



REVA
UNIVERSITY
Bengaluru, India

SCHOOL OF MANAGEMENT STUDIES

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

**HAND BOOK
(2020 Scheme and Syllabus)**

Rukmini Knowledge Park,
Kattigenahalli, Yelahanka, Bangalore - 560 064
Phone No: +91-080-66226622, Fax: 080-28478539
www.reva.edu.in

Preface

MBA Program at REVA University is designed keeping in view the current prevailing situation and the future trends and developments. The Program is designed keeping in view the volatility of the business environment and as we all know the Industry 4.0 is bringing Artificial Intelligence, Robotics and Machine learning, Artificial intelligence is going to change the future indeed. The future managers are expected to understand and perceive the changes and also keep themselves updated about the future. The future of Management Education is to understand the skill sets that are required by the Management graduate and accordingly acquiring those skills. Management education today should emphasize on the future trends, requirements of the stake holders and by benchmarking ourselves with Universities across the globe offering Management education.

The courses are designed to give more focus on core management philosophies and principles but also gives thrust on emerging areas in the Finance, Human Resources, International Business, Marketing, Entrepreneurship and Operations Management facilitating students to choose specialized areas of their interest, adequate care has been taken to provide students with knowledge of current trends and advanced knowledge in the emerging areas.

Increased Strategic Partnerships with market research firms, growth in technology, online collaborations among stake holders, Virtual organizations and offshoring have today gained key place in global environment. The communication and information technology revolution, socio-economic and political changes led to global marketing have brought in greater transformation in the global market.

MBA curriculum offered at University is contemporary in nature and students get an opportunity to experience the Technology enabled teaching learning process which is facilitated through our well-equipped digital classrooms. Students can choose from the wide range of soft cores offered through the specializations they choose to opt for. Every semester skill enhancement courses are being offered to give students the hands on experience and which forms a part of their curriculum. Teaching pedagogy involves case study method, self-learning tools, activity based learning, simulations, Project based learning, case debates, presentations and e-assignments. Students also take up MOOCs courses involve themselves in summer internship and Major project.

In this disruptive digital economy, high quality management education is essential and this should enable students to gain knowledge, exposure, skills and develop confidence that is essential for a leader to take initiative and responsibility.

I am sure the students pursuing their MBA at REVA University will enjoy teaching – learning environment, Infrastructure resources, talented and experienced faculty involvement and guidance. We will strive to give our best to you and ensure that we mold you as better individuals who will support in nation building. I wish all students pleasant stay at REVA and wish all success for your future ahead.

Dr Shubha A
Professor and Director
School of Management Studies

ABOUT SCHOOL OF MANAGEMENT STUDIES

The School of Management Studies offers BBA (Industry Integrated), BBA (Honours), BBA (Entrepreneurship) and MBA Programs. It also facilitates research leading to Doctoral degree. The BBA (Industry Integrated), BBA (Honours), BBA (Entrepreneurship) and MBA are designed to provide adequate scope students to enter into wide range of business spheres, entrepreneurship, and reduce the widening gap between Industries – Academia. The BBA (Industry Integrated) degree offered by this school enriches the students' knowledge horizon and enables them to work in different national and multinational organizations and face the global challenges arising there from. It not only aims at imparting knowledge and skills in different areas of management and accounting, but also provides inputs necessary for the overall development of the personality of the students. It prepares student's right from the inception to get equipped with required skills through continuous training programs that adopt various methods of learning - case studies, group discussions / analysis, simulation, games, debates, seminars, quiz and the like. The students are groomed with the right exposure to the practical events in the global market milieu.

The Masters degree in Management Studies not only provides adequate scope to enter into wide range of business spheres, and entrepreneurship but also teaching and research fields in different educational / research institutions. This program aims at imparting knowledge and skills in different areas of management, finance, accounting, marketing, human resource, banking and insurance, operations management and actuarial management. It further provides inputs necessary for the overall development of the personality of the students. It induces students' right from the beginning to get equipped with required skills through case studies, group discussions / analysis, simulation, games, debates, seminars, quiz and the like. The students are groomed with the right exposure to the practical environment through a semester long project work. The program also inculcates research culture and entrepreneurship.

The programs offered by REVA University are well planned and designed after detailed study with emphasis on knowledge assimilation, applications, global job market and their social relevance. Highly qualified, experienced faculty and scholars from reputed universities, institutions, experts from industries and business sectors have contributed in preparing schemes of instruction and curriculum for these programs.

Program Overview

Master of Business Administration is a post graduate degree in Management which primarily aims at ensuring that the graduates who complete their courses in a chosen domain are competent enough to manage corporate activities like Human Resources, Finance, Marketing, Entrepreneurship, International Business and Operations Management to run a company on a day to day basis to meet management objectives.

Management Education focuses on varied domain where students can specialize in desired areas of interest thus ensuring that each student is able to gain competence in the general principles of management as well as develop a deeper understanding in the emerging areas. Since every industry, including industries like health care, Hotel Management, Entertainment, Transportation and so on has become more business-like with the participation of corporate houses and business conglomerates, management education today opens many opportunities for students. Through internships, field work, Major project where in by networking with industry experts and other professionals, students can understand the problems, analyses and suggest solutions. The management education provided a holistic understanding of the business environment.

Programme Educational Objectives – PEO

PEO 1: Manage corporate activities like human resources, finance, marketing, and operations research and Global business management.

PEO 2: Take up administrative positions in Public, private and Government organisations.

PEO 3: Establish enterprise of their own

Program Specific Outcomes (PSO)

PSO	Description
PSO1	Demonstrate the knowledge of Management in Industry, business, academia and allied areas.
PSO2	Analyse and apply skills in domain areas by understanding the changing requirements of the business environment.
PSO3	Use different techniques to gather information from various stakeholders and report effectively

Programme Outcomes

The School of Management studies was established in the year 2014 and since then the School has defined Program Outcomes for the courses offered. Based on the new guidelines of NBA that was formulated in July 2017, The School Advisory Body has formulated TEN Program Outcomes that includes FIVE Mandatory POs stipulated by NBA and other FIVE were defined by the School Advisory Board, keeping in view the Vision, Mission and Program Educational Objectives.

Description of the Program Outcomes

PO	Description
PO1	Apply knowledge of Management Theories and Practices to solve business problems
PO2	Foster Analytical and critical thinking abilities for data – based decision making
PO3	Ability to develop Value based leadership Ability
PO4	Ability to understand , analyse and communicate global , economic, legal and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6	Engage in Research and apply statistical tools and techniques for Problem solving and decision making.
PO7	Enhance skills required for a particular domain by integrating practical and theoretical knowledge
PO8	Communicate effectively with various stake - holders
PO9	Effectively work in a Multi- cultural work settings.
PO10	Ability to engage in independent and life-long learning Process.

Summary Table

Semester → Course Type ↓	I	II	III	IV	Total Credits	Credits in %
Hard Core -HC	24	20	4	4	52	51%
Soft Core –SC	---	---	15	15	30	29%
Open Elective – OE	---	---	4	---	4	4%
Major project /SIP	---	---	4	12	16	16%
Total	24	20	27	31	102	100%

Mapping of Course Outcomes with programme Outcomes

Course Code	PO	PO1	PO2	PO3	PO4	PO5	PO6	P7	PO8	PO9	PO10	PSO1	PSO2	PSO3
	CO													
	CO1	3	3	1								3	3	3
	CO2	3	2	1								3	3	3
	CO3	3	2	1								3	3	3
	CO4	3	2	1								3	3	3

Mapping of PEOS with Respect to POs

	PO1	P2	PO3	PO4	PO5	PO6	P7	PO8	PO9	PO10	PSO1	PSO2	PSO3
PEO1	√	√	√	√	√	√	√	√	√	√	√	√	√
PEO2	√	√	√	√	√	√	√	√	√	√	√	√	√
PEO3	√	√	√	√	√	√	√	√	√	√	√	√	√
PEO4	√	√	√	√	√	√	√	√	√	√	√	√	√

School of Management Studies
Course Content of PG Programs-2020-21
Master of Business Administration (MBA)
(Effective from Academic Year 2020-21)

Sl No.	COURSE CODE	Title of the Course	HC/S C/SE/ CC	Credit Pattern				Total Hours
				L	T	P	TOTAL	
First Semester								
1	M20MB1010	Management and Organization Behaviour	HC	3	1	0	4	4
2	M20MB1020	Managerial Accounting	HC	3	0	1	4	5
3	M20MB1030	Marketing Management	HC	3	1	0	4	4
4	M20MB1040	Human Resource Management	HC	3	1	0	4	4
5	M20MB1050	Economics for Managers	HC	3	1	0	4	4
6	M20MB1060	Business Statistics	HC	3	0	1	4	5
7	M20MB1070	Skill Development Course	RULO	-	-	-	-	-
TOTAL CREDITS							24	
Second Semester								
1	M20MB2010	Business Law and Ethics	HC	3	1	0	4	4
2	M20MB2020	Operations Research and Quantitative Analysis	HC	3	0	1	4	5
3	M20MB2030	Business Research Methods	HC	3	1	0	4	4
4	M20MB2040	Corporate Finance	HC	3	0	1	4	5
5	M20MB2050	International Business	HC	3	1	0	4	4
6	M20MB2060	Skill Development Course	RULO	-	-	-	-	-
TOTAL CREDITS							20	
Third Semester								
1	M20MB3010	Innovation and Entrepreneurship	SC	1	1	0	2	3
2	M20MB3020	Introduction to Management	OE	3	1	0	4	4
3	M20MB3030	Skill Development Course	RULO	-	-	-	-	-
	M20MB3040	Minor Project -I (Summer Internship)	HC	0	0	0	4	Field work
Note: Students can choose any Two specializations								
I. Finance Specialization								
1	M20MB3140	Financial Markets and Services	SC	2	1	0	3	4

2	M20MB3150	Investment Analysis and Portfolio Management	SC	2	0	1	3	4
3	M20MB3160	Financial Derivatives	SC	2	0	1	3	4
II. Marketing Specialization								
1	M20MB3240	Consumer Behaviour	SC	2	1	0	3	4
2	M20MB3250	Services Marketing	SC	2	1	0	3	4
3	M20MB3260	Strategic Brand Management	SC	2	1	0	3	4
III. Human Resource Specialization								
1	M20MB3340	Leadership and Development	SC	2	1	0	3	4
2	M20MB3350	Performance Management System	SC	2	1	0	3	4
3	M20MB3360	Cross Cultural Management	SC	2	1	0	3	4
IV. Operations Management Specialization								
1	M20MB3440	Supply Chain and Logistics Management	SC	2	1	0	3	4
2	M20MB3450	Operations Research Applications	SC	2	1	0	3	4
3	M20MB3460	Materials and Lean Management	SC	2	1	0	3	4
V. International Business Specialization								
1	M20MB3540	Global Business Environment	SC	2	1	0	3	4
2	M20MB3550	International Trade Laws	SC	2	1	0	3	4
3	M20MB3560	International Labor Organization and Labor Laws	SC	2	1	0	3	4
TOTAL CREDITS							28	
Fourth Semester								
1	M20MB4010	Strategic Management	HC	3	1	0	4	4
2	M20MB4020	Major Project	HC	0	0	0	8	Field work
3	M20MB4030	Skill Development Course	RULO	-	-	-	-	-
Note: Students can choose any Two specializations								
I. Finance Specialization								
1	M20MB4140	International Financial Management	SC	2	1	0	3	4
2	M20MB4150	Project Appraisal, Planning & Control	SC	2	1	0	3	4
3	M20MB4160	Managing Banks & Financial Institutions	SC	2	1	0	3	4
II. Marketing Specialization								

1	M20MB4240	Marketing Research	SC	2	1	0	3	4
2	M20MB4250	International Marketing	SC	2	1	0	3	4
3	M20MB4260	Integrated Marketing Communication	SC	2	1	0	3	4
III. Human Resource Specialization								
1	M20MB4340	International Human Resource Management	SC	2	1	0	3	4
2	M20MB4350	Team Dynamics at Work	SC	2	1	0	3	4
3	M20MB4360	Human Resource Metrics and Analytics	SC	2	1	0	3	4
IV. Operations Management Specialization								
1	M20MB4440	Total Quality Management	SC	2	1	0	3	4
2	M20MB4450	Sourcing Management	SC	2	1	0	3	4
3	M20MB4460	Management of Manufacturing Systems	SC	2	1	0	3	4
V. International Business Specialization								
1	M20MB4540	International Banking	SC	2	1	0	3	4
2	M20MB4550	International Strategic Management	SC	2	1	0	3	4
3	M20MB4560	International Business Taxation	SC	2	1	0	3	4
TOTAL CREDITS							30	
Total Credits of all Semesters							102	

Semester-wise Summary of Credit Distribution

Semesters	Total
First Semester	24
Second Semester	20
Third Semester	28
Fourth Semester	30
Total Credits	102

Detailed Syllabus

(Effective from Academic Year 2020-21)

FIRST SEMESTER

Course Title : MANAGEMENT AND ORGANIZATION BEHAVIOR			
Course Code: M20MB1010			
Course Description: This course provides a Foundation to Management process. It helps to gain knowledge and understanding of contemporary management concepts, organizational behavior, leadership process, influence of motivation and its application in corporate arena.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. The basic concepts of management and evolution of management and its impact 2. The planning process and decision-making strategies. 3. The basic human behavior components and its impact on group behavior. 4. How people use power and leadership within the organization and different theories of motivation behind it. 			
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: To implement the basic elements / foundations of management.</p> <p>CO2: Make informed decisions through proper planning.</p> <p>CO3: Understand why people behave in a particular manner as individual or group.</p> <p>CO4: Understand different leadership styles and motivation people within the organization.</p>			
Course Pre-requisites: Student must have basic understanding of General Management.			
Pedagogy: Direct Method, ICT, Case study			
LTP: 3- 1 -0			
Course type: HC			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction: Introduction, Definition of management, Importance and functions of management, Managerial skills, Principles of management, Evolution of management, Major school of management thought: An overview and recent trends in management. Case to explain the management concepts.	13Hours	CO1
Unit-2	Planning and Decision Making: Planning and goal setting – Organizational planning - Vision, Mission and goals, Types of plans, steps in planning process, Approaches to planning, Planning in Dynamic Environment. Decision making process, types of decisions, decision making styles, Vroom’s Participative decision-making model. Case to explain planning and Decision Making.	13Hours	CO2
Unit-3	Organizational Behavior and Controlling: Organizational Behavior: Individual and Group Behavior: Importance of Organizational Behavior, Culture and diversity, personality theories, perception, formation of group behavior, classification of groups, group properties, group cohesiveness. Controlling: The control process, controlling for organizational performance,	13Hours	CO3

	types of control, financial controls, Balanced Scorecard, Bench Marking, Contemporary issues in controlling.		
Unit-4	Leadership and Motivation: Leadership traits, Leadership styles, Leadership theories, Power and Politics. Motivation: Approaches to Motivation, Maslow's needs hierarchy theory, two factor theory of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valance Theory.	13Hours	CO4

Reference Books:

1. Essentials of management: An international, innovation, and leadership perspective- Wehrich, H., & V. Cannice, M., New Delhi: McGraw-Hill Education (India) Private Limited,2020.
2. Organizational Behavior, Fred Luthans – 12/e,McGraw Hill Publishing Company, New York, 2013.
3. Management and Organizational Behaviour, Stephen Robbins, Mary Coulter ,14/e, New Jersey: Pearson Education Inc,2017.
4. Organizational behaviour- Stephen P Robbins, Timothy A. Judge, Neharika Vohra, Pearson, 18th Edition, 2019.
5. Management and Organizational Behaviour- Laurie J Mullins,11/e, Pearson education limited, 2016.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√		√		√						√		
CO2	√		√		√						√		
CO3	√		√		√						√		
CO4	√		√		√						√		

Course Title : MANAGERIAL ACCOUNTING			
Course Code: M20MB1020			
Course Description: The course focuses on developing an insight of principles of Accounting and utilization of financial information for decision-making. It enables the students to understand the preparation of budgets, Financial Statements, make analysis financial accounts of a company and computerize the financial transactions.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Explain fundamental accounting concepts, the elements of financial statements of a company 2. Prepare various budgets viz. production budget, sales budget, cash budget, flexible budget, of an organization. 3. analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company. 4. Explain the emerging trends and proposed changes in accounting 			
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: demonstrate the theoretical knowledge relating to accounting principles and preparing the financial statements of a company.</p> <p>CO2: Capable of Preparing various budgets viz. production budget, sales budget, cash budget, flexible budget of an organization.</p> <p>CO3: Analyze the financial performance of an organization using Comparative Statement, Common Size, Trend Analysis, Ratio Analysis and Cash Flow Statements.</p> <p>CO4: Comprehend emerging trends in accounting Using IFRS and MAOCARO in preparation of books of accounts in an organization and prepare Auditors' Report and Directors' Report as part of annual reports.</p>			
Course Pre-requisites: Financial accounting, Cost and Management Accounting			
Pedagogy: Direct Method, ICT, Problem solving, Case based			
LTP: 3:0:1			
Course type: HC			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Accounting: Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting. Preparation of Books of Accounts -Journals, ledgers and trial balance. Preparation of Financial Statements of companies (Vertical format).	15Hours	CO1
Unit-2	Budgets and Budgeting control: Objectives, characteristics and essentials of budgetary control, classification of budgets – production budget, sales budget, cash budget, flexible budget. (Problems & Cases)	14Hours	CO2
Unit-3	Analysis of Financial Statements - Comparative, common size and trend analysis, Ratio Analysis, Preparation of financial statements using ratios, Cash flow Statement [With special reference to AS 3] (Problems & Cases)	14Hours	CO3

Unit-4	Audit Report, Directors' Report and basics of MAOCARO 1998 (Amended 2003). Corporate Governance, Forensic Accounting and Window Dressing, IFRS and proposed changes in accounting (Theory only)	09Hours	CO4
--------	---	---------	-----

Reference Books:

1. Accounting for Management, S N Maheswari and Maheswari, 4/e Vikas Publishing House Limited, 2018.
2. Accounting for Management, Jawahar Lal, 5/e, Himalaya Publishing House, 2020.
3. Financial Accounting, PC Tulsian, Pearson Education India, 4th Edition.
4. Accounting for Managers: Interpreting Accounting Information for Decision Making, -Paul M. Collier, Wiley, 2015
5. Financial Accounting – A Managerial Perspective, R. NarayanaSwamy, 5/e , Prentice Hall India, , 2014.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√				√		√				√	√
CO2	√	√				√		√				√	√
CO3	√	√				√		√				√	√
CO4	√	√				√		√				√	√

Course Title : MARKETING MANAGEMENT
Course Code: M20MB1030
Course Description: This course is Designed to familiarize students with basic concepts of marketing and improve their ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. The basic concepts in marketing and the emerging trends in the field of marketing. 2. Facilitate students to understand the Stages of PLC and new product development. 3. Building insights towards the importance of pricing and channel decisions. 4. Understanding of Integration of marketing communications and concepts of e-commerce.
Course Outcomes: On successful completion of this course students shall be able to: CO1: Discuss the emerging trends in marketing and service and product mix elements. CO2: Analyze PLC and the role and importance of New Product Development. CO3: Explain the importance of channel decisions and its impact on marketing. CO4: Examine the importance and features of different types of promotional activities.
Course Pre-requisites: Basic Knowledge of Marketing
Pedagogy: Direct Method, ICT, Case study
LTP: 3: 1 : 0
Course type: HC
Contact Hours: 52

Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Marketing: Core concepts, Needs, Wants & Demand, Marketing Orientations, Marketing Environment (Micro & Macro), Business vs. Retail Marketing, Consumer Behavior, Consumer Protection Act, Segmentation, Targeting & Positioning, New trends in Marketing, Marketing Mix. Services – Concept, Services Marketing Mix	13Hours	CO1
Unit-2	Product Decisions: Concept, Product line, Product mix, Product mix strategies, Product life cycle and its strategies, New Product Development, packaging as a marketing tool, Role of labeling. Brand - Meaning, Branding strategies and brand equity.	13Hours	CO2
Unit-3	Pricing: Significance of pricing, factors influencing pricing (Internal and External factors), objectives, Pricing Strategies, Pricing Procedure. Distribution Decisions: Marketing Channels : Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing.	13Hours	CO3
Unit-4	Integrated Marketing Communication: Meaning and Importance of Marketing Communication, Communication Objectives, Steps in Developing Effective Communication Advertising, Sales Promotion - Push and Pull Strategies, Personnel Selling - Concept, Features, Functions, and Steps involved in personal Selling, Sales territories & Quotas, latest trends in sales, Publicity -Functions of Public relations, Direct Marketing, Basic Concepts of E-Commerce, E-Business.	13Hours	CO4

Reference Books:

1. Principles of Marketing- Philip Kotler, Gary Armstrong, 18/e, Pearson Education, 2020
2. Principles of Marketing, An Asian Perspective– Philip Kotler, Gary Armstrong, Ang Swee-Hoon, Leong Siew-Meng, Tan Chin-Tiong, 4/e, Pearson Education Limited, 2017.
3. Fundamentals of Marketing Management, Etzel M.J BJ Walker & William J. Stanton,14/e, MH, 2012.
4. Marketing Management Concepts & Cases –S.A.Sherlekar, Himalaya Publishing House, 2012.
5. Marketing Management – RajanSaxena, Tata McGraw-Hill Education private limited,2009.
6. Marketing Management – Ramaswamy V S, Namakumari S, 4/e, Macmillan Publishers, 2011

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√		√		√		√				√		
CO2	√		√		√		√				√		
CO3	√		√		√		√				√		
CO4	√		√		√		√				√		

Course Title : HUMAN RESOURCE MANAGEMENT			
Course Code: M20MB1040			
Course Description: Human Resource Management teaches how to achieve business success through managing a team. Managing human resources is about being successful because the company has used their talent to their best ability.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. understand the basic principles of strategic human resource management. 2. be aware about the practices of talent acquisition, utilization and management. 3. know about the staffing, training, compensation and performance management practices. 4. apply the skills of sourcing talent, rewarding, motivating and managing its people effectively. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Explain and apply the concepts of manpower planning and staffing in organization. CO2: Describe the HR functions responsible of development and integration of human resources. CO3: Develop a deep understanding of the practices for rewarding and maintaining human resources. CO4: Demonstrate deep knowledge and analysis in International HRM and emerging horizons of HRM.			
Course Pre-requisites: Organizational Behavior, Introduction to Management			
Pedagogy: Direct Method, ICT, Case study			
LTP: 3:1:0			
Course type: HC			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Acquisition of Human Resources: HRM functions – Job analysis – Job designs – Human resource planning – Human resource information system – Recruitment and selection strategies, New employee orientation. (Theory only)	13Hours	CO1
Unit-2	Development and Integration of Human Resources: Performance appraisal system Performance appraisal and succession planning – Career planning and development –Methods of training – Methods of development – Measuring training effectiveness. Integration of human Resources: Types and forms of participative management – Quality circles – Employee empowerment – Collective bargaining – quality of work life. (Theory only)	13Hours	CO2
Unit-3	Rewarding and Maintaining Human Resources: Job evaluation methods – Incentive payments – Executive compensation programs – Employee benefits and services. Maintenance of human resources: Job satisfaction Discipline and employee rights – Employee Counseling – grievances settlement. (Theory only)	13Hours	CO3
Unit-4	International HRM and Emerging Horizons of HRM: Concept, importance, a models of International HRM; Challenges of International HR Managers; Global HR practices; E-HRM; HRIS (Human Resource Information System); Measuring intellectual capital; Impact of HRM practices on organizational performance; contemporary Issues in Human Resource Management. (Theory only)	13Hours	CO4

Reference Books:

1. Human Resource Management by Gary Dessler, 15/e Pearson/Prentice Hall.2017.
2. Human Resources Management by K Ashwathappa, 8/e Tata McGraw hill, 2017.
3. Human Resources Management by C.B. Mamoria, Himalaya Publishing House, 2014
4. Recent experiences in HRD by T V Rao
5. Designing and Managing HRS by UdaiPareek, oxford ,
6. Strategic Human Resource planning and management by Rothwell and Kazanas

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√		√		√		√				√		
CO2	√		√		√		√				√		
CO3	√		√		√		√				√		
CO4	√		√		√		√				√		

Course Title : ECONOMICS FOR MANAGERS
Course Code: M20MB1050
Course Description: This course is intended to provide a solid groundwork of economic understanding for practice in managerial decision making. The aim of this course is to guide the students on the use of managerial economic tools and techniques in specific business backgrounds. The course will offer a comprehensive treatment of economic theory and analysis, using both qualitative and quantitative tools and techniques associated with the theory.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Acquaint with concepts and techniques used in Economics and to enable them to apply the knowledge in business decision making. 2. Analyse cost data and carry out an economic analysis in the decision making process. 3. Develop effective pricing strategies and benchmark the cost comparison through relative cost analytics. 4. Understand the business impact of micro and macroeconomic environment on business decisions.
Course Outcomes: On successful completion of this course students shall be able to: <ol style="list-style-type: none"> 1. Integrate the basic concepts of Economics with the tools of management in order to analyse and make optimal decisions. 2. Understand the role of a manager in a firm and internal and external decisions made by him. 3. Analyse how households and business interact in various market structures, and determine price & quantity of goods and services produced and consumed. 4. Use economic problem solving skills to discuss the opportunities and challenges of the

increasing globalization of the world economy.			
Course Pre-requisites: Micro Economics, Business Economics			
Pedagogy: Direct Method, ICT, Problem solving, Case based			
LTP: 3:1:0			
Course type: HC			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction: Managerial Economics- Meaning, Nature, Scope, & significance. Fundamental Concepts of Managerial Economics: Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles. Theory of the Firm: Objectives of the firm, alternate objectives of firm. Demand analysis: Law of Demand, Elasticity of demand. Measurement of elasticity of demand. Demand forecasting: Meaning & Significance, Methods of demand forecasting. Law of supply, Elasticity of supply. Note: Illustrative numerical examples to be used to explain the concepts.	14Hours	CO1
Unit-2	Cost Analysis and Market Structure: Costs Analysis, Concepts, Types of costs, Cost curves, Cost – Output relationship in the short run and in the long run, LAC curve. Production analysis: Concepts, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale. Market structure and pricing practices: types of markets, Perfect Competition, imperfect, monopoly, monopolistic, oligopoly Features.	14Hours	CO2
Unit-3	Pricing decisions: Objectives, Basic factors in Pricing-pricing under perfect, monopoly, oligopoly, and monopolistic competition-discriminatory pricing-multiple product pricing-price control by government - pricing of new products – pricing practices. Nature of Profits: Different views of profits – Profit functions – Measurement of Profit – Policies on profit maximization – Profit planning – Managerial uses of breakeven analysis. Numerical applications	14Hours	CO3
Unit-4	Macro-Economic Policies and Measuring the Economy: Macroeconomic policies in India: Industrial policies of the post 1991. Monetary policy: Objectives, credit control tools. Fiscal policy: Objectives, budget, direct and indirect taxes, revenue and expenditures of the union and the state. Measuring the Economy: Basic economic Concepts, Open and Closed Economies, Primary, Secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring GDP and GDP Growth rate. Components of GDP. Business Cycle- Features, Phases, Inflation: Types, Measurement, And National Income: Estimates, Trends, Measurement and Problems in measuring National Income.	10Hours	CO4

Reference Books:

1. Managerial Economics: Theory And Applications –D M Mithani, 8/e, Himalaya publishing house. 2020.
2. Managerial Economics – D N Dwivedi, 8/e, Vikas publishing house. 2015
3. Managerial Economics – Dominick Salvatore, 8/e, Oxford Publishers, 2016.
4. Business Environment: Text and Cases - Justin Paul, 4/e, McGraw Hill, 2018.
5. Economic Environment of Business – Misra S. K &Puri V. K., 9/e, Himalaya publishing house, 2016.
6. Business Environment - Fernando, 1/e, Pearson, 2011.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√		√	√	√						√		
CO2	√		√	√	√						√		
CO3	√		√	√	√						√		
CO4	√		√	√	√						√		

Course Title: BUSINESS STATISTICS
Course Code:M20MB1060
<p>Course Description: This course will introduce students to the quantitative tools that are necessary for day-to-day business needs. The course also helps students see the connection between application of statistics and business performance. The use of descriptive and inferential statistics by individuals and organizations enhances decision making. Business Statistics is applied in operations, marketing, finance, and strategic planning among other functions.</p>
<p>Course Objectives: The objective of this course is to:</p> <ol style="list-style-type: none"> 1. Provide a basic knowledge of the application of statistics to business disciplines. 2. Develop an ability to analyse and interpret data to provide meaningful information to assist in making management decisions 3. Develop an ability to apply modern quantitative tools to data analysis in a business context. 4. Enable students to develop computational skills and problem-solving capabilities as a tool for analysis and presentation of solutions to business problems.
<p>Course Outcomes: On successful completion of this course students shall be able to:</p> <p>CO1: Understand the scope and importance of statistics through the methods of data collection for Business Decision Making.</p> <p>CO2: Calculate and apply measures of location and measures of dispersion -- grouped and ungrouped data cases.</p> <p>CO3: Compute and interpret the results of Correlation and Regression Analysis for forecasting.</p> <p>CO4: Apply discrete theoretical probability to various business problems.</p>
<p>Course Pre-requisites: Quantitative Business Analysis, Business Mathematics, Introduction to Calculus and Basics of Mathematics.</p>
Pedagogy: Direct Method, ICT, Problem solving, Case based

LTP:3:0:1			
Course type:HC			
Contact Hours:52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction of Statistics: - Mean, Scope of Statistics and its importance in various disciplines, Methods of Data Collection: Statistical units to be used, Sources of information, methods of data collection: Methods of collecting primary data, Sources of Secondary data, Time Series: Meaning, Components of times series, Importance of time series.	13Hours	CO1
Unit-2	Measures of Central Tendency: - Arithmetic – Weighted Mean – Median, Mode – Geometric Mean and Harmonic mean. Measures of Dispersion: Range, Quartile Deviation, Mean deviation, Standard deviation, Coefficient of variation, Application of Measures of Central Tendency and Dispersion for Business Decision Making.	13Hours	CO2
Unit-3	Correlation Regression Analysis: - Introduction, Significance and types of correlation, Methods of correlation, Co-efficient of correlation. Regression analysis: Meaning, Linear Regression, Measurement of Trend (Curve fitting using methods of least squares), Lines of Regression, Interpretation of Regression Coefficients. Time Series Analysis.	13Hours	CO3
Unit-4	Probability:-Meaning and Definition of Probability: - Significance of Probability in Business Application –Approaches to Probability, Theories of Probability: Addition and Multiplication theorems– Conditional laws of Probability-Baye’s rule, Markovian process.	13Hours	CO4

Reference Books:

1. Fundamentals of Statistics, S. C. Gupta, 7/e, Himalaya Publishing House, 2019
2. Business Statistics, J. K. Sharma, 5/e, Vikas Publishing House Pvt Ltd, 2019
3. Business Statistics, N. D. Vohra, Tata McGraw Hill Education Private Limited, 5/e, 2012
4. Statistics for Management, Richard I. Levin, David S. Rubin, 8/e, Pearson Education, 2020
5. Statistics for Management, P.N.Arora, S.Arora, 5/e, S. Chand Publications Ltd., 2009

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√				√						√	√
CO2	√	√				√						√	√
CO3	√	√				√						√	√
CO4	√	√				√						√	√

SECOND SEMESTER

Course Title : BUSINESS LAW AND ETHICS			
Course Code: M20MB2010			
Course Description: The course aims to equip students to have the glimpses of various business legislations in India and to make students understand their rights emerging out of business. It also focuses on knowing the compliance of legal requirements of business transactions, code of conduct of a business.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Know important laws that have a bearing on the conduct of business in India. 2. Possess detailed knowledge of contract law. 3. Possess detailed knowledge of negotiable instruments act 1881. 4. Understand the importance of ethical conduct for business and the community 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Appreciate the importance of law and legal institutions in business. CO2: Analyze and evaluate the nature and meaning of contracts, the regulation of the form of contracts, and evaluate the impact of legislation upon contract law. CO3: Understand the importance of negotiable instruments act 1881. CO4: Demonstrate the theoretical foundations of business ethics.			
Course Pre-requisites:			
Pedagogy: Direct Method, ICT, Case based			
LTP: 3:1:0			
Course type: HC			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Companies Act, 2013: Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.	12Hours	CO1
Unit-2	Law of Contract: Nature of Contract and Essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and Free Consent, Legality of Object. Unlawful and illegal agreements, Contingent Contracts, Performance and discharge of Contracts, Remedies for breach of contract. Contracts-II: Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale	14Hours	CO2
Unit-3	Negotiable Instruments Act - 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties. Introduction to Goods and Services Tax (GST)	14Hours	CO3
Unit-4	Business Ethics: Introduction, Definition, Ethics and Business Ethics, Ethical Concepts, Ethical Values, Ethical Corporate Behaviour, Ethical Dilemmas in Organization, Ethics in the Functional Area, The Changing Environment: Business Ethics-why does it matter, Levels of Business Ethics-Five Myths about Business Ethics-can Business Ethics be taught and trained? Stages of Moral development Kohlberg's study-carol Gilligan's Theory-Principles of Ethics. Importance of Ethics in Business.	12Hours	CO4

Reference Books:

1. Legal Aspects of Business, Ravinder Kumar, 4/e, Cengage Learning, 2016.
2. A textbook of Company Law, as per the companies act, 2013, P.P.S.Gogna, , 11/e S.Chand Publishing, 2016.
3. Legal Aspects of Business, RSN Pillai, Bagavathi, S.Chand, 2016.
4. Legal Aspects of Business, Akhileshwar Pathak , 5e, Tata McGraw Hill, 2013.
5. Cyber Security, Nina Godbole & Sunit Belapure, Wiley India, 2012.
6. Business Ethics and Corporate Governance (Principles and Practices), Khanka S.S, 2/e, S. Chand Publishing, 2018.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√		√							√		
CO2	√	√		√							√		
CO3	√	√		√							√		
CO4	√	√		√							√		

Course Title: OPERATIONS RESEARCH AND QUANTITATIVE ANALYSIS
Course Code:M20MB2020
Course Description: This course will introduce students to the quantitative methods and OR techniques that are necessary for day-to-day business needs. The use of OR models by individuals and organizations enhances decision making. Businesses and governments can use the techniques and gain insights to enhance sequencing of jobs, replacement techniques, queuing decision etc. and more over in overall planning, to make better decisions.
Course Objectives: The objective of this course is to: 1. understand the techniques of operations research in Management 2. possess basic skills and knowledge of operations research and its application in Management 3. Understand the basic tools of Operations research in solving the management problems using mathematical approach for decision making. 4. Know the formal quantitative approaches to problem solving and an intuition about the situations where these approaches are appropriate.
Course Outcomes: On successful completion of this course students shall be able to: CO1:apply tools of operations research in Management CO2:use Linear Programming Method and its applications CO3: use Decision Theory and Queuing theory in taking up the decisions for business. CO4: proficiently allocate scarce resources to Optimize and Maximize profit.
Course Pre-requisites: Basics of Mathematics, Business Statistics, Algebra and Quantitative Mathematics.
Pedagogy: Direct Method, ICT, Case based
LTP:3:0:1

Course type: HC			
Contact Hours:52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Quantitative Analysis: Nature and Scope – Quantitative Analysis as a frame work for Managerial Decisions; Analyzing and Defining the Problem, Developing a Model, Quantifying the Model, Typical Applications of Operations Research. Linear Programming: Introduction to LPP, formulation of LPP Maximization and minimization of the LP problem using Graphic Method and Simplex Method.	13Hours	CO1
Unit-2	Transportation and Assignment Models: Definition and Application of the Transportation Model, Solution of the Transportation Problem. Assignment Model: Definition and application of Assignment model - Traveling Salesman Problem.	13Hours	CO2
Unit-3	Game Theory and Sequencing: 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, matrix and arithmetic methods. Sequencing – Job sequencing, Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, n jobs through m machines, Two jobs and m Machines Problems.	13Hours	CO3
Unit-4	Queuing Theory and Project Management: Basic Elements of the Queuing Model, of the Poisson and Exponential Distributions, Queuing With Combined Arrivals and Departures, Queues with Priorities for Service, Tandem or Series Queues, Queuing Decision Models. P.E.R.T. & C.P.M. Drawing networks – identifying critical path – probability of completing the project within given time- floats calculations project crashing – optimum cost and optimum duration.	13Hours	CO4

Reference Books:

1. Problems in Operation Research (Principles and Solutions), Prem Kumar Gupta & D S Hira, 4/e, S. Chand & Company Private Limited, 2017
2. Operation research–Theory and Applications, J.K.Sharma, 6/e, Trinity Press - An Imprint of Laxmi Publications Pvt Ltd, 2017
3. Operations Research,Sharma J K, 5/e, Pearson Education India, 2012
4. Operations Research: Principles and Practice, Ravindran A, Phillips D. T, Solberg J. J., 2/e, John Wiley & Sons, 2009

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√				√	√				√	√	√
CO2	√	√				√	√				√	√	√
CO3	√	√				√	√				√	√	√
CO4	√	√				√	√				√	√	√

Course Title : BUSINESS RESEARCH METHODS			
Course Code: M20MB2030			
Course Description: This course is aimed at providing the basic understanding of the Research methodology. The course will explain the need for scientific research methodology and describes the various research designs.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Gain knowledge and understanding of the basic framework of research process. 2. Ccomprehend research instruments and methodologies to apply to a specific research project 3. apply essential skills in analyzing both quantitative and qualitative data 4. Evaluate the importance of report writing and presentation in business research. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Identify and apply different research approaches and methodologies CO2: Develop data collection instrument according to the underlying theoretical framework CO3: Interpret and present the results of an independently conducted statistical analysis. CO4: Understand the process of report writing and presentation in business research.			
Course Pre-requisites: Basic knowledge about Research.			
Pedagogy: Direct Method, ICT, Case study			
LTP: 3:1:0			
Course type: HC			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Business Research: An overview - Research process, problem formulation, management problem v/s. research problem, Steps involved in preparing business research plan/proposal. Business Research Design: Steps involved in a research design. Exploratory research: Meaning, suitability, collection, hypothesis formulation. Descriptive research: Meaning, types of descriptive studies, data collection methods Causal research: Meaning, various types of experimental designs, types of errors affecting research design. Analytical research: Introduction to analytical research.	13Hours	CO1
Unit-2	Sampling and Sampling distribution: Meaning, Steps in Sampling process, Types of Sampling Probability and Non probability Sampling Techniques, validation of sample size. Data collection: Primary and Secondary data Data collection Methods – Observations, Survey, Interview and Questionnaire design, Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Attitude measurement – Likert’s Scale, Semantic Differential Scale, Thurstone-equal appearing interval scale, MDS – Multi Dimensional Scaling. (Only Theory).	13Hours	CO2
Unit-3	Introduction to Hypothesis, Types of Hypothesis, Types of Errors, Procedure for Hypothesis Testing, Hypothesis Testing for means and proportions for small samples and Large samples (only Z- test), ANOVA	13Hours	CO3

	test (Problems on One way table only), Chi-square test (Theory and Numerical Problems only on Simple chi-square, 2X2 and 2XK Contingency table and not include test for several proportions and population variance).		
Unit-4	Introduction to report writing, Different steps in Report Writing, Importance of Report Writing, Types of Reports, Qualities of a good report, Features of Report Writing, Contents of a Report, Bibliography and its importance.	13Hours	CO4

Reference Books:

1. Business Research Methods, S. L. Gupta, Hitesh Gupta, Tata McGraw Hill Education, 2020.
2. Research Methods for Business: A Skill Building Approach- Uma Sekaran, Roger Bougie, 8/e, John Wiley & Sons, Limited, 2020.
3. Business Research Methods, Donald R. Cooper, Pamela S. Schindler, J.K. Sharma, 12/e (SIE), McGraw Hill Education, 2019.
4. Research Methodology: Concepts and Cases-Deepak Chawla & Neena Sodhi, Vikas Publishing house pvt ltd, 2011.
5. Business Research Methods-Emma Bell, Alan Bryman, Bill Harley, Oxford University Press, 2019.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√					√					√	√	√
CO2	√					√					√	√	√
CO3	√					√					√	√	√
CO4	√					√					√	√	√

Course Title: CORPORATE FINANCE
Course Code: M20MB2040
Course Description: This course will introduce students to the quantitative Financial Management, Role of Finance Managers and different decisions related to Finance Function. The course helps students to analyse how different decisions of finance manager affect the firm's profitability using time value of money, capital budgeting, working capital management etc. and also minimizing the firm's risk using leverages. The course helps in estimation of loan amortization schedules, working capital requirements, cost of capital and external financial requirements of the firm.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. know the basics of corporate finance and to calculate time value of money. 2. understand the key decision areas in corporate finance – investment decision (capital budgeting techniques) and financing decision (calculation of overall cost of capital). 3. forecast the financial requirements of a firm both short term and long term and to know the level

of risk.			
4. analyze the working capital requirements and determinants of dividend policy of a firm.			
Course Outcomes: On successful completion of this course students shall be able to: CO1: examine the time value of money using present value and future value concepts. CO2: evaluate an investment opportunity and financing decisions using overall cost of capital. CO3: forecast the financial requirements of a firm and estimate the level of risk using leverages. CO4: estimate the working capital requirements of an organization and forms of financing working capital requirements of a firm.			
Course Pre-requisites: This course requires knowledge of accounting about preparation of annual reports, components of annual reports, basic mathematics that includes multiplication, cross multiplications, division, Logarithms etc.			
Pedagogy: Direct Method, ICT, Case based			
LTP: 3:0:1			
Course type: HC			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Corporate finance: Components and Importance, Introduction to Financial Management- Goals, Objectives, Functions, and Interface; Time Value of Money- Discounting and Compounding techniques. (Theory and Problems)	13Hours	CO1
Unit-2	Sources of long term finance: Cost of Capital- measurement of specific costs - Cost of Equity, cost of Debt, cost of Preference share capital, cost of retained earnings, and Overall cost of capital; Capital Budgeting - Discounting and Non-Discounting Techniques. (Theory and Problems)	13Hours	CO2
Unit-3	Financing decision - Leverages – EBIT-EPS analysis; Capital Structure theories; Financial Planning and Financial Analysis- Forecasting of financial statements.(Theory and Problems)	13Hours	CO3
Unit-4	Dividend Decisions: Determinants of dividend policy - Factors affecting – types- theories of Dividend – Relevance and irrelevance theories of dividends. Working Capital Management- Operating Cycle, Cash Cycle, Estimation of Working Capital requirements; Short term lending and borrowing; Bank financing and other sources of short term financing. (Theory and Problems)	13Hours	CO4

Reference Books:

- 1.Financial Management –Text, Problems and Cases - M Y Khan &P K Jain, 8/e, McGraw Hill Education (India) Private Limited, 2018.
- 2.Financial Management – Theory and Practice - Prasanna Chandra, 10/e, McGraw Hill Education (India) Private Limited, 2019.

3. Financial Management - Pandey I. M, 11/e, Vikas Publishing House Private Limited, 2015.

4. Financial Management & Policy – James C. Van Horne, 12/e, Pearson Education, 2012

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√				√			√		√	√	√
CO2	√	√				√			√		√	√	√
CO3	√	√				√			√		√	√	√
CO4	√	√				√			√		√	√	√

Course Title : INTERNATIONAL BUSINESS			
Course Code: M20MB2050			
Course Description: This course provides an overview of the international organizations and the effects of the foreign environment on international business and understand the influence of various environmental factors, strategies, and monetary systems on international business operations.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Understand the basic knowledge of international business environment 2. understand the International Business theories 3. Explore the Economic Environment, Strategic and Operational issues of IB. 4. Know the role of international financial market in planning and execution. 			
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: To appraise importance and economic, political, cultural, legal, technological and competitive environments and its influence on international markets.</p> <p>CO2: To construe trade theories and business cycles.</p> <p>CO3: To comprehend International strategic alliances and organizational structure in global environment</p> <p>CO4: To interpret the International operational and cross cultural issues of IB.</p>			
Course Pre-requisites: Macro Economics			
Pedagogy: Direct Method, ICT, Case based			
LTP: 3:1:0			
Course type: HC			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to International Business- Need for International Business- Drivers of Globalization- Distinction between Domestic and International Business- International Business Approaches - Modes of International Business - Impediments in international Business- Opportunities and Challenges of International Business - Multi National Corporation (MNCs) - International Business Environment- Cultural, Political and Technological Environment.	14Hours	CO1

Unit-2	International Trade Theories: Mercantilism- Absolute Advantage Theory- Comparative Advantage Theory- Product Life cycle theory- New Trade Cycle theory- National Competitive advantage- India's Foreign Trade- Foreign Direct Investment in India- Balance of Payments.	12Hours	CO2
Unit-3	Strategy and Structure of International Business: Environmental Analysis, Value Chain Analysis, Types of Strategies, Strategy Implementation Process, Control and Evaluation, Strategic Alliances- Nature, Benefits, Pitfalls of Strategic Alliances, Scope of Strategic Alliance, Alliance development process, Economic Considerations for Strategic alliances. Organizational Design- Factors influencing organizational Structure – organizational Structures- Choosing a structure, issues in Global Organizational Design.	14Hours	CO3
Unit-4	International Business Operations: Issues involving International Production- Sourcing and vertical Integration, - Major activities in International Marketing- Brand Decisions- Issues of International Financial management- Forex market, International Monetary System, International Financial Markets- Export Financing- Managing International HR Activities- HR Planning, Recruitment and selection, Expatriate Selection. Cross Cultural Issues in International Business.	12Hours	CO4

Reference Books:

1. International Business, Charles W. L Hill, G. Thomas M Hult, Rohit Mehtani, 11e, Mc Graw Hill, 2019.
2. International Business, Michael R. Czinkota, Iika A. Ronkainen, Michael H. Moffett, 8/e, Cengage Learning, 2011.
3. The International Business Environment. Leslie, Hamilton & Philip Webster, 4/e, Oxford University Press. 2019
4. International Business, K Ashwatappa, 6/e, Mc Graw Hill, 2015.
5. International Business, Sanjay Misra, P.K. Yadav, 4/e, PHI, 2009.
6. International Business, Rakesh Mohanh Joshi, Oxford University Press, 2009

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√		√							√		
CO2	√	√		√							√		
CO3	√	√		√							√		
CO4	√	√		√							√		

THIRD SEMESTER

Course Title : INNOVATION AND ENTREPRENEURSHIP			
Course Code: M20MB3010			
Course Description: This course deals with the study of innovation. Students are expected to understand and identify strategies to promote ideas on innovative products or services and necessary actions to implement them successfully. It also seeks to promote entrepreneurial culture and development of own business plan.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. to enable students to understand the basic concepts of creativity and innovation 2. to understand the role entrepreneurship in economic development 3. to familiarize with the ecosystem entrepreneurship development and for startups 4. be conversant with the process of identifying business opportunity & prepare a business plan 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Understand the concepts of creativity and innovation CO2: Internalize the ingredients of entrepreneurship CO3: Know the process of business opportunity identification CO4: Develop their own business plan			
Course Pre-requisites: Business & Economics			
Pedagogy: ICT, Problem solving, Case based			
LTP: 1:1:0			
Course type: HC			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Creativity and Innovation: Creativity Meaning- Definitions and Features; Components- indicators- Nature of Creative Process- Impediments to Creativity- Innovation and Entrepreneurship- Role and Importance of Innovations in Entrepreneurial Success; - Myths/ Misconceptions of Innovation- Principles of Innovation- Systematic Innovation- Sources of Innovative Opportunities- Types of Innovation- Product-Process- Service Innovations ; Radical-Incremental- Disruptive and Frugal Innovations, Innovation Strategies- Blue Ocean- ERRC Framework- Red Ocean Strategy- Case Study	7Hours	CO1
Unit-2	Entrepreneurship- Importance, Definition and Types of Entrepreneurs, Charms of being an Entrepreneur, Entrepreneurial Competencies, Managerial versus Entrepreneurial Decision Making; Myths about entrepreneurship; Role of Entrepreneurs in economic development : Entrepreneurship Development Eco-system; Start up Policy - growth of startups in India-Issues and Challenges- Social	6Hours	CO2

	Entrepreneurship – Case Study		
Unit-3	Business Opportunity Identification and Selection- Business Opportunity- Nature and Importance- Sources to generate potential ideas- Methods of Idea generation- Opportunity Evaluation – Porters Five Forces Model- John Mullin’s Domain Framework- Alexander Osterwalder’s Business Development Model. Practical Exercise: Development of Business Model	6Hours	CO3
Unit-4	Business Plan- Introduction- Developing Business Plan- Plan is not the Business- Developing a well-conceived Business Plan- For whom? – Elements of Business Plan- Guidelines for a good plan; Pitfalls in Business Planning and avoidance of the same. Case Study: Practical Exercise: Business Plan Preparation and Presentation	7Hours	CO4

Reference Books:

1. Entrepreneurship, Rober D. Hisrich, Michael P.Peters and Dean A. Shepherd, 10/e, McGraw-Hill Education, 2017.
2. Entrepreneurship Development-Small Business Enterprises, Poornima Charantimath, 2/e, Pearson Edition, 2013.
3. Entrepreneurship, Rajiv Roy, Oxford University Press, 2011.
4. Entrepreneurship – Strategies and Resources, Mark. J. Dollinger, Pearson Edition.2003.
5. New Age of Innovation, C.K Prahalad and MS Krishnan, McGraw-Hill Education, 2008.
6. Innovation and Entrepreneurship, Peter F. Drucker, Harper Business, 2007.
7. New Venture Creation, Jeffry A. Timmons and Stephen Spinelli, Tata McGraw Hill Education, 2007.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√	√							√	√		√
CO2	√	√	√							√	√		√
CO3	√	√	√							√	√		√
CO4	√	√	√							√	√		√

Course Title : INTRODUCTION TO MANAGEMENT			
Course Code: M20MB3020			
Course Description: The Course introduces the students the fundamentals of management, its process. The course also facilitates the students in understanding individual, group behavior and planning, controlling and Motivating the peoples to improve the organizational performance.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. The basic concepts of management and evolution of management and its impact. 2. helps in fostering a spirit of critical inquiry and stimulating student pursuit of personal development and lifelong learning. 3. Know to the behavioral, political and organizational dynamics of managerial practice. 4. understand the tools and techniques used within General Management; 			
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: Demonstrate a foundational knowledge of the diversity of management thinking.</p> <p>CO2: Autonomously and collaboratively analyze, evaluate, synthesize and apply management knowledge in a timely fashion.</p> <p>CO3: Evaluate the historical developments within the management discipline</p> <p>CO4: Apply the team and individual skills in ensuring the organization's objectives are met by not keeping oneself motivated but ones' team too.</p>			
Course Pre-requisites: Business Studies			
Pedagogy: Direct Method, ICT, , Case based			
LTP: 3:1:0			
Course type: HC			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction: Introduction to management, concepts of management, art, science and profession Management functions. PODSCORB, Evolution of management thought, Relevance of management concepts to engineering.	13Hours	CO1
Unit-2	Planning: meaning of planning, planning functions, types of plans, organization span of control, authority, responsibility, accountability, delegation, decentralization, organization structure-types.	13Hours	CO2
Unit-3	Staffing and Directing: Concept of staffing process of selection, training, types, performance, career development motivation, and importance, types of motivation, leadership concepts, and types, Communication, types, barriers in communication and effective communication.	13Hours	CO3
Unit-4	Control: Control, importance steps in control, principles of effective control, planning and control.	13Hours	CO4

Reference Books:

1. Principles and Practice of Management, Prasad L M. 6/e, Sultan Chand & Co, New Delhi, 2001
2. Essentials of Management, Koontz, H. and Weihrich, H, 8/e, Tata McGraw-Hill , 2010.

3. Singh, B.P. and Singh, A.K., *Essentials of Management*, Excel Books.2010
4. Management Principles and Application, Griffin, R.W., 11/e Cengage Learning, 2013.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√	√	√							√		
CO2	√	√	√	√							√		
CO3	√	√	√	√							√		
CO4	√	√	√	√							√		

Course Title : Minor Project -I (Summer Internship)
Course Code: M20MB3040

Finance Specialization

Course Title: FINANCIAL MARKETS AND SERVICES			
Course Code: M20MB3140			
Course Description: This course is designed to gain knowledge about financial markets and institutions which are involved in providing various financial services. The course helps students to know various credit rating agencies and their rating process for investment purpose. The use of issue management enhances investments.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. know the working mechanism of financial markets and its participants. 2. understand the issue management process and SEBI Guidelines. 3. know various financial services and the process of securitization. 4. understand the credit rating procedure & the depository process. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: understand the concept of financial markets and its role in economic development. CO2: identify different types of issue management institutions with their functions. CO3: analyze various financial services available and the securitization process. CO4: enumerate the functions of credit rating agencies & depository system.			
Course Pre-requisites: This course requires basic knowledge of financial markets and the financial services that are traded in those markets. Students are required to read business newspapers regularly to be up to date.			
Pedagogy: Direct Method, ICT, , Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Financial Markets Meaning - Introduction to Capital Market: Participants, functions, Instruments, importance, Money Market: Participants, functions, Instruments, importance, Forex Market: Participants, functions, Instruments, importance, Derivatives Market: Participants, functions, Instruments, importance, Commodities market, Participants, functions, Instruments, importance.	9Hours	CO1
Unit-2	Issue Management – Merchant Banker, different functions of Merchant Banker, SEBI Guidelines for Merchant Bankers. Housing finance - Institutions and banks offering housing finance, procedure of loan. Leasing and Hire purchase; Difference and types; problems; reverse mortgage, Fundamental of Insurance – Types of Insurance, fire insurance, Marine Insurance, Health	10Hours	CO2

	insurance, Miscellaneous.		
Unit-3	Bills Discounting, Factoring and Forfeiting; differences , types, advantages; latest trends in factoring and forfeiting; Securitization of Debt; Process of Securitization, benefits and issues; Special Purpose Vehicle; Venture Capital: Concept, features, Origin in India and the current Indian scenario. Introduction to Angel Financing.	10Hours	CO3
Unit-4	Credit Rating – Process, Advantages, Credit Rating Methodology, Rating Agencies, Symbols, Depository System: Objectives, activities, interacting systems, Role of depositories and their services, Advantages of depository system - NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants.	10Hours	CO4

Reference Books:

1. Financial Services, M Y Khan, 10/e, McGraw Hill Education (India) Private Limited, 2020.
2. Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing House, 2019.
3. Indian Financial System, M Y Khan, 11/e, McGraw Hill Education (India) Private Limited, 2020.
4. Indian Financial System, H R Machiraju, 5/e, Vikas Publishing House Private Limited, 2019.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√				√			√		√	√	√
CO2	√	√				√			√		√	√	√
CO3	√	√				√			√		√	√	√
CO4	√	√				√			√		√	√	√

Course Title: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT
Course Code: M20MB3150
Course Description: This course introduces the students to stock markets, different avenues available for investment and enables them to select and suggest appropriate investment options based on valuation of long term securities, their Risk and Return. The course enables the students to undertake fundamental and technical analysis of stocks using charts and chart patterns for short term and long term decision making. The use of portfolio evaluation techniques by individuals and organizations helps in Evaluation of Portfolio and Portfolio Revision.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. understand the concept of valuation of long term securities and investment alternatives. 2. gain knowledge regarding risks & returns of securities and expected risk and return of portfolio. 3. use fundamental and technical analysis tools for short term and long term investment decisions. 4. gain knowledge on modern portfolio theories and evaluate portfolio performance.

Course Outcomes: On successful completion of this course students shall be able to:
 CO1: calculate the price of long term securities and trade in the stock markets.
 CO2: analyze the risk and return of individual security and expected return and risk of portfolio.
 CO3: apply the tools and techniques of fundamental analysis and technical analysis for investment decision.
 CO4: evaluate the performance of the portfolio and revise the portfolio for better performance.

Course Pre-requisites:
 This course requires knowledge of Business Statistics, basic mathematics that includes multiplication, cross multiplications, division and knowledge of Standard Deviation etc. Awareness of basic information about investments, business newspaper reading and watching business news and stock market related news.

Pedagogy: Direct Method, ICT, , Case based

LTP: 2:0:1

Course type: SC

Contact Hours: 39

Units	Detailed Syllabus	Contact hours	CO
Unit-1	Investments: Meaning of Investments and Securities, Investment attributes, Factors to be considered before investments, Investment alternatives, Investment Process, Introduction to BSE & NSE, Functions of Stock Exchange, Trading and Settlement Procedure at BSE and NSE, Recent changes in the stock exchange. Valuation of Long term securities. (Theory & Problems)	9Hours	CO1
Unit-2	Risk and Return Concepts: Concept of Risk, Types of Risks, Calculation of return, expected return, Measurement of systematic and unsystematic risk. Concept of Portfolio and diversification. Calculation of portfolio expected return & risk. (Theory & Problems)	10Hours	CO2
Unit-3	Fundamental Analysis: Concept, Economic, Industry and Company Analysis, Forecasting Techniques. Concept of intrinsic value. Technical Analysis: Dow Theory, Charting techniques, Japanese Candlesticks, Efficient Market Hypothesis, Mathematical indicators, Elliot wave theory. Trend and trend reversal patterns. (Theory & Problems)	10Hours	CO3
Unit-4	Portfolio Analysis: Modern Portfolio Theory, Dominant and efficient portfolio, single index and Markowitz Diversification Model. CAPM - Concept, Assumptions, CML, SML. APT - Concept, Assumptions. Portfolio Performance Evaluation: Sharpe, Treynor and Jensens' measure, Portfolio Revision. (Theory & Problems)	10Hours	CO4

Reference Books:

1. Security Analysis and Portfolio Management, S. Kevin, 2/e, PHI Learning Private Limited, 2016.
2. Investment Analysis and Portfolio management – Prasanna Chandra, 5/e, McGraw Hill Education (India) Private Limited, 2017.
3. Security Analysis & Portfolio Management – Punithavathy Pandian, 2/e, Vikas Publishing House Pvt. Ltd., 2013.
4. Investment Management, V. K. Bhalla, 17/e, S. Chand and Company Limited, 2011.
5. Security Analysis & Portfolio Management, Donald E. Fischer and Ronald J. Jordan, 6/e, Pearson Education Inc., 2011.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√				√			√		√	√	√
CO2	√	√				√			√		√	√	√
CO3	√	√				√			√		√	√	√
CO4	√	√				√			√		√	√	√

Course Title: FINANCIAL DERIVATIVES			
Course Code: M20MB3160			
Course Description: This course introduces the students to derivative instruments & markets, types of risk in business and risk management tools and process to minimize the risk. The course enables the students to value the futures, forwards and options to explore the possibilities of making arbitrage profits using options, forwards and futures. The use of option trading strategies and concept of value at risk helps to minimize the risk in business.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. gain knowledge on risk management process and derivative instruments & markets. 2. understand the valuation procedure of futures, forwards and maintenance of margins. 3. understand the valuation procedure of options and arbitrage profit opportunities using options. 4. analyse option trading strategies to hedge the risk and the value of the asset at risk. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: minimize the risk in business using risk management tools and process. CO2: use futures and forwards to hedge the risk and make profits using arbitrage. CO3: analyze arbitrage opportunities using options and valuation of options. CO4: use option trading strategies to hedge the risk and make profits and assess the value of asset at risk.			
Course Pre-requisites: This course requires knowledge about business statistics, basic mathematics that includes multiplication, cross multiplications, division, Logarithms etc. Awareness of basic information about stock market instruments, stock markets and derivative markets.			
Pedagogy: Direct Method, ICT, , Case based			
LTP: 2:0:1			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus		Contact hours
Unit-1	Risk Management: Introduction to Risk, Overview of risk, Risk identification and Risk Evaluation, Risk assessment & Management, Risk control, Derivatives: Types of derivatives, futures and forward markets, commodity futures market, commodities traded in India, trading and		9Hours
			CO1

	settlements and physical delivery of commodities.		
Unit-2	Risk Management using futures and forwards: Difference between futures and forwards, valuation of forward contracts, valuation of futures, commodity futures, index futures, interest rate futures, hedging using futures and arbitrage opportunities, Margins, Mechanics of buying & selling futures.	10Hours	CO2
Unit-3	Risk Management using Options: Types of options, Valuation of option: Basic model, Binomial model, Black and Scholes Model, factors affecting option pricing, call and put options on dividend and non-dividend paying stocks, put-call parity mechanism of options, stock options, options on stock index, options on futures and interest rate, concept of exotic option, Arbitrage profits in options.	10Hours	CO3
Unit-4	Hedging using options: Trading strategies involving options, Option Greeks. Value at Risk (VAR): Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing.	10Hours	CO4

Reference Books:

- Options, Futures & Other Derivatives, John C. Hull, 7/e, Pearson Education, 2016.
- Futures and Options, N D Vohra & B R Bagri, 2/e, Tata McGraw-Hill Publishing Company Limited, 2007.
- Introduction to Risk Management and Insurance, Mark S. Dorfman & David A. Cather, 10/e, Pearson Education, 2012.
- Financial Derivatives (Theory, Problems and Concepts), S L Gupta, 2/e, PHI Learning Private Limited, 2017.
- Financial Derivatives, S. S. S. Kumar, 2/e, PHI Learning Private Limited, 2008.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√				√			√		√	√	√
CO2	√	√				√			√		√	√	√
CO3	√	√				√			√		√	√	√
CO4	√	√				√			√		√	√	√

Marketing Specialization

Course Title : CONSUMER BEHAVIOUR			
Course Code: M20MB3240			
Course Description: This course is designed to familiarize students with the basic concepts, theories and models of consumer behaviour which are relevant to business.			
Course Objectives: The objective of this course is to:			
<ol style="list-style-type: none"> 1. Understand the concept of consumer behavior and its models. 2. Identify the importance of personal factors such as motivation, learning and personality 3. Understand the concepts of attitude and social class and its role in consumer behavior. 4. Discuss about the role of various groups in consumer behavior and the process of innovation diffusion. 			
Course Outcomes: On successful completion of this course students shall be able to:			
CO1: Examine the models of consumer decision making			
CO2: Analyze the impact of personal factors such as motivation, perception & personality			
CO3: Explain the role of social class & culture in consumer choices			
CO4: Identify the role of various groups and the importance of opinion leaders			
Course Pre-requisites: Basic Knowledge about consumer and behavior			
Pedagogy: Direct Method, ICT, , Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to the study of Consumer Behaviour: Meaning & Definition of CB, Difference between consumer & Customer, Nature & characteristics of Indian Consumers, Model of Consumer Behaviour: Input-Process-Output Model, Levels of Consumer Decision Making – Consumer Buying Decision Process, Consumer Research -Qualitative & Quantitative Research Methods, Consumer Research Process.	9 Hours	CO1
Unit-2	Psychological Influences on Consumer Behaviour: Motivation: Basics of Motivation, Needs, Goals, Rational vs. Emotional motives, Motivation Process, Maslow’s Hierarchy of Needs. Personality: Basics of Personality, Theories of Personality, Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Consumer Materialism, Consumer Ethnocentrism, Brand Personality, Self and Self-Image. Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization, perceived price, perceived quality, price/quality relationship, Perceived Risk, Types of risk, How consumers’ handle risk) Learning: Elements of Consumer Learning, Motivation, Cues, Response, Reinforcement, Marketing Applications of Behavioral Learning Theories, Classical Conditioning	10Hours	CO2
Unit-3	Psychological Influences on Consumer Behaviour: Attitude: Basics of attitude, Models of attitude and Marketing Implication. Persuasive	10Hours	CO3

	Communication: Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation. Sociological Influences on Consumer Behaviour: Social Class: Social Class Basics, Features of Social Class, Five Social-Class Categories in India. Culture and Subculture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Types of subcultures, Cross-cultural consumer analysis: Cross-cultural marketing strategy.		
Unit-4	Sociological Influences on Consumer Behaviour: Groups: Meaning and Nature of Groups, Types of Group for consumer. Family: The changing structure of family, Family decision making, Key family consumption roles, Traditional family life cycle & marketing implications. Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference groups, Reference group appeals. Consumer Influence and Diffusion of Innovations. Opinion Leadership: Dynamics of opinion leadership process, Market Mavens, Opinion Leadership & Marketing Strategy. Diffusion of Innovations: Diffusion Process Adoption Process: Stages, categories of adopters.	10Hours	CO4

Reference Books:

1. Consumer Behaviour - Leon Schiffman, Joseph Wisenblit, S. Ramesh, 12/e, Pearson Education Limited, 2018
2. Consumer behavior – Isabelle Szmigin, Maria Piacentini, 2/e, oxford university press, 2018.
3. Consumer behaviour - Jay D. Lindquist, Joseph Sirgy, 1/e, Cengage Learning.
4. Consumer Behaviour and Analytics: Data Driven Decision Making, Andrew smith, Routledge.
5. Consumer Behaviour in Indian Perspective – Suja Nair, Himalaya Publisher, 2004.
Consumer Behaviour- Zubin Sethna, Jim Blythe, SAGE publication ltd, 2019.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√		√		√		√				√		
CO2	√		√		√		√				√		
CO3	√		√		√		√				√		
CO4	√		√		√		√				√		

Course Title : SERVICES MARKETING			
Course Code: M20MB3250			
Course Description: This course is designed to prepare students who are pursuing marketing careers in the services or goods industries to understand the key concepts of services marketing and how they can be used to create competitive advantage for businesses.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1.Acquire an understanding of the concept and meaning of services management and the relationship process. 2.Enhance skills and knowledge in dealing effectively with a portfolio of services customers in a business setting 3.Understand the consumer expectation towards services and their role in service delivery process 4.Know the importance of effective marketing communication to influence the customers. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Interpret the concept and characteristics of Services Marketing CO2: Illustrate the concept of Service Design and standards CO3: Analyze the employee role in Service Design CO4: Identify the factors which determine the pricing of Services			
Course Pre-requisites: Basic Understanding of services and Marketing Management			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2 1 0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to services: Concepts, Contribution & reasons for the growth of services sector, Difference in goods and service in marketing, Characteristics of Services, Concept of service marketing triangle, Service marketing mix, GAPs model of service quality. Marketing challenges in service industry. Consumer Behavior in Services: Search, Experience and Credence properties, Customer expectation of services, Two levels of expectation, Zone of tolerance. Customer Perception of Services- Factors that influence customer perception of service, Service encounters, Service Quality, Service failure, Impact of service failures versus product failures, service recovery, and service recovery paradox.	9 Hours	CO1
Unit-2	Understanding customer expectation through market research: Using marketing research to understand customer expectations, Types of service research. Relationship Marketing: Benefits of relationship marketing, Strategies for building relationships, Four levels of retention strategies. Service design and Positioning – New service development process, Service blue printing, blue print components. Customer defined service standards: “Hard” & “Soft” standards, Process for developing customer defined standards.	10Hours	CO2
Unit-3	Employee role in service designing: Importance of service employee,	10Hours	CO3

	Problems faced by service personnel, Emotional labour, Source of conflict, Boundary spanning roles, People Strategies for closing GAP 3. Customer's role in service delivery- Importance of customer & customer's role in service delivery, Strategies for enhancing Customer participation. Managing demand and capacity – Understanding demand patterns, Capacity constraints, Strategies & Tools for matching capacity and demand, waiting line strategies		
Unit-4	Role of marketing communication – Communications and the services marketing triangle, four categories of strategies to match service promises with delivery Pricing of services- Role of price and value in provider GAP 4, Role of non-monetary cost, Price as an indicator of service quality, pricing strategies. Physical evidence in services: Elements of physical evidence, Roles of service scape, Significance of physical evidence, Guidelines for physical evidence strategies	10Hours	CO4

Reference Books:

1. Services Marketing: Integrating Customer Focus Across the Firm- Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler,4/e, McGraw-Hill Education, 2020.
2. Services Marketing- William Chitty, Steven D'Alessandro, Andrew Hughes,2/e, Oxford University Press, 2019
3. Essentials of Services Marketing, - Jochen Wirtz, Christopher H. Lovelock,3/e, Pearson Education Limited, 2017
- 4.Services Marketing – Rajendra Nargundkar, 3/e, TMH, 2010.
5. Services Marketing - GovindApte, Oxford university press.
6. Services Marketing - Hoffman & Bateson, 5/e, Cengage Learning, 2015.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√		√		√		√				√		
CO2	√		√		√		√				√		
CO3	√		√		√		√				√		
CO4	√		√		√		√				√		

Course Title: STRATEGIC BRAND MANAGEMENT			
Course Code: M20MB3260			
Course Description: The course aims to help students gather knowledge and develop skills to be able to effectively engage in the field of sales and marketing with the appropriate use of product and brand management concepts.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Understand the concepts related to product management: planning, life cycle, differentiation and attractiveness. 2. Understand the concepts of customer analysis and new product development. 3. Understand the concepts of brands and various elements of branding. 4. Discuss about the brands in different sectors and expose them to the concept of brand imitation. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Analyze the product planning process and the various factors impacting changes in product management. CO2: Analyze the stages of new product development and reasons for failure of new products. CO3: Articulate the elements of branding and the importance and significance of brand equity. CO4: Identify brand extension and branding strategies in different sectors.			
Course Pre-requisites: Basic understanding about Branding and Marketing Management			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Brand and Brand Management: Brands and Brand Management – What is Brand? Why do Brands Matter? Can anything be Branded? What are the strongest Brands? Branding challenges and opportunities. Brand Equity concept, Strategic Brand Management Process. Developing a Brand Strategy - Customer Based Brand Equity and Brand Positioning.	9 Hours	CO1
Unit-2	Developing a Brand Strategy: Brand Resonance and the Brand Value Chain – Building strong Brand, Brand Value chain. Choosing Brand elements to Build Brand Equity – Criteria for choosing Brand elements, Options and tactics for Brand elements, putting it all together. Designing Marketing Programs to Build Brand Equity – Product strategy, pricing strategy, Channel strategy.	10Hours	CO2
Unit-3	Designing and Implementing Brand Marketing programs: Integrating marketing Communications to Build Brand Equity – The new media environment, four major marketing communications, Brand amplifiers, Developing integrated marketing communication programs. Branding in Digital Era – Key issues, Brand engagement, Digital communications, Overview of social media paid channels, Mobile marketing, Influencer marketing and social media celebrities, Content marketing, Brand Management structure. Leveraging Secondary Brand Associations to Build	10Hours	CO3

	Brand Equity.		
Unit-4	Measuring and Interpreting Brand Performance: Developing a Brand Equity measurement and Management system, Measuring Sources of Brand Equity: Capturing Customer Mind-set, Measuring Outcomes of Brand Equity: Capturing Market Performance Designing and Implementing Brand Architecture strategies.	10Hours	CO4

Reference Books:

1. Strategic Brand Management – Kevin Lane Keller, Vanitha Swaminathan, 5/e, Pearson Education 2020.
2. Product Management – Donald Lehmann & Russel S Winer, 4/e McGraw Hill Publication, 2015.
3. Product Management – Michael Baker & Susan Hart, Pearson Education India, 2009.
4. Brand Management: The Indian Context – Moorthi YLR, Vikas Publication.
5. Brand Management – Tapan Panda; Latest Edition; Excel Publication.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√		√		√		√				√		
CO2	√		√		√		√				√		
CO3	√		√		√		√				√		
CO4	√		√		√		√				√		

Human Resource Specialization

Course Title : LEADERSHIP AND DEVELOPMENT			
Course Code: M20MB3340			
Course Description: This course is designed to build upon fundamental leadership theory and further explore historical and contemporary leadership theories and styles, models and perspectives within a variety of contexts. Over the course of the semester, individuals will have different opportunities to practice and apply what they have learned.			
Course Objectives: The objective of this course is to: 1. Develop a more comprehensive understanding of personal leadership style through self-assessments; 2) Identify, compare and contrast leadership theories and styles. 3. Successfully assess leadership effectiveness and develop interpersonal relationships. 4) Effectively evaluate organisational development interventions.			
Course Outcomes: After the course the students should have acquired competence to CO1: understand Effectiveness and complexities of leadership. CO2: Identify, compare and contrast leadership theories and styles. CO3: Successfully assess leadership effectiveness and develop interpersonal relationships. CO4: Effectively evaluate organisational development interventions.			
Course Pre-requisites: Management and leadership attributes, abilities, and skills are required			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Unit - I: Introduction to Leadership – Leadership, role and functions of a Leader, Leadership motives Characteristics of an Effective Leader, Leadership as a process - the complexities of leadership - Effective leadership behaviors and attitudes – Leadership and power, coercion, Management, Trait approach, Leadership Behaviour and styles – Lewin’s Leadership styles, Ohio state Leadership study, The University of Michigan Study, Blake and Mouton’s Managerial Grid.	10 hours	CO1
Unit-2	Leadership Theories and styles: Contingency theories of Leadership- Fiedler’s Contingency Model, The path-Goal Theory, The Hersey-Blanchard Situational Leadership Theory, Transformational Leadership, Transactional Leadership Style, Charismatic Leadership. Leadership and Empowerment, Servant leadership, Team leadership, Leadership Ethics.	10 hours	CO2
Unit-3	Development: Employee development, Essential ingredients of Management Development, Strategy and Development, Approaches to Employee Development – Interpersonal Relationships, development Planning Process, company’s strategies for providing development, e-	10 hours	CO3

	learning and employee development. Organization development- Concept and process; Assumptions, values, and Beliefs in OD, Foundations of organization development.		
Unit-4	Organizational Development Interventions: Designing interventions; Evaluating and institutionalizing interventions; Action research; Human Process interventions, Techno-Structural Interventions, HRM Interventions, Strategic interventions, Team Interventions - Other Interventions- T- Groups, Behavior Modelling, Life and Career Planning.	9 hours	CO4

Reference Books:

1. Effective Leadership – Lussier/Achus, 5th edition, Thomson South western, 2012
2. Leadership – Enhancing the lessons of experience, Hughes, Ginnet, curphy, 7th edition,
3. Tata McGraw Hill, 2006
4. Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, 7th edition, McGraw Hill, 2018
5. Organizational development - Ramnarayan S and Rao T V, 2nd edition, Sage Publication, 2011.
6. Organization Development - Wendell L. French, Cecil H. Bell, Veena, Jr, Pearson Education, 2017
7. Leadership in Organizations, Gary Yukl, PerasonEducation , 8th Edition. 2017
8. DUBRIN, A J Principles of leadership South-Western/Cengage Learning, 7th edition, 2013
9. Organizational Change and Development – Kavitha Singh, Excel Books,2010

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√		√		√		√				√		
CO2	√		√		√		√				√		
CO3	√		√		√		√				√		
CO4	√		√		√		√				√		

Course Title : PERFORMANCE MANAGEMENT SYSTEM			
Course Code: M20MB3350			
Course Description: This course examines the importance of an effective performance management system in helping organizations define and achieve short and long term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance.			
Course Objectives: The objective of this course is to : <ol style="list-style-type: none"> 1. Understand the Significance of Performance Management 2. Comprehend Effective communication between individuals and teams 3. Analyse Reward System and Legal Issues 4. Evaluate Performance Management Techniques 			
Course Outcomes: Students will be able to understand CO1: Significance of Performance Management CO2: Communication of Performance Management and Development of Employees CO3: Reward System and Legal Issues CO4: Performance Management Techniques			
Course Pre-requisites: knowledge of the organization's mission, strategic goals and performance appraisal			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Performance Management: Scope and Significance - Advantages of Performance Management - Organizational Structure - Impact of Organizational structure and Operational Problems - Performance management process - Performance Planning - Performance Appraisal - Performance Mentoring - Performance Management Strategic Planning.	10 hours	CO1
Unit-2	Communication of Performance Expectations and Employee Development: Job Description - Gathering performance Information – Presentation, Information and Taking Corrective action – Metrics- Types of Metrics - Critical Success Factors Indicators– managing Metrics- Ownership and Responsibility. Performance Management Skills, performance Management Framework, Employee Assessment system, Role of HR Professionals in Performance management.	10 hours	CO2
Unit-3	Reward Systems and Legal Issues: Reasons for introducing contingent Pay Plan, Problems associated with contingent pay plans- Selecting a contingent pay plan- Pay Structures- Job Evaluation- Broad Banding- Legal Principles affecting Performance Management.	10 hours	CO3
Unit-4	Performance Management Techniques: Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring	9 hours	CO4

	Pygmalion effect, Job Analysis, High Performance Work Teams, Steps for Building High Performance Work Teams, Reward Practices in World-Class Organizations.		
--	---	--	--

Reference Books:

1. Soumendra Narian Bagchi, Performance Management, 2e, Cengage Learning 2013.
2. Herman Aguinis, Performance management, 3e, Pearson, 2014.
3. A S Kohli, T. Deb, Performance Management, Oxford Higher Education, 2012.
4. Prem Chadha, Performance Management, Macmillan, 2012.
5. Anjali Ghanekar, Essentials of Performance Management, Everest Publishing House, 2010.
6. Arup Varma, Pawan S. Budhwar, Angelo S. DeNisi, Performance Management Systems: A Global Perspective, Routledge, 2008.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√		√		√		√				√		
CO2	√		√		√		√				√		
CO3	√		√		√		√				√		
CO4	√		√		√		√				√		

Course Title : CROSS CULTURAL MANAGEMENT
Course Code: M20MB3360
<p>Course Description:</p> <p>The course provides with an understanding of the contextual knowledge, cross cultural skills and multiple perspectives required to manage and work across cultures in a changing global business environment. It offers conceptual frameworks for systematically understanding the notion of culture, cultural synergies and differences, and the convergence and divergence in cultural norms and values.</p>
<p>Course Objectives:</p> <p>The objective of this course is to:</p> <ol style="list-style-type: none"> 1. understand the importance of cross culture in conduct of business. 2. use a repertoire of behavioural skills appropriate for different cross situations 3. Interpret behaviour, attitudes and communication styles of people from different cultures correctly. 4. Evaluate cross cultural team management.
<p>Course Outcomes:</p> <p>Student will be able to understand:</p> <p>CO1: the importance of cross culture in conduct of business.</p> <p>CO2: behavioural skills appropriate for different cross situations</p> <p>CO3: behaviour, attitudes and communication styles of people from different cultures correctly.</p> <p>CO4: cross cultural team management.</p>
Course Pre-requisites: Students should be familiar with the basics of human resource management.
Pedagogy: Direct Method, ICT, Case based

LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction – Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West. Cultural Dimensions and Dilemmas: Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.	10 hours	CO1
Unit-2	Culture and Organizations: Culture and corporate structures – Culture and Leadership – Integrated Cross-Cultural Model of Leadership - Strategy of Cross Cultural Management: Designing and Implementing Strategy: Formal Strategy Planning – Analyzing Resources and the Competition – Positioning the Company – Implementation – Emergent Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.	10 hours	CO2
Unit-3	Culture and Communications: Business communication across cultures – Cross culture communication process – communication styles - Barriers to intercultural communication – Negotiation and Conflict Resolution across Cultures - Negotiating Internationally.	10 hours	CO3
Unit-4	Cross Cultural Team Management: Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Multicultural Work Groups - Understanding and dealing with conflicts – Developing Intercultural relationships.	9 hours	CO4

Reference Books:

1. Understanding Cross-Cultural Management, Marie-Joelle Browaeys and Roger Price:, Pearson, 4/e, 2019.
2. Cross Cultural Management, David C.Thomas:, 4/e, Sage Publications, 2019.
3. Cross Cultural Management: Knowledge Management Perspective, Nigel Holdon, , Pentice Hall, 2012.
4. Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.
5. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
6. Jerome Dumetz -Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland, USA

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√		√		√		√				√		
CO2	√		√		√		√				√		
CO3	√		√		√		√				√		
CO4	√		√		√		√				√		

Operations Management Specialization

Course Title: SUPPLY CHAIN AND LOGISTICS MANAGEMENT			
Course Code: M20MB3440			
Course Description: The Supply Chain and Logistics Management covers five basic concepts of supply chain, logistics, operations, planning, and sourcing, followed by a capstone course in Supply Chain Management Strategy. The Supply Chain Logistics course will cover transportation, warehousing and inventory, and logistics network design. The Supply Chain Operations deals with the techniques that are used to optimize flow in various sectors mainly the manufacturing sectors, In the Supply Chain Planning it can be mastered through different forecasting approaches that leads to productivity to a greater extent. The Supply Chain Sourcing deals with different techniques that help us to create lasting and productive supplier relationships. Supply Chain Management Strategy will resolve and solve a real-life business cases.			
Course Objectives: The objective of this course is to: 1. impart the fundamentals of logistics and supply chain management and to apply them to various manufacturing problems. 2. describe the increasing significance of logistics and its impact on both costs and service in business and commerce. 3. incorporate and learn the critical elements of logistics and supply-chain management processes based on the most relevant application in forward-thinking companies. 4. develop criteria and standards to achieve improved business performance by integrating and optimizing the total logistics and supply-chain process.			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Understand the importance of supply chain and logistics of an organisation and its application in various sectors & sourcing management techniques to manufacturing systems. CO2: The students should be able to apply the right information through the help of forecasting techniques in case of transportation, warehousing & distribution. CO3: Apply various analytical methods and tools so that students are able to measure and evaluate various facets of supply chain performance. CO4: Understand practices in SC and LM that differentiate successful firms from others and the challenges in SC and LM through a real industry project.			
Course Pre-requisites: Basics of Demand Forecasting, Material Management, Production and Operations Management.			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	INTRODUCTION TO SUPPLY CHAIN AND LOGISTICS MANAGEMENT: Concept of Supply and SCM, Concept of Logistics and logistics Management, Core competency, Value Chain, Elements of Supply Chain efficiency, Flow in supply chains, Key issues in supply chain management, Outsourcing – 3 PLs – 4 PLs – Bull whip effect – SC Relationships – Conflict resolution – Harmonious relationship – Customer Service: Nature & Concepts – Importance – Components – Cost – Gap analysis – Strategic management	9Hours	CO1

Unit-2	TRANSPORTATION, WAREHOUSING & DISTRIBUTION: Transportation: Introduction – Position of transportation in SC and LM – Elements of transportation cost – Modes – Multimodal transport – Containerization – Selection of transportation modes – Transportation decision – Transportation network: routing & scheduling – Warehousing & Distribution Centres: Introduction – Concepts – Types – Functions – Strategy – Design – Operational Mechanism	10Hours	CO2
Unit-3	INFORMATION, DEMAND FORECASTING, INVENTORY MANAGEMENT: Information: Position of Information in L&SCM – Logistical Informational Systems – Operational Logistical Informational Systems – Integrated Information Technology Solution for L&SCM – Emerging L&SCM – Demand Forecasting: Nature & Components – Impact of forecast on L&SCM – Effective forecasting – Techniques – Selection – Principles – Inventory: Concepts – Types – Functions – Elements – Inventory management – ABC analysis – ABC-VED matrix – Materials Requirement Planning – Distribution Requirement Planning – Just in Time System – Prerequisites	10Hours	CO3
Unit-4	SC and LM ADMINISTRATION: Organization: Introduction – Evolutionary trends of L&SCM – Principles – Factors. Performance Measurement: Introduction – Dimensions – Basic tools – Impediments to improve performance Decision making and application: Decision making in SC – Applications of SCM – ware house management system – product data management – E –Commerce – Reverse logistics – Cases in Paper industry – Automobile/Furniture/Cement Industry.	10Hours	CO4

Reference Books:

1. Supply Chain Management, Strategy, Planning, and Operation, Sunil Chopra & Peter Meindl, 3/e, PHI Learning Private Limited, 2007.
2. Textbook of Logistics & Supply Chain Management, Agrawal D. K., 1/e, MacMillan Publishers India Ltd., 2010.
3. Modelling the Supply Chain, Jeremy F. Shapiro, 2/e, Duxbury Applied Series Cengage Learning, 2009.
4. Logistics, David J. Bloomberg, Stephen LeMay & Joe B. Hanna, 2/e, Pearson Education, 2002.
5. Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, 2/e, Tata McGraw-Hill Publishing Company Limited, 2008.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√				√	√				√	√	√
CO2	√	√				√	√				√	√	√
CO3	√	√				√	√				√	√	√
CO4	√	√				√	√				√	√	√

Course Title: OPERATIONS RESEARCH APPLICATIONS			
Course Code: M20MB3450			
Course Description: Operations research helps in solving problems in different environments that needs decisions. The course covers topics that include: linear programming, integer programming dynamic programming, simulation techniques. Analytic techniques will be used to solve problems facing business managers in decision environments also it provides an in-depth insight into the concepts, theories, and techniques of Operations Research and their applications to planning, control, performance which could be successfully used for improving the quality of managerial decisions.			
Course Objectives: The objective of this course is to: 1. understand and analyze managerial problems in industry so that they are able to use resources more effectively. 2. knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry. 3. use of Operations Research approaches and computer tools in solving real problems in industry. 4. understand mathematical models for analysis of real problems in Operations Research.			
Course Outcomes: On successful completion of this course students shall be able to: CO1: apply OR and frame a LP Problem with solution under graphical and simplex methods. CO2: solve problems of integer an dynamic programming and implement the same in developing dynamic models. CO3: understand the importance of probability theory to develop critical thinking and objective analysis of decision theory. CO4: build and simulate the problems of queuing theory, inventory, budgetary etc using Monte Carlo techniques.			
Course Pre-requisites: Operations Research and Quantitative Techniques The use of mathematics to describe and analyze large-scale decision problems. Situations involving the allocation of resources, making decisions.			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Linear Programming: Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Case Studies of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Simplex Method, The Simplex Algorithm, Penalty Cost Method or Big M-method, Two Phase Method, Dual of LPP, Importance of Duality Concepts, Formulation of Dual Problem,	9Hours	CO1
Unit-2	Integer and Dynamic Programming: Types of Integer Programming Problems, Gomory's All-IPP Method, All IPP Algorithm, Branch and Bound Technique Dynamic programming. Characteristics of dynamic programming. Dynamic programming approach for Priority Management	10Hours	CO2

	employment smoothening, capital budgeting, Stage Coach/Shortest Path, cargo loading and Reliability problems.		
Unit-3	Theoretical Probability Distributions and Decision theory: Introduction - Random variables , Probability Distributions - Discrete probability distributions - Continuous probability distributions-Joint Probability Distribution-Bernoulli Distribution - Binomial Distribution - Poisson Distribution - Normal Distribution – Decision theory: Introduction, Decision making Environment, Maximum likelihood criterion, Expected value criterion for continuously distributed random variables, Variations of the expected value Criterion-Posterior Probabilities and Bayesian Analysis, Decision Tree Analysis, Utility Theory	10Hours	CO3
Unit-4	Simulation theory: Introduction, Methodology of Simulation, Basic Concepts, Simulation Procedure, Application of Simulation Models (Queuing, Quality Control, Investment and Budgetary Problem, Job Sequencing, Maintenance Problem, Inventory Control, Networks Problem), Monte-Carlo Simulation.	10Hours	CO4

Reference Books:

1. Problem in Operations Research (Principles and Solutions), Prem Kumar Gupta and Dr. D. S. Hira, 4/e, S. Chand and Company Private Limited, 2015.
2. Operations Research: Principles and Practice, Ravindran A, Phillips D. T, Solberg J. J., 2/e, John Wiley & Sons, 2009
3. Operations Research, Paneerselvam R, 4/e, Prentice Hall of India, 2008.
4. An Introduction to Management Science: Quantitative Approach to Decision Making Anderson, D.R., Sweeney, D.J., Williams, T.A, Martin, K, 13/e , South Western, 2012.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√				√	√				√	√	√
CO2	√	√				√	√				√	√	√
CO3	√	√				√	√				√	√	√
CO4	√	√				√	√				√	√	√

Course Title: MATERIALS AND LEAN MANAGEMENT			
Course Code: M20MB3460			
Course Description: This course introduces the students to planning, sourcing, purchasing, moving, storing and controlling materials in an optimum manner so as to provide to its customers, at a pre-decided level at a minimum cost. Essentially, material management is the discipline of uniting the activities involved in the acquisition and use of material employed in the production of finished goods. Further, this course intends to equip students with updated knowledge of modern material management concepts and aims to develop their functional expertise in the discipline. Besides, students are introduced to principles and practices of lean management, inventory management, logistics and supply chain management.			
Course Objectives: The objective of this course is to: 1. understand the concept, functions, objectives and importance of material management function in an organization. 2. apply the knowledge of the Operating environment, strategies, MRP & ERP in production plan and to achieve the management capacity. 3. outline the need for Lean Management. 4. highlight different techniques of Lean implementation.			
Course Outcomes: On successful completion of this course students shall be able to: CO1: understand the Materials Management function starting from Demand Management through Inventory Management. CO2: plan and implement suitable materials handling principles and practices in the operations. CO3: understand the need for Lean management System and Apply appropriate approaches to project using Lean tools and techniques. CO4: understand the working concept of lean principles and implementation.			
Course Pre-requisites: Basics of Material Management and Production and Operations Management.			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Material Requirement Planning: Materials management-role, need, importance, strategies, costs techniques – impact on Working Capital and profits - Operating environment-aggregate planning - approaches master scheduling-manufacturing planning and control system-manufacturing resource planning -enterprise resource planning-making the production plan, Materials requirements planning-bill of materials-resource requirement planning manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.	9Hours	CO1

Unit-2	Inventory and Warehouse Management: Inventory Management: Policy Decisions–objectives-control –Need for safety stock – inventory reduction techniques: ABC, FSN, VED - Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Warehouse Management: Principles of storage – Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification- -operational efficiency-productivity- cost effectiveness-performance measurement – risks in inventory holding – regulations in inventory holding.	10Hours	CO2
Unit-3	Introduction to Lean Management and Lean Elements and Systems: Introduction to seven waste and their narration; Evolution of lean; Global competition, Lean Manufacturing, Value flow and Muda, Muri and Mura, Need for LM, Meeting the stake holders requirement, Elements of LM. Various tool of LM, Fundamental blocks of Lean, Impact of Seiri Seiton Seiso Seiketsu and Shitsuke, Need for TPM, Pillars of TPM, Implementation of TPM, Overall Equipment Effectiveness (OEE) and its computation	10Hours	CO3
Unit-4	Lean Systems and Implementations: Features manufacturing and services, Work flow, Small lot sizes, Pull Method, Kanban, A3 problem solving, Just In Time. Standardized work, Continuous improvement. Lean projects: Training, selecting the members, preparing project plan, implementation, review. Productivity Improvement: Process, machinery Operator and equipment.	10Hours	CO4

Reference Books:

1. The Toyota Way to Continuous Improvement, Jeffrey K. Liker and James K Franz, 1/e, Tata McGraw-Hill, 2011.
2. The Toyota Way to Lean Leadership, Jeffrey K. Liker and Gary L. Convis, 1/e, Tata McGraw-Hill, 2012.
3. The Machine that Changed the World, James P. Womack, Daniel T. Jones and Daniel Roos, 1/e, Free Press A Division of Simon & Schuster Inc., 2007.
4. The Toyota Way, Jeffrey Liker, 1/e, Tata McGraw-Hill, 2004

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√				√	√				√	√	√
CO2	√	√				√	√				√	√	√
CO3	√	√				√	√				√	√	√
CO4	√	√				√	√				√	√	√

International Business specialization

Course Title : GLOBAL BUSINESS ENVIRONMENT			
Course Code: M20MB3540			
Course Description: This course introduces the students able to learn nature, scope and structure of International Business, regional economic framework and understand the influence of foreign exchange markets and other investment agencies on international business environment.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. understand about various factors that influence the functioning of business in the global context. 2. equip with the knowledge about international business, modes of internationalization and regional integration. 3. develop a deep understanding in the student about Foreign exchange markets and FEMA. 4. Learn about the foreign exchange risk , transaction and international economic exposure and recent developments in International business. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Discuss and operate confidently in International business environment. CO2: Develop deep understanding about Regional Economic Co-operation and Integration between Countries. CO3: Demonstrate the awareness and skills to operate in foreign exchange markets within the regulations of FEMA. CO4: Analyze and apply the understanding of international transaction exposure , foreign exchange risk management and recent developments in International Business.			
Course Pre-requisites: International Business			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	International Business -- Nature, importance and scope; Modes of entry in to International Business; Frame work for analyzing international business environment; Economic, Technological, Socio-cultural, Political and legal environment; International Economic Environment-- International financial system; Institutional support to International Business-- UNO, IMF, World Bank; UNCTAD; WTO	10Hours	CO1
Unit-2	Regional Economic Co-operation and Integration between Countries; Different levels of integration between Countries; European Union, NAFTA, ASEAN, EFTA, SAARC, SAPTA, The ANDEAN community, MERCOSUR. Multinational Corporations: Conceptual Frame work of MNCs; MNCs and Host and Home Country relations; International Technology Transfers – importance and types, Foreign Technology Acquisition	9Hours	CO2
Unit-3	Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Participants in the Foreign exchange	10Hours	CO3

	markets; Cash and Spot exchange market; Exchange rate quotes; LERMS; Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures		
Unit-4	Foreign Investment: Capital flows – types and theories of foreign investment; foreign investment flows and barriers.- Foreign Direct Investment (FDI), Exchange rate arrangement in India; Overview of FEMA; Exchange dealings and currency possession; Information and communication. Recent Developments in International Business: Ecological issues; Social aspects	10Hours	CO4

Reference Books:

1. Global Business Management, F.Adhikary, Manab, Macmillan, New Delhi
2. International Business, Charles W. L Hill, G. Thomas M Hult, Rohit Mehtani, 11e, Mc Graw Hill, 2019.
3. International Business Environment, Black and Sundaram, PHI New Delhi.
4. The Essence of International Money, F Buckley, Ardin, PHI New Delhi.
5. Going International Response Strategies for Indian Sector, Bhattacharya, B Wheeler
6. International Economics Policies and Theoretical Foundations, Letiche, John M Academic Press, New York

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√		√							√		
CO2	√	√		√							√		
CO3	√	√		√							√		
CO4	√	√		√							√		

Course Title : INTERNATIONAL TRADE LAWS			
Course Code: M20MB3550			
Course Description: This course is a study of the international norms and principles that regulate international trade and treaties relating to licensing, franchising on goods, services and intellectual property. It also focuses on the process of Cross-border merger and acquisition. It considers the influence of economic doctrines in the creation of norms and principles of international trade law.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. to acquaint students with the legal dimensions of international trade 2. Enable them to formulate strategies compatible with laws and Treaties governing international business operations. 3. Understand the concept of cross border merger and acquisition and foreign direct investment 4. Know the laws relating to foreign exchange 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Learn globally followed best practices to draft and negotiate contracts. CO2: Learn legal aspects of international investments. CO3: Comprehend practical aspects of international laws, agreements and the various modes and methods of growth in relation to cross-border mergers and acquisitions. CO4: Recognize practical aspects of laws related to foreign exchange and the transactions associated with foreign exchange.			
Course Pre-requisites: International Business, Business Law & Practice			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	International Trade and Legal Framework: Need and importance of International Trade – Recent Trends in World Trade – Leading players – India’s Foreign Trade – Commodity composition and Destination –India’s Foreign Trade Policy. Legal Framework of International Business: Nature and complexities - Code and common laws and their implications to business - Payments terms - International sales agreements - Rights and duties of agents and distributors.	10Hours	CO1
Unit-2	Laws Relating to Licensing: Regulations and treaties relating to licensing, franchising, joint ventures, patents and trademarks, technology transfer and telecommunications; Restrictions on trade in endangered species and other commodities as based on international conventions; Taxations treaties. Legal Frame work	9Hours	CO2

	relating to Electronic Commerce – Intellectual Property Rights.		
Unit-3	Laws Relating to International Investments and Cross Border Mergers and Acquisitions: Concept and definitions of investment and investor in international law, customary international laws, international investment agreements; Concept of Cross-border merger and acquisition, primary methods of merger and acquisition; Common, consolidated and triangular mergers, reverse triangular merger; Cross-border merger and acquisition motives, Foreign Direct Investment motive, financial motive, strategic motive, international growth in relation with cross border mergers and acquisitions.	10Hours	CO3
Unit-4	Law Relating to Foreign Exchange: Objectives and definitions under FEMA, 1999; Current account transactions and capital account transactions; Foreign direct investment in India and abroad; Acquisition and transfer of immovable property in India and abroad; Establishment of branch, office etc. in India; Realization and repatriation of foreign exchange; Authorized person; Penalties and enforcement; Powers of central government; Adjudication, appeal and compounding; Offences and penalties.	10Hours	CO4

Reference Books:

1. Law of International Trade, Jason Chuah. 6/e, Sweet and Maxwell, London, 2019.
2. Jain, R. (2000). Foreign Exchange Management Law and Practice. Vidhi. New Delhi.
3. International Shipping Law: Legislation and Enforcement, Pam borides, G.P., Kluwer Law International. London, 1999.
4. International Trade Law: Problems, Cases, and Materials, Daniel C.K. Chow, Thomas J. Schoenbaum, 3/e, Wolters Kluwer publications.
5. International Trade Law , Giovanni Di Lieto and David Treisman, The Federation Press, 2018
6. International Trade Law: An Interdisciplinary, Non-Western Textbook, Raj Bhala, 4/e, LexisNexis, 2015.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√		√							√		
CO2	√	√		√							√		
CO3	√	√		√							√		
CO4	√	√		√							√		

Course Title : INTERNATIONAL LABOUR ORGANIZATION AND LABOUR LAWS			
Course Code: M20MB3560			
Course Description: The International Labor Organization (ILO) is devoted to promoting social justice and internationally recognized human and labor rights, pursuing its founding mission that social justice is essential to universal and lasting peace. ILO brings together governments, employers and workers representatives to set labor standards, develop policies and devise. This course outlines to provide scientific knowledge and insights on International Labor Law standards, to master the methods, proceedings and processes of their implementation, to master the scientific methods in studying relevant sources of international universal, regional and bilateral Labor Law.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To understand the fundamentals of International labour organization and laws. 2. To understand International Labour standards 3. To provide insights on International labour and legislation 4. To familiarize on National Initiatives on child labour 			
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: Evaluate the origins of international labour law, its multiple facets, and how it affects the world of work both in theory and in practice.</p> <p>CO2: acquaint on maintain of Labor standards and encourage the spread of high-wage, high- skill, and low-turnover industries</p> <p>CO3: acquaint the knowledge on legal legislations of international labour law, and how they interact with the broader international legal framework</p> <p>CO4: Undertake detailed analysis of national initiatives on child labour laws and role of IPEC on elimination of child labour.</p>			
Course Pre-requisites: International Business and Law			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	International Law and Organization: A Basic Framework: International Labour Organization (ILO) – History – Objectives – Structure - Functions – Mission - Declaration on Fundamental Principles and Rights at Work - International Technical Cooperation and the Theory of Functionalism - Critiques of International Organizations Core Conventions - Employee code of conduct - The European Union: Regional Supranationalism - Dispute Settlement and Interpretative Powers Enforcement Techniques. Sovereignty and Intervention: Humanitarian Intervention and the Responsibility to Protect Protecting Human Rights Through International Organization-The WTO and the International Organization of Trade.	10Hours	CO1
Unit-2	INTERNATIONAL LABOUR STANDARDS: Freedom of Association and the Effective Recognition of the Right to Collective Bargaining - Freedom of Association and Protection of the Right to Organize Convention, 1948 - Right to Organise and Collective Bargaining Convention, 1949 - Elimination of all Forms of Forced and	9Hours	CO2

	Compulsory Labour - Forced Labour Convention, 1930 - Abolition of Forced Labour Convention, 1957.		
Unit-3	INTERNATIONAL LABOUR LEGISLATION: Definition and evolution of the international labor law - Purpose of international labor law - Global Instruments of international labor law - Regional instruments of international labor law - Other regional instruments within Europe-American instruments - African instruments. Minimum Wages Act, 1948- National floor level minimum wages – Revisions of Basic Minimum Wage and Scheduled Employments- Payment of Wages Act, 1936 – Payment of Wages (Amendment) Act, 2017 – Mode of Payment of Wages.	10Hours	CO3
Unit-4	CHILD LABOUR LAW: The International Programme on the Elimination of Child Labour (IPEC) – Introduction - Attitudes towards child labour - Types of work that children do - Child labour in the developed world - The Worst Forms of Child Labour - Education and Child Labour - Actions of Governments and International Organizations, Employers’ Organizations, Trade Unions, Non-Governmental Organizations, Provisions and violation of Child Labour (Prohibition and Regulation Act) 1986. - Right of Children to free and compulsory education Act, 2009-Juvenile Justice (care and Protection of Children) Act, 2015-Prohibition of Child Marriage Act. - National initiatives on child labour.	10Hours	CO4

Reference Books:

1. Child Labour A textbook for university students, International Labour Office, 2004.
2. International Labor Organization by Jean – Michel Servais by Kluwer Law International 2011.
3. International Labour Law by Barbara J. Fick, Associate Professor of Law, University of Notre Dame Law School, US
4. Human Rights and Labor Solidarity: Trade Unions in the Global Economy by Susan L. Kang University of Pennsylvania Press, 2012
5. Human Rights, Labor Rights, and International Trade By Lance A. Compa; Stephen F. Diamond University of Pennsylvania Press, 1996
6. International Labor Legislation by Iwao Frederick Ayusawa Ams Press, 1969

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√		√							√		
CO2	√	√		√							√		
CO3	√	√		√							√		
CO4	√	√		√							√		

FOURTH SEMESTER

Course Title : STRATEGIC MANAGEMENT			
Course Code: M20MB4010			
Course Description: The Strategic Management course is designed to explore an organisation's vision, mission, examine principles, techniques and models of organizational and environmental analysis, discuss the theory and practice of strategy formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. allow students to examine strategic management processes and to encourage debate, discussion and reflection. 2. provide in depth understanding of external and internal factors for strategic formulation and choice. 3. develop the strategic thinking and decision making abilities of students, especially in relation to understanding the application of various strategies in different situations. 4. provide in depth understanding of strategic implementation and control. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Describe the practical and integrative model of strategic management process that defines basic activities in strategic management CO2: Apply the knowledge gained in analyzing the competitive situation and strategic dilemma in dealing with dynamic global business environment. CO3: Distinguish the grand strategies & demonstrate the knowledge and abilities in formulating suitable strategies and making strategic plans. CO3: Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and leadership differences.			
Course Pre-requisites: analytical, budgeting, and business planning abilities. Good communication, computer and Internet skills.			
Pedagogy: Direct Method, ICT, Case based			
LTP: 3:1:0			
Course type: HC			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction of Strategic Management: meaning, nature, importance and relevance. The Strategic Management Process: – Corporate, Business and Functional Levels of strategy. Vision, mission and purpose –Business definition, objectives and goals – Stakeholders in business and their roles in strategic management. Relationship between a Company's Strategy and its Business Model. Balance scorecard.	13 hours	CO1
Unit-2	External and Internal Analysis: The Strategically relevant components of a Company's External Environment Analysis, Industry Analysis - Porter's Five Forces model – Industry driving forces – Key Success Factors. Analyzing a company's resources and competitive position -	13 hours	CO2

	SWOT analysis – Value Chain Analysis –Benchmarking.		
Unit-3	Competitive Strategies: Generic Competitive Strategies: Low cost, Differentiation, Focus. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries. Portfolio Analysis: BCG Matrix – GE 9 Cell Model.	13 hours	CO3
Unit-4	Strategy Implementation and control- Strategy implementation; Organization Structure – Matching structure and strategy. Behavioral issues in implementation – Corporate culture – Mc Kinsey’s 7s Framework. Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. Strategy Evaluation – Operations Control and Strategic Control	13 hours	CO4

Text Books:

1. Crafting and Executing Strategy - Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, 18/e, Tata McGraw Hill, 2012.
2. Strategic Management: Analysis, Implementation, Control – Nag A, 1/e, Vikas Publications, 2011.
3. Strategic Management : An Integrated Approach - Charles W. L. Hill, Gareth R. Jones, Cengage Learning.
4. Strategic Management - Kachru U, Excel Books, 2009.
5. Strategic Management: Concepts and Cases - David R ,13/e, PHI Learning Pvt. Ltd, 2011.
6. Strategic Management: Building and Sustaining Competitive Advantage- Robert A. Pitts & David Lei, 4/e, Cengage Learning.
7. Essentials of Strategic Management - Hunger, J. David, 5/e, Pearson, 2011
8. Strategic Management – SarojDatta, jaico Publishing House, 2011.
9. Business Environment for Strategic Management – K Ashwathappa and G. Sudarsana ReddyHimalaya Publishing House Pvt. Ltd.,2017
10. Contemporary Strategic Management-, Grant, 6/e, Wiley India. 2012.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√		√	√						√		
CO2	√	√		√	√						√		
CO3	√	√		√	√						√		
CO4	√	√		√	√						√		

Course Title : Major Project
Course Code: M20MB4020

Finance Specialization

Course Title: INTERNATIONAL FINANCIAL MANAGEMENT			
Course Code: M20MB4140			
Course Description: This course is designed to create awareness among the students about the Foreign Exchange Markets, Instruments, exchange rate quotations, forecasting of foreign exchange rate, determination of exchange rates in spot markets and forward markets. The course enables the students to prepare Balance of Payments (BOP) considering the factors that influence international trade and capital flows, evaluate international projects using international capital budgeting and to hedge foreign exchange exposure in an MNC.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. understand the components of BOP and various International business methods and payment methods. 2. know Foreign Exchange Market and Instruments and forecast foreign exchange rate. 3. analyse Foreign Exchange Exposure and to Hedge Foreign Exchange Exposure in business. 4. understand International Parity Relationships and procedure for evaluation of international projects. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: prepare BOP and understand various International business methods and payment methods. CO2: forecast foreign exchange rate and use Foreign Exchange Market Instruments. CO3: measure Foreign Exchange Exposure and Hedging Foreign Exchange Exposure. CO4: evaluate projects using International Capital Budgeting and Parity Relationships.			
Course Pre-requisites: This course requires knowledge of Corporate Finance and capital budgeting. Awareness of basic information about Foreign Currencies, Foreign Exchange Markets and International Business Environment are required. Basic mathematics that includes multiplication, cross multiplications, division, etc. for working out the problems.			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	International Dimensions of Financial Management: International financial Environment- The Importance, rewards & risks of international finance, Goals of MNC, International Business methods, Exposure to international risk, International Monetary system, Multilateral financial institution, International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, BOP, equilibrium & disequilibrium, trade deficits, factors affecting	9Hours	CO1

	International Trade and capital flows, Agencies that facilitate International flows, International payments methods. (Problems on BOP)		
Unit-2	Foreign Exchange Market and Instruments: Function and Structure of the Forex market, Swift Mechanism, Exchange rate quotations, Forecasting Foreign Exchange rate, Factors effecting foreign exchange rate, Determination of exchange rates in spot markets and forward markets, Types of exchange rates, Exchange rate behavior, Exchange rate equilibrium, Cross Rates, Arbitrage profit in foreign exchange markets, Triangular and locational arbitrage. International Bond & Equity market, International Financial Instruments: GDR, ADR. (Theory and Problems)	10Hours	CO2
Unit-3	Foreign Exchange Risk Management: Foreign Exchange exposure: Management of Transaction exposure, Management of Translation exposure, Management of Economic exposure, Management of political Exposure, Management of Interest rate exposure. Hedging against foreign exchange exposure – Forward Market - Futures Market - Options Market - Currency Swaps - Interest Rate Swap (two ways and three ways) - Cross currency Swaps. (Theory and Problems)	10Hours	CO3
Unit-4	International Parity Relationships & Capital Budgeting: Purchasing Power Parity, Interest Rate Parity - Covered Interest Arbitrage, Uncovered Interest Arbitrage, International Fisher effects. International Capital Budgeting: Concept, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Adjusted Present Value Method. (Theory and Problems)	10Hours	CO4

Reference Books:

1. International Financial Management, Apte P. G., 7/e, Tata McGraw Hill Education (India) Private Limited, 2014.
2. International Financial Management, Vyuphakesh Sharan, 6/e, PHI Learning Private Limited, 2012.
3. International Financial Management (Text and Cases), V. K. Bhalla, 1/e, S. Chand and Company Private Limited, 2014.
4. Fundamentals of International Financial Management, S. Kevin, 1/e, PHI Learning Private Limited, 2009.
5. International Financial Management, Madhu Vij, 3/3, Excel Books, 2010.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√				√			√		√	√	√
CO2	√	√				√			√		√	√	√
CO3	√	√				√			√		√	√	√
CO4	√	√				√			√		√	√	√

Course Title: PROJECT APPRAISAL, PLANNING & CONTROL			
Course Code: M20MB4150			
Course Description: This course introduces the students to sources of project ideas, Technical, Market and Demand analysis to find out the feasibility of project. The course enables the students in planning the project and scheduling the activities using Gantt Charts and Network Techniques, evaluation of Projects using capital budgeting and risk analysis of project implementation. The course also provides knowledge to prepare detailed project reports, implementation of projects, control of in process projects and carrying out post completion audits.			
Course Objectives: The objective of this course is to: 1.know the sources of project ideas and feasibility analysis of the project. 2.equip with project scheduling process and evaluate & review projects using Gantt Charts, PERT and Critical Path Method. 3.know the statistical techniques of risk evaluation used in capital budgeting. 4.understand the post completion audit and abandonment analysis of a project.			
Course Outcomes: On successful completion of this course students shall be able to: CO1: generate project idea and employ technical, market and demand analysis to study the feasibility. CO2: analyze project schedules & review projects using Gantt Charts, PERT and Critical Path Method. CO3: evaluate risk associated with projects in appraising of projects. CO4: control of in-process projects, carry on post completion audits and abandonment analysis.			
Course Pre-requisites: This course requires knowledge about Corporate Finance, Capital Budgeting Techniques, Quantitative Techniques, Networking techniques, basic mathematics that includes multiplication, cross multiplications, division, Standard deviation etc.			
Pedagogy: Direct Method, ICT, Case based			
LTP:2:1:0			
Course type: SC			
Contact Hours:39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Project Formation and Management: Project Management - Overview - Generation of project ideas, Technical, environmental and Social Analysis, Market and Demand Analysis, Economic and Financial Analysis. Project Planning: Attributes of good plan, Human aspects of Project Planning. (Theory and Problems)	9Hours	CO1
Unit-2	Project Planning And Scheduling: Project scheduling process, Gantt Chart, Critical Path Method, Programme Evaluation & Review technique, Crashing of Project Network. (Theory and Problems)	10Hours	CO2
Unit-3	Project Appraisal: Overview of Capital Budgeting Decisions. Application of Capital Budgeting Techniques in Project Evaluation, Risk analysis in capital Budgeting – Statistical techniques of risk evaluation used in capital budgeting, Formulation of Detailed Project Reports, Cost of project.	10Hours	CO3

	(Theory and Problems)		
Unit-4	Project Completion and Evaluation: Managing Transition from Project to Operations, Prerequisites of successful project implementation, Control of in-process projects, Post completion audits, Abandonment Analysis, Integrated Project Management Control System, Managing E-Projects, Future of Project Management. (Only Theory)	10Hours	CO4

Reference Books:

1. Projects (Planning, Analysis, Selection, Financing, Implementation, and Review), Prasanna Chandra, 9/e, Tata McGraw Hill Education (India) Private Limited, 2019.
2. Project Management and Appraisal, SitangshuKhatua, 1/e, Oxford University Press, 2011.
3. Project Appraisal and Management, RashmiAgarwal and Yogieta S Mehra, 1/e, Taxmann's Publications, 2017.
4. Construction Project Management, Planning, Scheduling and Control, K K Chitkara, 18/e, Tata McGraw Hill Publishing Company Limited, 2009.
5. Project Management: Small Steps Towards a Big Journey, Vasant Desai, 4/e, Himalaya Publishing House, 2013.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	✓	✓				✓			✓		✓	✓	✓
CO2	✓	✓				✓			✓		✓	✓	✓
CO3	✓	✓				✓			✓		✓	✓	✓
CO4	✓	✓				✓			✓		✓	✓	✓

Course Title: MANAGING BANKS & FINANCIAL INSTITUTIONS
Course Code: M20MB4160
Course Description: This course introduces the students to structure and functioning of commercial banks, Banking Technology used by banks and recent trends in banking. The course enables the students to know various Lending policies and Schemes of banks and financial institutions, types of documents used for lending and banking regulations. Treasury risk management methods are useful to minimize the treasury risk of banks
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. know the structure of commercial banks and their role in socio economic development. 2. understand credit process, lending policies and schemes. 3. know about multilateral financial institutions and the functions of investment banks. 4. identify treasury risk of a bank different methods of risk management.
Course Outcomes: On successful completion of this course students shall be able to: CO1: use banking technology in development of the business. CO2: identify suitable forms of bank advances and required documents to be submitted for loans. CO3: analyse the functions and structure of investment banks and their lending policies. CO4: exercise Asset Liability Management in banks and various methods to minimize treasury risk.

Course Pre-requisites: This course requires basic knowledge about risk, banking and banking regulations.			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Structure of Banking in India: RBI- Functions – Commercial banks- structure and functions of commercial banks- Role of commercial banks in socio economic development. Monetary system - Sources of funds - Quantitative and qualitative measures of credit control. Banking Technology- Concept of Universal Banking- Home banking–ATMs - Internet banking – Mobile banking-Core banking solutions – Debit, Credit and Smart cards– Electronic Payment systems- MICR- Cheque Truncation-ECS- EFT – NEFT-RTGS. Banking sector reforms, Bank performance analysis and recent trends in Banking.(Theory)	9Hours	CO1
Unit-2	Lending policies and Schemes: Establishing banks’ lending policies under changing socio-economic and legal environment –types and Forms of bank advances – Principles of credit management- Credit process – types of documents used for lending – Modes of creating charge – credit delivery and legal aspects of lending. Lending Schemes: Socio – Economic and poverty alleviation programmes/Self-employment schemes: DRI, IRDP,SEEU,SEPUP, Micro Financing - Housing Finance- Agriculture finance - Loan syndication - Federal Financing.	10Hours	CO2
Unit-3	Investment Banking and financial institutions: Investment banking: difference between investment bank and traditional banks, structure of an investment bank- Functions investment banks - types of groups within the investment banking division- Public Policy and MFIs: Banking regulation - multilateral institutions - Financial Institutions Banking institutions- non-banking financial companies - mutual funds - insurance organizations - development finance institutions.	10Hours	CO3
Unit-4	Treasury and Risk management: Treasury Risk Management Methods –types of risks -Various components in treasury risk management, treasury management organisation and market risk management policy. Asset Liability Management in Banks -ALM as coordinated balance sheet management, ALM system in banks and ALM information system, ALCO responsibilities, ALM support group and interest sensitivity.	10Hours	CO4

Reference Books:

1. Banking and Finance: Theory, Law and Practice, Gomez Clifford, PHI Learning Pvt. Ltd., 2011
2. Investment Banking- Concepts, Analysis and cases, Pratap G Subramanyam, 3/e, Tata McGraw Hill,2017.
3. Financial Markets and Services – Gordon & Natarajan, 10/e, Himalaya publishing, 2016.
4. Management of Banking and Financial services, Padmalatha& Justin Paul, 4/e, Pearson publications,2017.
5. An Introduction to Derivatives & Risk Management, Don M. Chance and Robert Brooks, 10/e, Cengage Learning, 2016.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√				√			√		√	√	√
CO2	√	√				√			√		√	√	√
CO3	√	√				√			√		√	√	√
CO4	√	√				√			√		√	√	√

Marketing Specialization

Course Title : MARKETING RESEARCH			
Course Code: M20MB4240			
Course Description: The main objective of this course is to equip students with the key concepts and methods of marketing research, and allow student to understand how to apply those tools to solve real-life business problems			
Course Objectives: The objective of this course is to: 1. To familiarize students with basic of Marketing research and the research process. 2. To enable the students in conducting research work and formulating research synopsis and report. 3. To familiarize participants with Statistical packages such as R, SPSS and EXCEL. 4. To impart knowledge for enabling students to develop data analytics skills and meaningful interpretation to the data sets so as to solve the business/Research problem.			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling. CO2: Have basic knowledge on qualitative research techniques CO3: Have adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis CO4: Have basic awareness of data analysis-and hypothesis testing procedures			
Course Pre-requisites: Basic knowledge about research and Marketing			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2 1 0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction: Marketing research – Scope – Applications and Limitations – Marketing Research scenario in Indian Corporate sectors. Research Process – Formulating research problem – Exploratory designs – Descriptive designs - Longitudinal and cross-sectional Analysis - Qualitative research techniques – a) Based on questioning: Focus groups, Depth Interviews, Projective techniques. b) Based on observations: ethnography, grounded Theory, participant observation Causal research – Basic experimental designs – internal and external validity of experiments.	9 Hours	CO1
Unit-2	Data Collection: Primary data – Questionnaire design -	10Hours	CO2

	Administration and analysis considerations in design - Attitude measurement – scaling techniques. Observation method of primary data collection. Web based primary data collection – issues of reach, analysis, accuracy, time and efficiency. Sampling – sampling methods – sampling and non-sampling errors – Sample size calculation (Numericals expected) – population and sample size - large and small samples - practical considerations in determining sample size.		
Unit-3	Statistical Analysis with packages: Parametric tests: Test for parameters of Normal population (one sample and two sample problems) student’s t-test, F-test, chi-square test and Analysis of Variance (ANOVA). Non-Parametric tests: One sample: Sign test, signed rank test, Kolmogrov-Smirnov test, run test. Two sample problem: Wilcoxon-Mann-Whitney test, Median test, Kruskal–Wallis.	10Hours	CO3
Unit-4	Data Visualization and Report Presentation: Visualization, exploration and extracting data summary statistics and their interpretation- Types of Diagram-one dimensional-two-dimensional. Report preparation – Report format – types of report – Principles of report writing – Graphs and Tables – Oral presentation – Ethics in marketing research.	10Hours	CO4

Reference Books:

1. Marketing Research- Burns & Veeck, .9/e, Pearson Education,2020.
2. Marketing Research –An Applied Orientation- Naresh K. Malhotra,.7/e, Pearson Education,2019.
3. Marketing Research: Text and Cases-Rajendra Nargundkar,4/e, McGraw Hill publication ltd,2019.
4. Marketing Research- Steve D'Alessandro, Hume Winzar, Ben Lowe, William Zikmund,5/e, Cengage publication,2020.
5. Marketing Research with IBM SPSS Statistics: A Practical Guide-Karine Charry, Kristof Coussement, Nathalie Demoulin, Nico Heuvinck, Routledge,2016.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√		√		√		√				√		√
CO2	√		√		√		√				√		√
CO3	√		√		√		√				√		√
CO4	√		√		√		√				√		√

Course Title : INTERNATIONAL MARKETING			
Course Code: M20MB4250			
Course Description: This course attempts to enable students develop an advanced understanding of the international marketing environment, the international marketing mix, and international marketing strategy.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Gain knowledge paradigms in international marketing to gain insights into similarities/differences across cross-cultural markets and their marketing implications. 2. Gain an understanding of international marketing effort related to market entry and marketing mix strategies. 3. Understand the need to appreciate the designing and managing in international marketing programs in consumer markets. 4. Acquaint with different skills and systems required to implement marketing strategies across country borders. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Develop strategies to remove cultural biases and understandings from the equation in assessing foreign values, wants and needs. CO2: Analyze, discuss, describe, and demonstrate the marketing processes and strategies that firms utilize when marketing their products in foreign countries. CO3: Analyze, discuss, describe, and demonstrate the marketing processes and strategies that firms utilize when marketing their products in foreign countries. CO4: Acquire skills and systems to implement marketing strategies in international markets.			
Course Pre-requisites: Basic Knowledge of International Markets			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2 1 0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction: Nature, and scope of international marketing; International Marketing vs. Domestic Marketing, International market orientation and involvement; International marketing management process- an overview, International marketing information system. International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing decisions; Global trading environment and developments- classical trade theories and modern trade theories. International Market Segmentation, Selection and Positioning; Screening and selection of markets.	9 Hours	CO1
Unit-2	International Marketing Decisions: Market Selection and Entry Decisions; Product Strategy for International Markets – Standardization Vs. Adoption; Branding Decisions; International Product life cycle, Developing New Products for International Market; International Pricing – Concept, Significance, Factors and Methods; Counter-trade as a Pricing	10Hours	CO2

	Tool – Types of Counter-trade Problems; Involved in Counter-trading; Dumping. International market entry strategies –Exporting, licensing, contract manufacturing, joint venture, setting - up of wholly owned subsidiaries abroad (Different Entry Modes and Market Entry Strategies).		
Unit-3	International Distribution System : Channel of Distribution Structures; Distribution Patterns; International Channel of Distribution Alternatives; Factors Affecting Choice of Channels; Locating, Selecting and Motivating Channel Members; International Logistics; Foreign Freight Forwarder; International Advertising – Challenges Involved in International Advertising; Media Planning and Factors Considered in it; International Communication Process; International Advertising and Internet.	10Hours	CO3
Unit-4	International Organisation Structure and Control : Structures and Alternatives of Organisation Structure; Choice Criteria; Financial Requirements for International Marketing; Coordination and Control of International Marketing Operations; Cooperative International Marketing– Main Features, Objectives, Advantages and Limitations.	10Hours	CO4

Reference Books:

1. Global Marketing -Keegan, Warran J. and Mark C. Green,10/e, Pearson,2020.
2. International Marketing-Cateora, Phillip R. Grahm, John L. and Prashant Salwan, Tata McGraw Hill,2020.
3. Czinkota, Michael R. and Illka A. Ronkainon, International Marketing, 10/e ,Cengage Learning,2013.
4. Global Marketing Management-Masaaki, Kotabe, Kristiaan Helsen, 8/e, John Wiley & Sons, Limited, 2020
5. International Marketing-Daniel W. Baack, Barbara Czarnecka, Donald,2/e, Sage publications ltd,2019.
6. Rajagopal, International Marketing, Vikas Publishing House.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√		√		√		√				√		
CO2	√		√		√		√				√		
CO3	√		√		√		√				√		
CO4	√		√		√		√				√		

Course Title : INTEGRATED MARKETING COMMUNICATION			
Course Code: M20MB4260			
Course Description: This course attempts to enable students examine the process by which integrated marketing communications programs are planned, developed, executed and measured.			
Course Objectives: The objective of this course is to:			
<ol style="list-style-type: none"> 1. Understand the concept of integrated marketing communication, understand the marketing process, role of advertising and promotion in an organization. 2. Understand the role of marketing agencies, the services they perform and media planning, evaluation in advertising. 3. Understand the concept of international advertising, different types and their application globally. 4. Measure the effectiveness of advertising and its responsibility towards society with campaigns through case studies in Indian context. 			
Course Outcomes: On successful completion of this course students shall be able to:			
CO1: Know the process of marketing and importance of advertising and promotion in organization to market its product, service, ideas etc., is learned and is understood.			
CO2: Acquaint with the sources of media information, characteristics of media and key media decisions are were discussed and understood.			
CO3: Understand the scope of International advertising from internet advertising, industrial advertising and special issues in advertising.			
CO4: Understand the effectiveness of advertising and its social responsibility with campaigns through Case studies.			
Course Pre-requisites: Basic knowledge about advertising and other promotional tools.			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2 1 0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction of IMC: Concept and Process of Integrated Marketing Communications, Role of IMC in marketing process, Elements of IMC- Advertising – Role, Classification of advertising, types of advertising campaigns. Sales Promotion-Different types of Sales Promotion, relationship between Sales promotion and advertising. Publicity – Types of Publicity, relationship between advertising and publicity. Public Relations – Types of PR, Personal Selling (Meaning and steps); Direct marketing, Event Management.	9 Hours	CO1
Unit-2	Advertising& Media Planning: Advertising Agency, Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used. Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its	10Hours	CO2

	implementation, Importance of Headline and body copy.		
Unit-3	International Advertising: Global environment in advertising, Decision areas in international advertising: Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising. Industrial advertising: B 2 B Communication, Special issues in Industrial advertising.	10Hours	CO3
Unit-4	Monitoring, Evaluation and control: Measurement of advertising effectiveness – various methods used for evaluation, Pre-testing, Post testing. Ethics and social responsibility in advertising campaigns. Case studies in Indian context.	10Hours	CO4

Reference Books:

1. Advertising, Promotion, and other aspects of Integrated Marketing Communications-J. Craig Andrews , Terence A. Shimp,10/e, Cengage , 2018.
2. Integrated Advertising, Promotion, and Marketing Communications, Kenneth E Clow, Donald E Baack, 8/e, Pearson Education, 2018.
3. Advertising and Integrated Marketing communications-Belch and Belch – Tata McGraw Hill, 9/e, 2014.
4. Integrated Marketing Communication: Advertising and Promotion in a Digital World
5. By Jerome M. Juska,Routledge,2017.
6. Advertising & Integrated Brand Promotion - O’Guinn, Allen, Semenik, 7/e, Cenage Learning, 2014.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√		√		√		√	√			√		
CO2	√		√		√		√	√			√		
CO3	√		√		√		√	√			√		
CO4	√		√		√		√	√			√		

Human Resource Specialization

Course Title : INTERNATIONAL HUMAN RESOURCE MANAGEMENT			
Course Code: M20MB4340			
Course Description: The course emphasizes the value and process of strategic management. In addition to familiarizing students with new subject matter, students are expected to integrate and apply their prior learning to strategic decision making in organisations.			
Course Objectives: The objective of this course is to enable students to: <ol style="list-style-type: none"> 1. understand the role of HRM in international context. 2. Understand the HR practices in Global Market. 3. Build an insight towards need and process of training and development. 4. Understand international institutions labour market regulations and other HRM practices. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Understand opportunities, issues and challenges pertaining to IHRM. CO2: Identify and include international human resource by recruiting, selecting and then appraising them. CO3: Analyze and apply advance training needs in a global setup. CO4: Evaluate the effectiveness of particular HRM policies and practices in different national and organizational setups.			
Course Pre-requisites: Basics of Human Resource Management in global prospective.			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to IHRM Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM, Organizational Structure in MNC Cultural issues in IHRM, International expansion strategies, The Challenges of International Human Resource Management.	10 hours	CO1
Unit-2	Recruitment, Selection and performance management in International context International Managers- parent country nationals, third country nationals, host country nationals, advantages and Disadvantages of different selection methods, recruitment methods at international level, Selection criteria and techniques, interviews for international selection, international staffing issues. Performance management cycle, model, appraisal of expatriate, third and host country employees, issues and challenges in international performance management.	10 hours	CO2
Unit-3	Training and development and compensation management in	10 hours	CO3

	<p>international context</p> <p>Training & development of international staff, types of expatriate training, HCN training, repatriate training knowledge transfer in multinational companies.</p> <p>Current scenario in international training and development. Objectives of International compensation, Key components of international compensation, Approaches to international compensation, compensation practices across the countries.</p>		
Unit-4	<p>International Labour Relations</p> <p>Key issues, response of labour unions to MNCs, HRM practices in different countries-Japan, USA, UK, Turkey, Middle East, India and China.</p>	9 hours	CO4

Text Books:

1. International Human Resource Management- Monir H. Tayeb, Oxford University Press, 2005.
2. International Human Resource Management- Peter J. Dowling, Denise E. Welch, Cengage Learning, 4/e,
3. International Human Resource Management- Aswathappa K, Sadhna Das, 2/e, 2017.
4. International Human Resource Management- Rao P. L., Excel Books, 2010.
5. International Human Resource Management, S. C. Gupta, Laxmi Publications, 1/e, 2014

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	✓		✓		✓		✓				✓		
CO2	✓		✓		✓		✓				✓		
CO3	✓		✓		✓		✓				✓		
CO4	✓		✓		✓		✓				✓		

Course Title : TEAM DYNAMICS AT WORK			
Course Code: M20MB4350			
Course Description: This course addresses social and organisational aspects of working in teams in research contexts. It provides an introduction into group dynamics and social psychology of teamwork, covering topics such as group development and maturity, creativity and idea generation in groups, conflict and trust.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Understand importance of teams and teamwork in organizations 2. Identify and develop personal skills to become a more effective team member 3. Develop practical skills for leading and motivating team members 4. Build strategies for coping with team challenges. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Understand importance of teams and teamwork in organizations CO2: Identify and develop personal skills to become a more effective team member CO3: Develop practical skills for leading and motivating team members CO4: Build strategies for coping with team challenges.			
Course Pre-requisites: Leadership and Human Resource Management			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39 hours			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction: Communication skills, The communication processes, Importance of team communication skills, benefits of effective team communication - Negotiation skills and Strategies for team building – Team morale, conflict resolution in teams - The Importance of team work, Team Dynamics vs. Group Dynamics-Types of Work Teams (functional, cross-functional, virtual, problem-solving, self-managed)- Team Spirit, facilitation and collaboration - Impact of Team dynamics on performance	10 hours	CO1
Unit-2	Collaborative decision making: Framing the problem, Brainstorming, generating alternatives, evaluating alternatives and choosing the one, Implementing the one, Evaluation and corrective measures -Team composition, formation and development - Forming and leading powerful teams – Forming, Storming, Norming, Performing, Adjourning.	10 hours	CO2
Unit-3	Group Dynamics at work: Team performance and Motivation – Team conflict and leadership – Team decision making- Discovering the interpersonal orientation through FIRO-B – Competitive vs collaborative behaviour, developing collaboration. Multi-ethnic and multicultural Teams - Multiculturalism at the workplace, Work force diversity at the workplace. - Team Challenges and Discrepancies - Role ambiguity, Multiple reporting lines, Power battles, Lack of empathy, Lack of recognition and appreciation, Lack of Leadership.	10 hours	CO3
Unit-4	Motivating and Engaging team members – Leadership, Communication, Authority, Responsibility, accountability, Effective	9 hours	CO4

	conflict resolution, Training and Development, Recognition and Appreciation, Rewarding and Awarding Experiential learning methodologies – T-group sensitivity training – encounter groups – Appreciate enquiry – Discovering facets of interpersonal trust through Johari window.		
--	--	--	--

Reference Books:

1. Group Dynamics for Teams, Daniel Levi, Cal poly, San Luis Obispo- SAGE Publications – 2e, 2007.
2. Individuals and Groups in Organizations, Bobbie Turniansky, A Paul Hare- SAGE Publications
3. Group Dynamics for Teams, Daniel Jay Levi, SAGE Publications – 5e, 2007.
4. Group Dynamics for Teams, Daniel J. Levi, 5e, SAGE Publications
5. Group Dynamics and Team Interventions: Understanding and Improving Team Performance, 1e, Timothy M. Franz , SAGE Publications
6. Leading Teams: Setting the Stage for Great Performances 1st Edition, J. Richard Hackman, SAGE Publications

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	✓		✓		✓		✓				✓		
CO2	✓		✓		✓		✓				✓		
CO3	✓		✓		✓		✓				✓		
CO4	✓		✓		✓		✓				✓		

Course Title : HUMAN RESOURCE METRICS AND ANALYTICS			
Course Code: M20MB4360			
Course Description: Enable the student to learn techniques in interpreting human capital analytics, solve problems and evaluate solutions using workforce and HR metrics. Helps to acquire the skills to properly review, define, measure, and track HR metrics that are aligned to business strategies.			
Course Objectives: The objective of this course is to to: <ol style="list-style-type: none"> 1. The course will enable students to apply analytical tools in understanding the employee behavior. 2. Understand the importance of HR metrics and analytics in measuring HR's impact and drive business results. 3. Identify the right HR metrics, aligning HR and business goals. 4. Turn metrics into analytics for effective management decisions. 			
Course Outcomes: The successful completion of this course shall enable the student: CO1: To understand role of analytics in human resource management. CO2: To develop knowledge about HR metrics and types of analytics in HR. CO3: To critically analyze the HR effectiveness and its impact on employee life cycle & experience. CO4: To analyze data driven insights out of HR analytics and implementation of predictive modeling and dashboards in HR.			
Course Pre-requisites: basic concepts regarding HR metrics			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to HR Analytics: Evolution of HR analytics, challenges with HR Analytics, strategic focus on HR Analytics; Common pitfalls of HR Analytics; HR analytics process and skill-set needed in HR analytics team. Current approaches to measuring HR; Strategic HR metrics versus Bench marking; HR scorecards & workforce scorecards; Types of analytics in HR- descriptive, predictive and prescriptive; HR analytics framework.	10 hours	CO1
Unit-2	Dynamics of HR Metric: People analytics cycle, employee lifecycles and employee experiences, performance- and succession management; Agile framework; HR value chain; Metrics to measure HR effectiveness; Factors driving employee turnover, link between engagement and performance; Competitive edge and HR analytics.	10 hours	CO2
Unit-3	Data analysis, data visualization techniques and effective utilization using tools; Common pitfalls associated with data visualization; driving insights out of HR analytics.	10 hours	CO3
Unit-4	Decision Making Based on Analytics: Data driven culture in an organization; Implementation of predictive modelling; Importance of	9 hours	CO4

	predictability in fulfilling strategic objectives; Effective HR dashboards.		
--	---	--	--

Reference Books:

1. Edwards, M. & Kirsten Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. Kogan Page, 2/e, 2019.
2. Isson, J.P. Harriott & J.S. (2016). People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent. John Wiley & Sons.
3. James, E.R. Business Analytics. UK: Pearson Education Limited, 3/e, 2019
4. Van, Wieren S. (2017). Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish. Technics Publications LLC.
5. Jac FITZ-ENZ (2010), The New HR Analytics: Predicting the Economic Value of Your Company's Human.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	✓		✓		✓	✓	✓				✓	✓	✓
CO2	✓		✓		✓	✓	✓				✓	✓	✓
CO3	✓		✓		✓	✓	✓				✓	✓	✓
CO4	✓		✓		✓	✓	✓				✓	✓	✓

Operations Management Specialization

Course Title: TOTAL QUALITY MANAGEMENT
Course Code: M20MB4440
<p>Course Description: Total quality management (TQM) is a philosophy, methodology and system of tools aimed to create and maintain mechanism of organization’s continuous improvement. It involves all departments and employees into improvement of processes and products. It helps to reduce costs and to meet and exceed needs and expectations of customers and other stakeholders of an organization. TQM encompasses the concepts of business and social excellence that is sustainable approach to organization’s competition, efficiency improvement, leadership and partnership. The objectives of this course is to introduce the main principles of business and social excellence, to generate knowledge and skills of students to use models and quality management methodology for the implementation of total quality management in any sphere of business and public sector.</p>
<p>Course Objectives: The objective of this course is to to:</p> <ol style="list-style-type: none"> 1. understand total quality management with emphasis on their application to technical organizations. 2. know tools and techniques for quality improvement in manufacturing and service industries. 3. quality from a variety of functional perspectives and in the process. teamwork for quality improvement 4. gain knowledge about product and process control and control charts.
<p>Course Outcomes: On successful completion of this course students shall be able to:</p> <p>CO1: maintain product quality and control system.</p> <p>CO2: design and use quality tools.</p> <p>CO3: implement quality organizations to bring quality culture in the organization.</p> <p>CO4: use the quality control charts and quality mechanism.</p>

Course Pre-requisites: This course requires basic knowledge about theoretical aspects of Production and Operations Management.			
Pedagogy: Direct Method, ICT, Case study			
LTP:2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Foundations of Total Quality Management: Components of quality, The total quality management approach, Innovation, design and improvement, Product quality characteristics and service quality characteristics, Quality parameters and specific dimensions of quality ,Planning for quality: Flowcharting, Detailed flow, Process charts and flow diagrams Planning for just-in-time (JIT) management System design and contents System documentation, implementation and assessment.	9Hours	CO1
Unit-2	TQM Tools and the Improvement Cycle: Measurement of quality, Costs of quality, Tools and techniques for quality improvement, Statistical process control, Quality improvement techniques in service industries , Specific techniques for design, reliability, maintenance and process improvement, Quality of design Quality of conformance to design, Control of non-conforming products: Identifying and classifying non-conformance. Documenting non-conforming products. Re-inspection of repaired and reworked products, Corrective and preventive action.	10Hours	CO2
Unit-3	The Quality Organization within an Organisation: People and the organizational structure, Responsibilities and performance management, the relationship between the quality organization and top management, Culture change through teamwork for quality improvement, implementing teamwork for quality improvement: the DRIVE model.	10Hours	CO3
Unit-4	Quality Control: Introduction to Quality Control, process Control and Product Control, Chance and Assignable causes of Quality variation, Advantages of Shewhart control charts, Process Control charts for variables, X, R and sigma charts, fixation of control limits.	10Hours	CO4

Reference Books:

1. Quality and Performance Excellence: Management, Organization and Strategy, James R Evans, 5/E, Thomson South-Western, 2008.
2. Quality Management: Introduction to Total Quality Management for Production, Processing, and Services, David L. Goetsch and D.L. and Stanley Davis, 5/e, Pearson Prentice Hall, 2006.
3. Total Quality Management: Text with Cases, John S. Oakland, 3/e, Butterworth Hienemann Oxford, 2003.
4. Strategic Operations Management, Steve Brown, John Bessant and Richard Lamming, 3/e, Routledge Taylor and Francis Group, 2013.
5. ISO 9000 Quality Systems Handbook, David Hoyle, 7/e, Routledge, 2017.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√				√	√				√	√	√
CO2	√	√				√	√				√	√	√
CO3	√	√				√	√				√	√	√
CO4	√	√				√	√				√	√	√

Course Title: SOURCING MANAGEMENT				
Course Code: M20MB4450				
Course Description: In today's fast moving, competitive environment, all major projects need to be aligned with corporate objectives. Sourcing management has the potential to deliver significant benefits, but large projects require substantial effort and often result in considerable change in the organisation. These projects demand resources and management attention that, depending on corporate priorities, may be better directed elsewhere. Good contracts often flounder because alignment with the corporate operating model is not adequately addressed. All of these factors should be considered prior to initiating sourcing activities. Strategic sourcing is an instrument for flexibility.				
Course Objectives: The objective of this course is to enable students to: 1. understand the impact of sourcing on profitability and providing competitive advantage to the organization. 2. gain appreciation of industry & cultural factors that Sourcing has to deal with locally and globally, for developing appropriate strategies. 3. recognize the scope of systematic strategic sourcing processes and effectiveness of cross functional team working. 4. appreciate the role of Sourcing function in the areas of New Product Development, Acquisition of Capital Equipment and identifying New Technology, harnessing IT Systems for ensuring sustained growth to business.				
Course Outcomes: On successful completion of this course students shall be able to: CO1: understand the importance of sourcing and its relation with other departments. CO2: evaluate the vendor based on the sourcing characteristics mainly the supply parameters. CO3: implement material pricing strategies and the concept of negotiations in the business. CO4: acquire the insights of global sourcing and its legal aspects.				
Course Pre-requisites: This course requires knowledge about theoretical aspects of Supply Chain Management and Production and Operations Management.				
Pedagogy: Direct Method, ICT, Case study				
LTP: 2:1:0				
Course type: SC				
Contact Hours: 39				
Units	Detailed Syllabus		Contact hours	CO
Unit-1	Introduction to Sourcing fundamentals: The Sourcing Process, Sourcing objectives Responsibilities of Sourcing Relationship with other Departments,		9Hours	CO1

	Cross Functional Teams in Sourcing Price and Pricing Issues, Strategic Sourcing, Aligning supply management and enterprise objectives, Types of supply management strategies, Evolving sourcing strategies, Portfolio management. Management of inventories, Supply management organization and structure. Sourcing vs Procurement, Sourcing activities. Purchasing, Purchasing Cycle, Characteristics of a Purchasing Manager, Risks to be considered by Purchase Manager. Make or Buy Decision:		
Unit-2	Evaluating Suppliers' Efficiency: Vendor Rating, Selection and Development: Need for Measuring Supplier Performance, Categories of Suppliers, Supplier Evaluation and Selection Process, Vendor Rating process, Factors Affecting the Selection of Optimal Suppliers or Vendor Rating, Suppliers Evaluation Methods/ Vendor Rating Methods, Advantages of Vendor/Supplier Rating. Vendor Process Capability and Material Handling: Introduction to Process Capability, Characteristics of Vendor Process Capability, Handling the Vendor Process Capability, Advantages of Vendor Process Capability.	10Hours	CO2
Unit-3	Price Determination and Negotiation: Objectives of Pricing, Factors Influencing Pricing, Types of Pricing Strategies, Negotiation in sourcing: Meaning of Negotiation, Negotiation framework, Negotiation planning Power in negotiation, Examples of Negotiation, Types of Negotiations, The Process of Negotiation, Skills for Successful Negotiating, and Obstacles to Negotiation. Concessions, Comprehensive global negotiation skills and enhanced cultural understanding, Impact of electronic media on negotiations, Contract Management Elements of a contract, Types of contracts, Long-term contracts in alliances and partnerships, Strategic cost management: Price analysis; Cost analysis techniques: Total Cost of Ownership; Collaborative approaches to cost.	10Hours	CO3
Unit-4	Legal Aspect of Purchasing Management and Global Sourcing: An Introduction, The Indian Contract Act, 1872, GST, Law of Carriage of Goods. Public Purchasing: Procurement Process, Fundamental Principles of Public Buying; Tendering: Introduction, Terminologies used in Tendering, Tendering Process, e-Tendering. Worldwide sourcing: From domestic buying to international purchasing; Global Sourcing, Developing a worldwide sourcing program.	10Hours	CO4

Reference Books:

1. Purchasing and Supply Management, Michiel Leenders, P. Fraser Johnson and Anna Flynn, 14/e, McGraw-Hill Education, 2010.
2. Purchasing and Supply Chain Management, Monczka, Hadfield, Guinepero and Patterson, 6/e, Cengage Learning, 2016.
3. World Class Supply Chain Management: The Key to Supply Chain Management, David N. Burt and Donald W. Dobler, 7/e, Tata Mc Graw Hill, 2003.
4. Toyota Supply Chain Management, Ananth V. Iyer, Sridhar Seshadri & Roy Vasher, Tata McGraw Hill Education Private Limited, 2009.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√				√	√				√	√	√
CO2	√	√				√	√				√	√	√
CO3	√	√				√	√				√	√	√
CO4	√	√				√	√				√	√	√

Course Title: MANAGEMENT OF MANUFACTURING SYSTEMS			
Course Code: M20MB4460			
Course Description: Manufacturing is the organized activity devoted to the transformation of raw materials into marketable goods. This course introduces the viewer to the concepts of Manufacturing Systems Management. The course primarily addresses Cellular Manufacturing, JIT systems, Synchronous manufacturing and Flexible manufacturing. Topics such as cell formation, cell scheduling, JIT systems, TOC principles, Loading and scheduling in Flexible manufacturing are addressed. Manufacturing Systems Management is a discipline built upon a collection of methodological tools brought together to effect an integrated or "total" approach to problem-solving in manufacturing engineering and management, with productivity improvement as its overall objective.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. achieve maximum productivity through the design, improvement and installation of integrated systems of human, machine and equipment. 2. translate designs into economical, environment friendly and reusable products rather than with the fundamental mechanics of design. 3. provide the theoretical and intellectual framework that can be focused more in particular to the area of interest. 4. maintain and incorporates inputs from a variety of disciplines, while maintaining the engineer's familiarity and grasp of physical processes. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: analyze the requirements of manufacturing systems and its challenges. CO2: gain familiarity of algorithms and models that are necessary for manufacturing management. CO3: apply the modelling techniques of operator allocation planning in OKP (one of a kind production). CO4: acquire the knowledge of JIT, Kanban systems in manufacturing sector a case of TOYOTA.			
Course Pre-requisites: Theoretical aspects of Supply chain Management and production and operations management.			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus		Contact hours
Unit-1	Introduction to Manufacturing System: The challenge. Requirements of		9Hours
			CO
			CO1

	Manufacturing. Various methodologies. Cellular Manufacturing. Cell Formation: - Early methods, Production Flow Analysis, Rank Order Clustering, Similarity based methods.		
Unit-2	Cell-formation Algorithms: median formulation, Assignment formulation. ZODIAC algorithm, Meta heuristics, considering sequence, Considering workload.	10Hours	CO2
Unit-3	Scheduling and Sequencing: Part subcontracting. Product based cell formation Operator Allocation. Rabbit chasing. Dedicating operators. Static operator allocation problems. Network Models. Cell scheduling and sequencing, Part Family sequencing, Dispatching rules. Cell layout.	10Hours	CO3
Unit-4	Just in Time Manufacturing: Concepts and definitions. Implementation issues, Kanban, CONWIP and Kanban, Synchronous Manufacturing, The Goal, Principles of SM, TOC and LP. Scheduling. Flexible Manufacturing Systems: Concepts, FMS loading problems. FMS scheduling problems.	10Hours	CO4

Reference Books:

1. Purchasing and Supply Management, Michiel Leenders, P. Fraser Johnson and Anna Flynn, 14/e, McGraw-Hill Education, 2010.
2. Purchasing and Supply Chain Management, Monczka, Hadfield, Guinepero and Patterson, 6/e, Cengage Learning, 2016.
3. Strategic Procurement Organizing Suppliers and Supply Chains for Competitive Advantage, Caroline Booth, 2/e, Kogan Page Limited, 2014.
4. Modelling and Analysis of Manufacturing, Askin R G and Strandridge C R, 3/e, John Wiley and Sons, 1993.
5. Manufacturing Systems Modeling and Analysis, Guy L. Curry, Richard M. Feldman, 2/e, Springer, 2011.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√				√	√				√	√	√
CO2	√	√				√	√				√	√	√
CO3	√	√				√	√				√	√	√
CO4	√	√				√	√				√	√	√

International Business Specialization

Course Title : INTERNATIONAL BANKING			
Course Code: M20MB4540			
Course Description: This course outlines to regulatory frame work of international banking and financial institutions and asset liability management of international coverage. It also explains the role of international financial institutions on bilateral and counter trade.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Acquaint with a sound grasp of the practices of modern international banking. 2. Possess in-depth knowledge of global trends and development in International financial centres and their operations. 3. analyze and apply the knowledge of asset liability management in international banking context. 4. equip with the knowledge of international financial institutions and their role in international banking system. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Discuss and operate confidently in International banking environment. CO2: Develop deep understanding about global trends and development in International financial centres and their operations. CO3: Demonstrate the awareness and of asset liability management in international banking context. CO4: Analyze and apply the understanding of international financial institutions and their role in international banking system			
Course Pre-requisites: Banking law and practice, international business			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	International Banking: Origin and Evolution of International banking – Global trends and development in international banking – financial activity following real-sector transactions – Regulatory, Tax and Supervisory explanations – Definitions – Growth and future prospects of International banking – Need for regulation of international banking in the current scenario - Outline of international banking and finance. Wholesale banking – Retail banking – Private banking – Interbank business – Regulatory framework – BASEL-II.	10Hours	CO1
Unit-2	International Banking Operations: Off-shore financial centres – Rationale – Characteristics of offshore financial centres – Types of offshore centers – Benefit and reasons for growth – Factors of success – Tax Havens – Major Offshore Financial Centres – International Banking facilities – Special Economic Zones (SEZs) – Regulatory concerns. Correspondent banking – Origin and Growth of Correspondent banking – Challenges for correspondent banking – clearing house functions – payments and collections – credit services – Foreign exchange	10Hours	CO2

	management control – Foreign Bank Branches’ operations - Factors behind overseas branch expansion – Objectives of abroad branches - International loan agreements – International debt management.		
Unit-3	Asset liability management – Profitability of international banking operations – Investment banking – Correspondent banking – Bank Regulation: Regulation and prudential supervision of banks in the UK and EU. International regulatory and supervisory convergence. Regulating the multifunctional bank	10Hours	CO3
Unit-4	International financial institutions – IMF – IBRD – BIS- IFC - IDA – MIGA- ADB - WTO – international competitiveness – implications and effectiveness and country risk. Treasury and risk management – bank risk management – letters of credit mechanism – buyers and sellers credit – bilateral and counter trade - Arbitration and Mediation in International Banking - Approaches to Risk Management in International Banking.	9Hours	CO4

Reference Books:

1. Fundamentals of International Banking, Rupnarayan Bose, 2/e, Macmillan India Ltd. 2014.
2. International Finance, G. Shailaja, 2/e, University Press (India) Pvt. Ltd, 20018.
3. International Financial Management Apte-P.g, 5/e, Tata McGraw-Hill Education, 2010.
4. International Banking Regulation, Carl Felsenfeld, 3/e, Juris Publications.
5. International Banking Operations, Indian Institute of Banking & Finance, Macmillan Publishers India.
6. Handbook of International Banking, A.W. Mullineux & Victor Murinde, Edward Elgar Publishing, 2003

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√		√							√		
CO2	√	√		√							√		
CO3	√	√		√							√		
CO4	√	√		√							√		

Course Title : INTERNATIONAL STRATEGIC MANAGEMENT			
Course Code: M20MB4550			
Course Description: This course provides an overview of concepts, tools and techniques of international strategic management. It also provides the knowledge on core competencies, internal and external forces which influencing the corporate objectives and generic competitive strategy in the international strategic business environment.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. familiarize with the concepts, tools and techniques of international strategic management so as to enable them develop analytical and conceptual skills and the ability to look at the totality of situations. 2. Possess knowledge of core competence and value chain analysis 3. analyse the external and internal forces influencing the corporate objectives and strategic management in MNCs. 4. equip with the skills of analyzing and selecting the various corporate strategies. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Demonstrate a deep understanding of the concept of international strategic management and locate its relevance. CO2: Analyse and apply the concepts of core competence and value chain analysis in MNCs CO3: Understand and analyse the external and internal forces influencing the corporate objectives and strategic management in MNCs. CO4: Apply the knowledge of various corporate strategies and deciding the right option for the MNC.			
Course Pre-requisites: International Business			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction: Concept, Characteristics and Dimensions of Strategic Management – Emergence of International Strategic Management (ISM) – Logic and process of Internationalization – Forces necessitating the adoption of ISM concept by MNC’s as well as Indian Companies – Corporate global strategy Nature, components and significance of environmental scanning – Corporate capability analysis –Diagnosing industry globalization potential – Building global market participation – Competition in global industries	10Hours	CO1
Unit-2	Core competencies –Significance of core competence- Regional strategy - concept in strategy making – GAP analysis – Mc Kinsey’s 7s Framework – GE 9 cell model. Value Chain Analysis – Significance of value chain analysis in strategy making – Balanced Scorecard to link today’s action with tomorrow’s goals	10Hours	CO2
Unit-3	Setting corporate objectives in MNC’s – External and internal forces interacting with corporate objectives – Identifying strategic alternatives	10Hours	CO3

	Generic strategies - Business level - Corporate level– Stability strategy – Growth and diversification strategy – Merger , acquisitions and retrenchment		
Unit-4	Choice of corporate strategy : CIT, CASCADE and PORTFOLIO MODELS – Formulating generic competitive strategy – Implementing corporate strategy – Strategic control and operational control	9Hours	CO4

Reference Books:

1. Crafting and Executing strategy concepts and cases, Thomson, Peteraf,Gamble and Strickland 21/e, Tata Mc. Graw Hill. 2017.
2. Strategic Management (SIE) John A. Pearce II, Richard B. Robinson, and Amita Mital, 14/e, McGraw Hill Education, 2018.
3. Strategic Management concepts and cases” Eastern Economy education, Fred R. David, PHI learning Pvt. Ltd., 2015.
4. “Strategic Management”, Azhar Kazmi and Adela Kazmi, 5/e, Tata McGraw-Hill Publishing Co Ltd, New Delhi. .2017
5. Management Policy and Strategic Management, Srivastava, Himalaya Publishing Co.
6. Competitive Strategy Techniques for Analyzing Industries and competitors, Porter.M, The Free Press, New York.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	✓	✓		✓							✓		
CO2	✓	✓		✓							✓		
CO3	✓	✓		✓							✓		
CO4	✓	✓		✓							✓		

Course Title : INTERNATIONAL BUSINESS TAXATION
Course Code: M20MB4560
Course Description: This course provides a basic concept, issues, planning opportunities of international business taxation. It also helps to gain knowledge on international tax administration, international treasury, cross border business transactions and multinational transfer pricing process in global business.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Possess an overview of international tax concept, issues, planning opportunities and risks that affect corporations in today’s global business environment. 2. Raise the awareness of Cross-border business and transactions. 3. develop a deep understanding of the multinational transfer pricing process and its application. 4. Equip with skills of internationalization of tax administration and its process regulations.

Course Outcomes: On successful completion of this course students shall be able to:			
CO1: Demonstrate a deep understanding and applications of the Global business and International Taxation			
CO2: Discuss confidently the concept and process of Tax Treaty System and indicate its importance.			
CO3: Understand the dynamics of Multinational Transfer Pricing			
CO4: Illustrate the knowledge and skills to operate in the context of Internationalization of Tax Administration.			
Course Pre-requisites: International Business			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction –Global business and International Taxation, rise of business taxation, Taxing resident on Income from all sources, Taxing the profits of a business establishment. Companies against International Double Taxation -National and International Taxation, Origin of Model Tax treaties.	10Hours	CO1
Unit-2	Tax Treaty System -Post war development of the Bilateral Treaty Network, The role International Organizations. International Tax Avoidance -The legal Regulation of Economic Relations, Taxation of Revenue and Opportunities for Avoidance, Tax planning, International Investment and Tax Avoidance.	9Hours	CO2
Unit-3	Multinational Transfer Pricing – Objectives of transfer pricing, transfer pricing methodology, transfer pricing & government relations, transfer prices in theory and practice. Selecting a transfer price – internal revenue code and transfer pricing	10Hours	CO3
Unit-4	Internationalization of Tax Administration -The development of Tax administrative co-operation, Information exchange under Tax Treaties, Simultaneous Examination and Co-operation in Assessment, Coordinating Treaty Interpretation and Application, Assistance in Collection	10Hours	CO4

Reference Books:

- 1 International Accounting. Frederick D. Choi / Gary K. Meek, 7/e Pearson New International Edition, 2014
2. International Business Taxation: A Study in the Internationalization of Business Regulation, Sol Picciotto, 2/e, Cambridge University Press, 2013
3. International Finance & Accounting Hand Book –. Frederick D S Choi, 3/e, John Wiley
4. Nobes Christopher & Parker Robert (ed) : Comparative International Accounting. Prentice
5. International Tax Primer., Hall Brian Arnold & Michael J. McIntyre, 4/e, Kluwer Law International, 2019.

CO&PO mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1	√	√		√							√	√	
CO2	√	√		√							√	√	
CO3	√	√		√							√	√	
CO4	√	√		√							√	√	