. RamneekKapoor, Justin Paul, BiplabHalder, Services Marketing Concepts and Practices, Tata McGraw Hill Education, 2011.
3. Wirtz Zotchen, Christopher Lovelock, ChatterjeeJayanthaa, Services Marketing, People, Technology, Strategy, 8/e, Pearson, 2017.

Journals:

1. Journal of Services Marketing
2. Indian Journal of Marketing
3. International Journal of Services, Technology and Management

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A94006/H:INDUSTRIAL RELATIONS & EMPLOYMENT LAWS

(HR Specialization)

Course Objectives:

- To understand the basic concepts and approaches to Industrial Relations.
- To study the role and functions of the Trade Unions in Industrial Relations.
- To understand the importance of Collective bargaining and negotiation for Industrial Harmony.
- To explain different approaches to Grievance Procedure and Discipline Management.
- To understand the basic concepts of various labour legislations.

Course outcomes: At the end of the Course students will be able to

- Analyze the various practices to design programs for better industrial relations.
- Implement the IR approaches for a peaceful environment between Trade unions and Management.
- Handle the conflicts with the help of collective bargaining and negotiations
- Design the Grievance Handling mechanism to solve the disputes in the organization.
- Apply the appropriate employment policies in the organization in regards to different legislations.

Unit I:

Introduction: Background of Industrial Relations, Definition, Scope, Objectives, Factors affecting IR, Participants of IR, Importance of IR, Approaches to Industrial Relations, System of IR in Indian Historical Perspective & Post-Independence Period, Code of Discipline and Historical Initiatives for Harmonious IR, Government Policies Relating to labour, ILO and its Influence on Legal Enactments in India. Industrial Disputes act of 1947.

Unit II:

Trade Unions: Meaning, Trade Union Movement in India, Objective, Role and Functions of the Trade Unions in Modern Industrial Society of India, Procedure for Registration of Trade Unions, Grounds for the Withdrawal and Cancellation of Registration, Union Structure, Rights and Responsibilities of TUs, Problems of Trade Unions, Employee Relations in IT sector, The Factories Act 1948.

Unit III:

Collective Bargaining: Definition, Meaning, Nature, Essential Conditions for the Success of Collective Bargaining, Functions of Collective Bargaining, Importance of Collective Bargaining, Collective Bargaining Process, Prerequisites for Collective Bargaining, Implementation and Administration of Agreements.

Negotiations: Types of Negotiations, Problem Solving Attitude, Techniques of Negotiation, Negotiation Process, Essential Skills for Negotiation, Workers Participation in Management, Minimum Wages Act, 1948

Unit IV:

Grievance Procedure and Discipline Management: Meaning and Forms, Sources of Grievance, Approaches to Grievance Machinery, Grievance Procedures, Model Grievance Procedure. Disciplinary Procedures, Approaches to Manage Discipline in Industry, Principles of Hot stove Rule, Contract Labour Act

Unit V:

Employment Laws: Employees State Insurance (ESI) Act, 1948, Maternity Benefit Act, 1961, Child Labour (Prohibition & Regulation) Act, 1986, Payment of Wages Act, 1936, Payment of Gratuity Act 1972, Employees' Provident Fund and Miscellaneous Provisions Act 1952; Payment of Bonus Act, 1965.

Essential Readings:

1. Arun Monappa, Ranjeet Nambudiri, Patturaju Selvaraj, Industrial Relations and Labor Laws, Tata McGraw Hill Education, 2012.
2. BD Singh, Labor Laws for Managers, Excel Books, 2009
3. SC Srivastava, Industrial Relations and Labor laws, 5/e, Vikas Publications.

Reference Books:

1. P R N Sinha et al, Industrial Relations, Trade Unions & Labour Legislation, Pearson Education, 2004.
2. Shyam Boregowda Ramu, N K Ramachandra Gowda, Y T Krishne Gowda, Fundamentals of Industrial Relations, New Age International Publications, 2019.
3. Mishra S.N, Labour and Industrial Laws, Central Law Publication, 2012.

Journals:

1. Labour Law Reporter
2. Labour Law Journal
3. Indian Journal of Industrial Relations

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0 0 /**12 6****A94101: MAJOR PROJECT**

The final Project is divided into Stage I, Stage II, Main Project Report Submission and Project Report Viva-Voce

Aim: The aim of multi-stage evaluation is to enable students to do original work on their own so that they can get the benefit in terms of gaining practical knowledge and possible employment.

Stage I:

Research Methodology: This is the Chapter I and Chapter II of the Main Report which carries **25 Marks and a Seminar Presentation is to be given.**

Students should be advised to do final MBA projects on topics close to the job they prefer to do after MBA. The faculty should guide them and focus on the methodology of doing a project so that the students can understand how to study the problems they come across while working. The following is the suggested checklist for doing Stage I of the project.

- **Topic**
- **Chapter I**
 - Brief Introduction
 - Research Gaps
 - Research Questions
 - Objectives of the Study
 - Hypotheses
 - Scope of the Study
 - Period of the Study
 - Sample Data Collection
- **Chapter II**
 - Review of Literature

Stage II: This stage consists of Chapter III, IV & V and a **Seminar Presentation is to be given**

which carries 25 marks

- Chapter III
 - Company Analysis and Industry Analysis.
- Chapter IV
 - Data Analysis and Interpretations
- Chapter V
 - Findings, Suggestions and Conclusion

Main Project Report and Viva-Voce:

In addition to the above two stages the students should attend Viva-Voce with the external Examiner and PRC.

Appendices of the project report should consist of:

Appendix I: Questionnaire (if any).

Appendix II: Definition of concepts, models, formulas used in the report.

