

**Scheme of Teaching
&
Detailed Syllabus**

For

Master of Business Administration

MBA
(Two Year Program)
(w.e.f. Academic Session 2020–2021)



School of Business Studies
Shobhit Institute of Engineering & Technology
(Deemed to-be University)
NH-58, Modipuram, Meerut (U.P.) – 250110

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Shobhit Institute of Engg. & Tech.
(Deemed to-Be University)
NH-58, Modipuram, Meerut-250110

Master of Business Administration

(WEF Academic Session 2020-21)

Vision

NICE School of Business aims to become a Centre of Excellence through research and continuous innovation to nurture global managers, leaders and entrepreneurs for sustainable development by synthesizing Indian ethics with modern technology.

Mission

The Mission of NICE School of Business Studies is:

- To nurture global talent and develop Industry ready professionals and socially responsible leaders / to face the challenges of fast changing business environment.
- To achieve academic excellence in research, consulting, training and teaching by adopting best practices and cutting edge technologies.
- To promote continuous innovation and entrepreneurship.
- To encourage collaborations, cooperation and partnerships with all stake holders to meet sustainable development goals.

Program Educational Objectives (PEOs)

PEO1: Possess wide spectrum of managerial skills along with competency building qualities in specific areas of management and business studies.

PEO2: Select and apply appropriate tools for decision making required for ill structured managerial problems.

PEO3: Students will be able to independently conduct theoretical as well as applied research.

PEO4: To practice sound knowledge of the entrepreneurial process and inculcate creativity and innovation among students.

PEO5: Analyze ethical implications of business practices using advanced levels of ethical reasoning

Program Specific Objectives (PSOs)

PSO1: To enrich communication, ethical values, team work, professional and leadership skill sets of students.

PSO2: To integrate knowledge, skill and attitude that will sustain an environment of learning and creativity among the students with an assurance for good careers.

PSO3: Analyze the economic, social and environmental issues related to business.

PSO4: Ability to identify, explore and harness opportunities presented by emerging trends and changing business environment.

PSO5: Understand the leadership skills through internship training.

Program Outcomes Objectives (POOs)

PO1: Demonstrate the knowledge of management science to solve complex corporate problems using limited resources.

PO2: Apply ethical principles for making judicious management decisions.

PO3: To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.

PO4: Identify business opportunities, entrepreneurship approach and skill sets.

PO5: Communicate effectively with various stakeholders.

MASTER OF BUSINESS ADMINISTRATION (MBA):

The M.B.A. course aims at providing inputs to the students relevant to the business industry and trade so that they can function in different organizations and face the challenges arising there from. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the Course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for any one specialization out of the seven offered: Marketing, Finance, International Business, Operations Management, HRM, Pharma Business Management and Agri-Business Management. Right from the beginning of the course, the focus is on providing relevant inputs through case discussion/ analysis, simulation games, role-plays etc. keeping in mind the current business scenario.

Broadly, the course is of two years divided into four semesters, each semester having eight compulsory papers of 40 sessions each of one-hour duration. The students will have to opt for one functional areas for their specialization, each having five papers (three in third semester and two in the fourth semester from Specialization Papers).

Summer Training for 8/10 weeks is compulsory for every student pursuing the course, which they have to undergo at the end of second semester examination. Comprehensive viva and Research project are part of the course.

SUMMER TRAINING PROJECT REPORT:

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 8 to 10 weeks duration. The College/Institute will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyze and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the College/Institute, which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem.

The average size of Report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.

6. The Report will have two certificates. One by the Head of the Institute/College and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. The report will be evaluated by two external examiners. It will carry total of 100 marks divided into written report of 50 marks and presentation of 50 marks. There will be no internal examiner. Only such persons will evaluate the project report who has minimum 3 years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.
8. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

RESEARCH PROJECT REPORT:

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic to be assigned by the School of Business Studies under the supervision of a core faculty member of the department. The research project report will carry 100 marks. The evaluation of the project report will be done by two external examiners. The average of the marks awarded by the two examiners will be taken into account for the results.

The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.

COMPREHENSIVE VIVA:

The comprehensive viva voce is scheduled at the end of II & IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of 2nd & 4th Semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to understand what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship. The viva voce is of 100 marks to be conducted by the external examiner appointed by the University.

Master of Business Administration (MBA)

Semester - 1

COURSE CODE	COURSE NAME	CREDITS
BSMB101	Management Practices & Organisation Behaviour	3
BSMB102	Quantitative Techniques for Managers	3
BSMB103	Legal Aspects of Business	3
BSMB104	Economic Analyses for Business	3
BSMB105	Accounting for Managers	3
BSMB106	Information Systems	3
BSMB107	Personality Development & Communication Skills	3
BSMB108	Business Ethics	3
TOTAL		24

Semester -2

COURSE CODE	COURSE NAME	CREDITS
BSMB211	Marketing Management	3
BSMB212	Financial Management	3
BSMB213	Human Resource Management	3
BSMB214	Production and Operations Management	3
BSMB215	Research Methodology	3
BSMB216	Business Environment	3
BSMB217	Corporate Image Building	3
BSMB218	Comprehensive Viva	3
TOTAL		24

Semester-3

COURSE CODE	COURSE TITLE	CREDITS
BSMB311	Strategic Management	3
BSMB312	International Business	3
BSMB313	Supply Chain Management	3
UHV311	Universal Human Values and Professional Ethics	3
BSMB3MK1/HR1/FM1/AG1/IB1/OM1/PH1	Elective I	3
BSMB3MK2/HR2/FM2/AG2/IB2/OM2/PH2	Elective II	3
BSMB3MK3/HR3/FM3/AG3/IB3/OM3/PH3	Elective III	3
BSMB314	Summer Training Report and Viva Voce	3
TOTAL		24

Semester-4

COURSE CODE	COURSE TITLE	CREDITS
BSMB411	Entrepreneurship Development	3
BSMB412	Corporate Social Responsibility and Corporate Governance	3
BSMB413	E-Business	3
BSMB4MK4/HR4/FM4/AG4/IB4/OM4/PH4	Elective I	3
BSMB4MK5/HR5/FM5/AG5/IB5/OM5/PH5	Elective II	3
BSMB4OP4	Innovation Management and Startup Ecosystem	3
BSMB414	Research Project Report and Viva-Voce	3
BSMB415	Comprehensive Viva- Voce	3
	TOTAL	24

Specialization Group: Marketing

COURSE CODE	COURSE NAME
BSMB3MK1	Consumer Behaviour and Sales Management
BSMB3MK2	Marketing of Non Profit Organisations
BSMB3MK3	Integrated Marketing Communication
BSMB4MK4	International Marketing
BSMB4MK5	Rural Marketing
BSMB3MK6	Marketing of Services

Specialization Group: Finance

COURSE CODE	COURSE NAME
BSMB3FM1	Security Analysis and Portfolio Management
BSMB3FM2	Financial Markets and Services
BSMB3FM3	Corporate Tax Planning
BSMB4FM4	International Financial Management
BSMB4FM5	Project Planning and Evaluation

Specialization Group: HRM

COURSE CODE	COURSE NAME
BSMB3HR1	Knowledge Management
BSMB3HR2	Organizational Change and Development
BSMB3HR3	Performance Management and Competency Mapping
BSMB4HR4	Industrial Relations and Labour Laws
BSMB4HR5	Compensation Management
BSMB3HR6	Training and Development

Specialization Group: International Business

COURSE CODE	COURSE NAME
BSMB3IB1	International Business Environment
BSMB3IB2	International Marketing
BSMB3IB3	Financing of International Trade

BSMB4IB4	Export Management and Documentation
BSMB4IB5	International Logistics Management

Specialization Group: Agri - Business Management

COURSE CODE	COURSE NAME
BSMB3AG1	Agribusiness & Rural Marketing
BSMB3AG2	Agri Input Management
BSMB3AG3	Farm Business Management
BSMB4AG4	Management of Cooperatives
BSMB4AG5	Plantation Management

Specialization Group: Operations Management

COURSE CODE	COURSE NAME
BSMB3OM1	Facilities Management
BSMB3OM2	Production Planning & Control
BSMB3OM3	Project Management
BSMB3OM4	Materials Management
BSMB3OM5	Total Quality Management and Quality Standards

Specialization Group G: Pharma Business Management

COURSE CODE	COURSE NAME
BSMB3PH1	Pharmaceutical Marketing
BSMB3PH2	Regulatory Framework of Pharmaceutical Business
BSN6PH3	Sales Promotion and Brand Management Pharmaceutical Business
BSN6PH4	Pharmaceutical Retail Management
BSN6PH5	Supply Chain Management in Pharmaceutical Industry

SYLLABUS

MBA I Semester

Course Title: Management Practices & Organisation Behaviour

Course Code: BSMB101

L	T	P	C.U.
32	8	0	3

Programme & Semester: MBA I

Pre-requisites: Basic knowledge of general management, student must have basic understanding of general management. (Covered by bridge course)

Course Description: The main objective of this course is to help the students to acquire and develop skill to take rational decisions in the process of O.B. People have always been regarded as important in managing organizations. This course covers the explanations about the human behavior in the organizational context. It details the impact of individual, group and organizational factors on human behavior. The course also focuses on understanding the behavior of the employees working in the organization. The approach taken in this course will expose students to psychological theories that will enable them to gain insight into behavior in organizations. The use of case studies will provide students the opportunity to apply theories to real life organizational issues and analyze the contributions and limitations of relevant theories.

Course Objectives: The objective of the course is to acquaint students develop an understanding of the basic management concepts and behavioral processes in organizations and organizational behavioral dynamics which are important to adapt in the changing corporate environment.

Course Outcomes (COs): At the end of this course students will be able to:

CO1- Define the nature, functions, skills and roles of managers

CO2- Describe the foundations of individual behavior with an understanding of human personality, perception, learning and emotions.

CO3- Appraise how managers can use the models to enhance motivational levels of employees and basic dynamics of interpersonal relationships.

CO4- Illustrate the organization of teams and groups in organizations.

CO5- Developing conceptual understanding of change and its implementation

Course Contents:

Unit 1: Introduction

8 Hours

Concept of Management, Management: Art and Science, Management Vs Administration, Levels of Management, Functions of management, Management as a Profession, Management skills, Qualities and characteristics of managers. Evolution of Management thought: Early contributions: Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations, and Modern Approach, Social responsibility of managers, Managerial Ethics.

Unit 2 Functions of Management:

8 Hours

Concept of **planning**, Significance and Classification of planning: Strategic plan, Tactical plan and Operational plan, Process of planning, Barriers to effective planning. MBO, Management by Exception. Decision Making: Strategies of decision making. **Organizing:** Principles and Process of Organizing, Types of organizational structure, Span of control, Centralization vs. Decentralization of authority. **Staffing:** Concept, Objective of staffing, System approach to staffing, Manpower planning. **Directing:** Concept, Techniques of directing and supervision, Types of supervision, Essential characteristics of supervisor. Leadership vs Management, Process of Leadership, Importance of leadership, Characteristics of an effective leader. **Controlling:** Concept, Importance of controlling, Types of control, Steps in control process.

Unit 3 Foundations of Organizational Behaviour-**8 Hours**

Introduction to OB – Organizing Process – Organization design and structure - Departmentation Types – Making Organization Effective - Understanding Individual Behavior – Perception – Learning – Personality Types – Theories of Personality- Determinants of Personality Learning and Theories of Learning- Johari window- Transactional Analysis

Unit 4 Group Dynamics & Motivation –**8 Hours**

Benefits of Groups – Types of Groups – Group Formation and Development, Motivation – Concept of Motivation - Motivational Theories of Maslow, Herzberg, David Mc Clelland, and Porter and Lawler. Emotions-Meaning-Characteristics-Emotions in Context of OB.

Unit 5 Leadership and Organizational Culture and Climate:**8 Hours**

Leadership – Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Qualities of good Leader, Change Management – Conflict Management. Organizational Stress-Definition and Meaning- Sources of stress- Types- Stress Management Techniques.

Text Book (s):

1. Luthans, F. (2015). Organizational Behaviour: An Evidence Based Approach(13th ed.).McGraw-Hill Irwin.
2. Luthans, F. (2015). Principles and Practices of Management (13th ed.).McGraw-Hill Irwin.

Suggested Readings:

1. Koontz Harold &Weihrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition,2008)
2. L.M.Prasad, Principles and Practice of Management, 7Ed, S.Chand Publishers, 2007.
3. Robbins, S. P., & Judge, T.A. & Vohra, N. (2015). Organizational Behaviour(16th ed.).New Delhi: Pearson Education.
4. Nelson, D. L., Quick, J.C., &Khandelwal, P. (2016).ORGB: A South Asian Perspective (2nd ed.).Cengage Learning India Pvt. Ltd.
5. Nelson, D L, Quick, J.C., &Khandelwal. P,(2013).Organizational Behaviour: A South Asian Perspective(7th ed.). Cengage Learning India Pvt. Ltd.
6. Mullins, L., Christy, G. (2013). Management &OrganiztaionalBehaviour (10thed.). United Kingdom: Pearson Education
7. Pareek, U. and Khanna, S. (2016).Understanding Organizational Behaviour(4th ed.). New Delhi: Oxford University Press.

Course Title:Quantitative Techniques for Managers

Course Code: BSMB102

L	T	P	C.U.
30	5	5	3

Programme& Semester: MBA I

Pre-requisite: Business Mathematics

Course Description: Quantitative techniques are collection of statistical tools that are used to provide powerful means of analysis using quantitative data for effective decision making in business. The syllabus of quantitative techniques for managers includes five units; unit one is introduction which includes basic concept of quantitative techniques, applications in decision-making in Business and management, graphical representation of Data, measures of central tendency, measures of skewness and kurtosis; Unit 2 includes measures of dispersion and index number; Unit 3 includes correlation and regression analysis; in unit-4 includes time series analysis, components and methods; Unit-5 includes probability distribution & formulation of hypothesis & hypothesis testing. The Andragogy in this subject includes power point presentations, case studies, assignments, class test, quiz, mini project etc.

Course Objectives: The objective of this course is to familiarize students with the basic quantitative techniques tools used for managerial decision-making and to have a proper understanding of quantitative techniques applications in business and management.

Course Outcomes (COs): At the end of this course students will be able to:

CO1: Describe basic concepts of quantitative techniques.

CO2: Examine various Measures of Central Tendency, Measures of Dispersion, Correlation and Regression analysis in decision making.

CO3: Interpret the trend analysis with different methods of time series analysis.

CO4: Explain basic concepts of probability and perform probability theoretical distributions. Understanding

CO5: Operate the concept of statistical analysis which includes various hypothesis tests like chi square test, ANOVA

Course Contents:

Unit 1: Introduction:

8 Hours

Basic Concept of Quantitative techniques, Applications in decision-making in Business and Management, Graphical representation of Data, Measures of Central Tendency: Mean; Median; Mode, Measures of Skewness and Kurtosis

Unit-2 Measures of Dispersion and Index Number:

8 Hours

Introduction to Measures of Dispersion, Range, Quartile Deviation, Quartiles, Standard Deviation, Significance of Measures of Dispersion, Coefficient of Variation. Index Numbers: Introduction, Characteristics, Uses, Simple Index Numbers, Weighted Index Numbers: Laspeyres, Paasche's, Marshall-Edgeworth's, Walsh's, Bowley's and Fisher's Index Number

Unit 3: Correlation Analysis and Regression Analysis:

8 Hours

Introduction of correlation, Importance and types of correlation, Degrees of correlation, Methods to Measure correlation: Scatter diagram, Karl Pearson's Coefficient of Correlation, Spearman's rank correlation coefficient and Concurrent deviation method.

Introduction and importance of regression analysis, Properties, Regression equations, Methods to Measure Regression: Least squares method: Direct Mean and Short- Cut Method, Using r and S.D.

Unit 4: Time Series Analysis:**8 Hours**

Introduction, Importance of Time series analysis, Components of time series, Time series models: Additive and multiplicative model, Method of time series analysis/ Trend Analysis: Semi Average Method, Moving Average Method and Method of Least Squares

Unit 5: Probability Distribution & Formulation of Hypothesis & Hypothesis Testing**8 Hours**

- a) Probability: Concept, Mutually exclusive events, Addition and multiplication rules of probability.
- b) Probability Distribution: Concept of probability distribution, Normal probability distribution, Poisson distribution, Binomial distribution.
- c) Formulation of Hypothesis & Hypothesis Testing: Formulation of Alternate and Null hypothesis, Procedure of hypothesis testing, ANOVA, Chi-square test: Test of Independence; Test of Goodness of fit

Text Book:

1. Levin R.I., Rubin D.S., Rastogi S. and Siddiqui H.M. (2017). *Statistics for Management*, 8th ed., Pearson Education.

Suggested Readings:

- 1. Levine D.M., Berenson M.L., Krehbiel T.C., Viswanathan P.K. (2017). *Business Statistics: A First Course*, 7th Ed., Pearson Education.
- 2. Siegel A.F. (2016). *Practical Business Statistics*, 7th ed., Academic Press.
- 3. Vohra N.D. (2017). *Business Statistics*, McGraw Hill Education.
- 4. Spiegel M.R., Stephens L.J., Kumar N. (2010). *Statistics*, 4th ed., McGraw Hill Education.
- 5. Anderson, Sweeney and Williams (2015). *Statistics for Students of Economics and Business*, 7th ed., Cengage Learning.
- 6. Beri G. C. (2009). *Business Statistics*, 3rd ed., Mc Graw Hill Education.
- 7. Beri G.C. (2013). *Marketing Research*, 5th ed., Mc Graw Hill.
- 8. Vohra N.D. (2011). *Quantitative Techniques in Management*, 4th ed., McGraw-Hill, New Delhi.

E-Book: Kundu S., An Introduction to Business Statistics, available at: www.ddegjust.ac.in

Course Title:Legal Aspects of Business

Course Code: BSMB103

L	T	P	C.U.
32	5	3	3

Programme& Semester: MBA I

Pre-requisite:NIL

Course Description: To provide a basis of understanding to the students with reference to the rules, practices and regulations that governs the formation as well as the operation of business. The course will help them to understand the different legal and illegal activities and actions in the business.

Course Objective: The objective of this course is to understand about different acts related to business. To understand the duties of members and their relationship to one another. To create an awareness about important legislations namely Sale of Goods Act, Consumer Protection Act, Factories Act having impact on business

Course Outcomes: Upon the successful completion of this course, the student will be able to:

CO1: Acquire a sound understanding of the legal aspects of the laws affecting businesses

CO2: Apply basic legal knowledge to business transactions

CO3: Communicate effectively using standard business and legal terminology

CO4: Analyse a given business context using basic understanding of the applicable Acts and develop a suitable operational framework.

CO5: Describe current law, rules, and regulations related to settling business disputes

Course Contents

Unit I: Law of Contract

8 Hours

Concept of Contract, offer and acceptance; valid contracts and its essential elements; void agreements; classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract. Special Contracts: Indemnity, Guarantee, Bailment, pledge. Law of Agency: Essentials, kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency

Unit 2: Law of Sales of Goods

8 Hours

Contract of sale, Goods and their classification, Meaning of price, Conditions and Warranties, Passing of property in goods, Transfer of title by non-owners, Performance of a contract of sale, Unpaid seller and his rights, Remedies for breach of contract

Consumer Protection Act: Objectives, definition, consumer protection council and state consumer protection council.

The Partnership Act: Nature of Partnership, Formulation of Partnership firms; rights, duties, and liabilities of partners; Dissolution of Partnership Term

Unit 3: The Negotiable Instruments Act, 1881

8 Hours

Definition, Features and types of negotiable instruments, kinds of negotiable instruments, Methods of negotiation of instruments; holder and holder in due Course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument.

Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques, Obligations of banker and customer; Dishonour and discharge of negotiable instruments

Unit 4: The Companies Act**8 Hours**

Definition, characteristics and kinds of companies, steps in formation of company.

Memorandum of association, articles of association and prospectus.

Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities. Modes of winding up of a company.

Unit 5: The Information Technology Act, 2000**8 Hours**

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

Intellectual Property Laws- Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement.

Suggested Readings

1. Kuchhal M.C. - Business Law (Vikas Publication)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014
4. Dr Avatar Singh- Principles of Mercantile Law, Eastern Book Company 2014
5. NandanKamath- Law relating to Computer, Internet and E-Commerce (A Guide to cyber Laws), Universal Law Publishing Co. Ltd.New Delhi, 2012.

Course Title:Economic Analysis for Business

Course Code: BSMB104

L	T	P	C.U.
32	8	0	3

Programme& Semester: MBA I

Pre-requisites: Basic knowledge of general management, student must have basic understanding of general management. (Covered by bridge course)

Course Objectives:

1. To equip the students of management with time tested tools and techniques of economic analysis to enable them to appreciate its relevance in decision making.
2. To explore the economics of information and network industries and to equip students with an understanding of how economics affect the business strategy of companies in these industries

Course Outcome: On completion of the course student will be able to:

CO1: Understand tools and techniques of managerial economics to enable them to appreciate its relevance in decision making.

CO2: Explore the economics of information and network industries

CO3: Understand how economics affect the business strategy of companies in these industries.

CO4: Develop economic way of thinking in dealing with practical business

UNIT I INTRODUCTION 8 Hours

The themes of economics – scarcity and efficiency – three fundamental economic problems – society’s capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

UNIT II CONSUMER AND PRODUCER BEHAVIOUR 8 Hours

Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

UNIT III PRODUCT AND FACTOR MARKET 8 Hours

Product market – perfect and imperfect market – different market structures – Firm’s equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.

UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS 8 Hours

Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory, Introduction to Public Finance.

UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY 8 Hours

Short-run and Long-run supply curve – Unemployment and its impact – Okun’s law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors –Inflation Vs Unemployment tradeoff – Phillips curve – short- run and long-run –Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.

TEXT BOOKS

1. Paul A. Samuelson and William D. Nordhaus, Economics, 18th edition, Tata McGraw Hill, 2005.

REFERENCE READINGS

1. Dominick Salvatore and Ravikesh Shrivastva, "Managerial Economics: Principles and Worldwide Application (Adapted version)" 7th edition, Oxford University Press, New Delhi, 2012.
2. N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007.
3. Richard Lipsey and Alee Charystal, Economics, 13th edition, Oxford University Press, New Delhi, 2015.
4. Karl E. Case and Ray C. Fair, Principles of Economics, 6th edition, Pearson Education Asia, New Delhi, 2002.

Course Title:Accounting for Managers

Course Code: BSMB105

L	T	P	C.U.
30	5	5	3

Programme& Semester: MBA I

Pre-requisite: Foundation Course - Financial Accounting

Course Description: Accounting for managers can be used in short-term and long-term decisions involving the financial health of a company. Managerial accounting helps managers make operational decisions–intended to help increase the company's operational efficiency and cost management. The syllabus of Accounting for Managers spread over five units; unit 1 covers the conceptual framework of Management Accounting which includes cost control, cost reduction, and cost management, Accounting Standards and IFRS. Unit 2 covers Preparation of Final Accounts. Unit 3 covers Analysis of financial statements; Ratio Analysis, Common size statement and Trend Analysis. Unit-4 Covers Budget and Budgetary Control and Unit-5 covers Marginal Costing and Decision-making, Concept of responsibility accounting. Students will also be trained on computerised accounting system.

The Andragogy in this subject includes power point presentations, case studies, assignments, class test, quiz, mini project etc.

Course Objectives:

1. To understand the basic concepts of financial accounting, cost accounting and management accounting.
2. To develop basic computerized accounting skills.
3. To understand the use of accounting information for planning, controlling and decision-making in organizations.
4. To develops skills of interpreting financial statements.
5. To develop decision making skills using the techniques of management accounting.

Course Outcome: On completion of the course student will be able to:

CO1: Understand the basic concepts of financial accounting, cost accounting and management accounting.

CO2: Understand accounting process as an information system for decision-making.

CO3: Use of various tools of accounting for analyzing business situations and to take decision.

CO4: Analyze the financial position business.

CO5: Solve the problems related to managerial decisions using the techniques of management accounting.

Course Contents

Unit 1 Concept

8 Hours

Nature, scope, and importance of management accounting; difference between financial accounting and management accounting; difference between cost accounting and management accounting; cost control, cost reduction, and cost management.

Accounting Standards and IFRS: International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Human Resource Accounting, Forensic Accounting.

Unit II Preparation of Final Accounts:

8 Hours

Trading Account, Profit and Loss Account, Balance Sheet: Meaning, Need.Excel Application to make Balance sheet. Accounting for non-profit organization -An overview

Unit III Analysis of financial statements:**8 Hours**

Meaning and need of ratio analysis; various types of ratios; solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios. Common size statement, Trend Analysis.

Unit IV Budget and Budgetary Control**8 Hours**

Concept of budget and budgetary control; objectives, merits, and limitations of budget administration; types of budgets: fixed and flexible budgets, zero-base budget, programme and performance budget.

UNIT V Marginal Costing and Decision-making**8 Hours**

Concept of marginal costing, differential costing and absorption costing, break-even analysis, use of above costs in decision-making; make or buy, change of product-mix, pricing and determination of shut-down point.

Responsibility Accounting

Concept of responsibility accounting, responsibility centres and their types.

Lab.: Computerized accounting using Tally.**SUGGESTED READINGS :****Text Book:**

1. S.N. Maheshwari (Author), Suneel Maheshwari (Author), Sharad K. Maheshwari, A Textbook of Accounting for Management (Vikas) 2018

Reference Readings:

1. Asish K. Bhattacharyya, Essentials of Financial Accounting (PHI, 4th Ed.) 2017
2. M C Shukla, S C Gupta & T S Grewal, Advanced Accounts Volume I, (S Chand, 19th Ed.) 2016
3. Robert Anthony, David Hawkins, Kenneth A. Merchant, Accounting: Texts and Cases Accounting (McGraw Hill India, 13th Ed.) 2017
4. Ravi M Kishore, Taxmann's Cost & Management Accounting (Taxmann, 6th Edition, Reprint September 2019) 2019
5. Tushar Tulsian P C Tulsian, Bharat Tulsian, Tulsian's Cost and Management Accounting (McGraw Hill India) 2020
6. PC Tulsian, Financial Accounting (Pearson) 2016
7. Charles C. Horngren, Gary L. Sundem, and William O. Stratton, Introduction to Management Accounting, 15th ed., Prentice—Hall of India/Pearson Education, Delhi, 2009

Course Title:Information Systems

Course Code: BSMB106

L	T	P	C.U.
30	5	5	3

Programme& Semester: MBA I

Pre-Requisite: Basic Knowledge of Computer

Course Description: An examination of the use of information systems to support the management activities of an organization. Topics include: the fundamentals of hardware, software, database management, data communications, transaction processing information systems, decision support systems, information reporting systems, office automation, networks, expert systems, and systems analyses and design. Case studies and several software packages will be utilized to illustrate the principles covered.

Course Objectives:

This course is designed to provide students with an understanding of the theoretic and practical issues related to the application of information systems within organizations. The main objectives of the course are to:

- Demonstrate how information systems integrate information and organizational processes across functional areas into unified systems.
- Outline challenges and benefits from the most commonly used enterprise systems.
- Employ a software package to illustrate how enterprise systems work.
- Integrate conceptual and technical (software) skills of students so that a business problem is addressed within the scope of a group project.

Course Outcome: On completion of the course student will be able to:

CO1: Evaluate the role of information systems in today's competitive business environment.

CO2: Identify and describe important features of organizations in order to build and use information systems successfully.

CO3: Demonstrate systems analysis, design and decision making in a business setting.

CO4: Define and describe the fundamentals of hardware, software, database management, data communications and systems related to the management activities of an organization.

CO5: Assess how information systems support the activities of managers and end-users in organizations.

CO6: Identify the principal management challenges posed by the ethical and social impact of information systems and management solutions.

Course Contents:

UNIT –I Information System introduction

8 Hours

The meaning and use MIS, System View of Business, Process of MIS, Development of MIS within the organization, Management Process, Information Needs, System Approach in Planning Organizing and Controlling MIS.

Unit II Conceptual Framework

6 Hours

Hardware:

(a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory.

Unit III: Operating System and Software**6 Hours**

Software: Types of software with examples; Introduction to languages, compiler, interpreter and Assembler, Operating System Functions, Types and Classification, Elements of GUI based operating system.

Unit IV: Communication Technology**6 Hours**

Network and Internet: Types of computer networks (LAN, WAN and MAN), Network topologies, EDI.

Internet: Netiquettes, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail.

Unit V: Office tools for Business**6 Hours**

Use of MS-Office: Word: Paragraph formatting, Page formatting, Header and footer, Bullets and numbering, Finding and replacing text, Mail merge, Macros. Cell referencing, Ranges.

Excel: Formulae, Functions, Auto sum, Copying formula, Formatting data, creating charts, creating Database, sorting data, filtering.

Power Point: Formatting text on slides, Inserting charts, adding tables, Clipping, Slide animation, Slide shows.

Unit-VI Security and Ethical Challenges of IT**4 Hours**

Concept of Business Ethics, Technology Ethics; Security and Ethical Challenges of IT, Cyber Crime and Privacy Issues, Cyber Laws, IT Act 2000.

Suggested Readings

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
3. IITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
- 4 IITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Leon - Fundamentals of Information Technology, (Vikas)

Course Title:PersonalityDevelopment and Communication Skills

Course Code: BSMB107

L	T	P	C.U.
30	5	5	3

Programme& Semester: MBA I

Pre-requisites: The learners are expected to have completed Graduation in any discipline.

Course Description: This course covers various dimensions and importance of effective personality and business communication. It helps to understand personality traits and importance of business communication in the world of business. Also, the course makes the students aware about the various dynamics of personality development. The course aims to cause a basic awareness about the significance of soft skills in professional and inter-personal communication s and facilitate an all-round development of personality.

Course Objective: The course objective is to develop all forms of communication skills in students to enable them to conduct well in an any business process without any communication barrier.This course covers various dimensions and importance of effective personality. It helps to understand personality traits and formation and vital contribution in the world of business. Also, the course makes the students aware about the various dynamics of personality development.

Course Outcomes: (CO)

After completion of this course, the student will be able to:

CO1: Understand business communication strategies and principles for effective communication in domestic and international business situations.

CO2: Develop the ability to research and write a documented paper and/or to give an oral presentation.

CO3: Develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages.

CO4: Identify ethical, legal, cultural, and global issues affecting business communication.

CO5: Operate in team activities that lead to the development of collaborative work skills.

Course Contents

Unit1: Introduction:

8 Hours

NatureofCommunication,ProcessofCommunication,TypesofCommunication(verbal&NonVerbal),ImportanceofCommunication,characteristics of successful communication Different forms of Communication Barriers to Communication Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers.

Unit 2: Business Correspondence:

8 Hours

Business letters: Introduction to business letters: writing routine and persuasive letters positive and negative messages- writing memos, presentation, inviting quotations, sending quotations, placing orders, inviting tenders,Salesletters,claim&adjustmentlettersandsocialcorrespondence,Memorandum,Inter-officeMemo,Notices,Agenda,Minutes,Jobapplicationletter,preparingtheResume.

Unit 3: Report Writing:

8 Hours

Business reports: what is a report purpose, kinds and objectives of report writing.Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, checklists for reports. Oral Presentation: Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.

Unit4: Personality & Group Communication**8 Hours**

Define Personality, Determinants of Personality Development, Perception: Definition, Perceptual Process. Factors of Association Relationship, Personality Traits, Developing Effective Habits, Emotional Intelligence. Interpersonal Relationship, Personality Spiritual journey beyond management of change, Good manners & Etiquettes, Effective Speech, Understanding Body language, projective positive body language

Group communication: Meetings – Planning meetings, objectives, participants, timing, venue of meetings, leading meetings. Media management: the press release press conference, media interviews Seminars, workshop, conferences.

Unit 5: Business Communication**8 Hours**

Group Discussions. Interview skills, Impact of Technological Advancement on Business Communication. Stress Management: Introduction, Causes, stress management techniques, Time management: Importance of time management, Techniques of time management, Time management styles.

Text Book

Chaturvedi P. D, Chaturvedi M. (2011). *Business Communication: Concepts, Cases and Applications*. 13thed; Pearson Education, New Delhi.

Reference Reading:

1. Pal, Rajendra and Korlahalli, J.S. (2011). *Essentials of Business Communication*. 13thed; Sultan Chand & Sons Publication, New Delhi
2. C. Murali Krishna and S. Mishra (2011). *Communication Skills for Engineers*, 13thed; Pearson education
3. Bovee, and Thill (2016). *Business Communication Essentials*. 7thed; Pearson Education
4. Shirley Taylor (2011). *Communication for Business*. 4thed; Pearson Education
5. Locker and Kaczmarek (2012). *Business Communication: Building Critical Skills*, 6thed; McGraw Hill Education
6. Seven Habits of Highly Effective People – Stephen Covey
7. You Can Win – Shiv Khera
8. Effective Business Communication – H. Murphy.

Course Title:Business Ethics

Course Code: BSMB108

L	T	P	C.U.
32	8	0	3

Programme& Semester: MBA I

Pre-Requisite: NIL

Course Objectives: The basic objective of this course is to gain insight into ethical behavior and to become familiar with inherent conflicts in being ethical. To understand the ethical dilemmas in business situations and to find out ways to resolve them. To learn to make decisions effectively based on ethical thinking and decision making processes.

Course Outcomes (COs): At the end of this course students will be able to:

- CO 1: Analyze the concepts of business ethics from a personal and an organizational perspective
- CO 2: Assess the ethical issues facing business leaders.
- CO 3: Evaluate and distinguish between the concepts of social responsibility, integrity, and business ethics
- CO 4: Discuss the moral and social responsibility dimensions of corporate governance;
- CO 5: understanding of Global modern Business Ethics and their residing applications in different context

Course Contents:

Unit-1:

8 Hours

Meaning and Nature of Ethics, Moral and Ethics: Importance of Ethics, Types of Ethics, Causes of Unethical Behavior Meaning, Nature and Importance of Business Ethics, Types of Business Ethics, Factors Influencing Business Ethics, Corporate Ethics: Ethical Behavior and Audit of Ethical Behavior.

Unit-2:

8 Hours

Individual Ethics, Professional Ethics, Gandhian Philosophy of Ethical Behavior, Social Audit, Concept of Globalization and Global Business Network, Relationship among Business, Business Ethics and BusinessDevelopment Developing Business System Ethics relating to Ethics in Global Economy, Marketing Ethics in Foreign Trade, Role of Business Ethics in Developing Civilized Society.

Unit-3:

8 Hours

Managing Business Ethics: Ethical Decision Making Processes and Guidelines; Building an Ethical Value System in the organization; Role of Laws and Enforcement; Training in Business Ethics; business and ecological/ environmental issues in the Indian context.

Unit-4:

8 Hours

Corporate Social Responsibility: Definition & Drivers of CSR; The Scope of Social Responsibility; Social Responsibility and Indian Corporations; CSR and Environmental Protection; Role of Government in Corporate Governance: Government Interference in Market Economies; Different Roles of Government in the Economy; Forms of Government Regulation; The Scope of Government's Relations with Business.

Unit - 5:

8 Hours

Global Business and Ethical Convergence: Role of International bodies like WTO in establishing Model Codes of Conduct; Cross-Cultural Ethical Dilemmas and their Resolution.

Text Book:

Fernando, A.C. (2011). Corporate Governance: Principles, Policies and Practices. Pearson Education.

Reference Readings:

1. Hartman Laura P. & Chatterjee Abha, "Perspectives in Business Ethics", McGraw Hill.

2. Velasquez, Manuel G., "Business Ethics – Concepts and Cases", PHI Publications.
3. Crane Andrew & Matten Dirk, "Business Ethics", Oxford University Press, New Delhi.
4. Weiss Joseph W., "Business Ethics – Concepts and Cases", Cengage Learning.
5. Badi R.V & Badi N. V., "Business Ethics", Vrinda Publications.

MBA 2 Semester

Course Title:Marketing Management

Course Code: BSMB211

L	T	P	C.U.
35	5	0	3

Programme& Semester: MBA II

Course Description: The main objective of this course is to acquaint the students with the principles and practices of marketing. Marketing management course enables students to understand the fundamental of marketing concept and role marketing plays in business. . It will enable the student to understand the marketing mix elements and strategies and principles underlying the modern marketing practices.

Course Objectives: The objective of the course is to help the students to gain understanding of the functions and responsibilities of the marketing manager, provide them tools and techniques to perform the marketing function smoothly in an organization.

Course Outcomes (COs): At the end of this course students will be able to:

CO1: Understand strong conceptual knowledge in the functional area of marketing management.

CO2: Develop marketing strategies based on segmentation, target marketing and positioning by examining consumer behavior.

CO3: Evaluate the relevance of marketing concepts impact on environmental change while designing marketing plans, strategies and practices.

CO4: Understand the product life cycle, product mix and branding

CO5: Explain factors influencing pricing decisions.

Course Contents:

Unit 1: a) Marketing Concept - Marketing management; Nature and scope; Evolution of marketing; Selling vs marketing; Emerging role of marketing; Marketing mix.

b) Marketing Environment - Concept; Need for study; Major elements and their impact on marketing decisions.

Unit 2: a) Consumer Behaviour - Consumer vs. organisational/ industrial buyer; Their characteristics; Importance of understanding consumer behaviour; Determinants of consumer behaviour; Theories of consumer behaviour; Various buying roles in family; Types of buying behaviour; Consumer decision-making process in buying.

b) Market Segmentation - Nature and importance of segmentation; Pre-requisites for effective segmentation; Bases of segmenting consumer markets; Market selection strategies; Positioning.

Unit 3: Product Decisions

Concept of product; Classification of products; Product line and Product mix; Branding, packaging, and labeling; Customer services; Development of new product; Product Life-cycle; The new product (Consumer); Adoption process.

Unit 4: a) Price Decisions - Pricing as a marketing variable-its role and importance; Price vs. non-price competition; Factors influencing price determination; Price setting in practice; Price policies and strategies.

b) Distribution Channels and Physical Distribution Decisions - Why are marketing intermediaries used? Marketing channel functions; Selecting channels of distribution; Determining the intensity of distribution; Channel management decisions-selection, motivation and evaluation of individual middlemen; Manufacturer-distribution relationship; Retailing and wholesaling; Logistics of distribution.

Unit 5: a) Promotion Decisions - Nature; Objectives and importance of promotion; Communication process; Promotion mix and methods; Advertising; Personal Selling; Public Relations; and Sales Promotion.

b) Legal, Ethical, and Social Aspects of Marketing - Consumerism; Consumer protection measures in India; Recent developments in consumer protection in India.

Suggested Readings:

1. Philip Kotler, • Levin Lane Keller, Abraham Koshy, and MithleshwarJha, *Marketing Management: South Asian Perspective*, 13th ed., Pearson Education, New Delhi, 2012
2. Michale J. Etzel, Bruce J. Walker, William J. Stanton, and Ajay Pandit, *Marketing: Indian Adaptation*, 14th ed., Tata McGraw-Hill, New Delhi, 2009
3. E. Jerome McCarthy and William B. Perrealet, *Basic Marketing: A Managerial Approach*, 15th ed., Tata McGraw-Hill, New Delhi, 2009
4. Philip Kotler and Gary Armstrong, *Principle of Marketing*, 14th ed., Prentice-Hall of India, New Delhi, 2014
5. *The Consumer Protection Act, 1986*

Course Title:Financial Management

Course Code: BSMB212

L	T	P	C.U.
35	5	0	3

Programme& Semester: MBA II

Objectives of the Course: This course seeks to help the students in developing their skills for financial decision-making.

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

- CO1 Understand the concept of time value of Money
- CO2 To evaluate the various projects by different methods.
- CO3 Understand and compare the theories of dividend policy
- CO4 To analyse and evaluate the various available financing options.
- CO5 Identify the major sources of short-term financing available to the firm

Course Contents

Unit 1: Introduction to Financial Management

Nature, scope, and objectives of financial management; Time-value of money; Concept of risk and return; Valuation of securities: Bonds and Equities; Functions of Finance Management in modern age.

Unit 2: Long-term Investment Decisions

Concept and Principles of Capital Budgeting; Methods of capital Budgeting: Payback Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index; Capital budgeting under risk; Certainty-Equivalent Approach and Risk-adjusted Discount Rate

Unit 3 : Working Capital Management

Concept of working capital; Planning for working capital, The risk-return trade-off; Management of cash and near-cash assets; Payables management; Management of accounts receivable; Inventory management; Sources, of short-term finance.

Unit 4 : Long-term Financing Decisions and Cost of Capital

Capitalisation; Capital structure; Factors affecting the pattern of capital structure; Basic assumptions and theory of capital structure; Estimation of components of cost of capital; Equity capital and external and internal retained earnings; Debt and preference capital; Weighted-Average Cost of Capital (WACC) and marginal cost of capital; Sources of long-term financing: Capital structure; Operating and financial leverage; Determinants of capital structure; Corporate securities.

Unit 5 : Dividend Decisions

Concept of dividend; Significance of dividend decision in business; Forms of dividend; Factors affecting dividend policy; Dividend policy theories: Walter's Model; Modigliani-Miller approach; Gordan's Model; Dividend policy in practice.

Suggested Readings:

1. James C Van home, Financial Management and Policy, 13th ed., Prentice-Hall of India, New Delhi
2. I.M. Pandey, Financial Management, Vikas Publication, 11 ed., 2015
3. M.Y. Khan and P.K. Jain, Financial Management, Tata McGraw-Hill, 7th ed., 2014
4. V. Sharan, Essentials of Financial Management, Prentice-Hall of India, New Delhi, 6th ed., 2010
5. Van Horne and Wachowicz, Jr., Fundamentals of Financial Management, 13th ed., 2015
Prentice-Hall of India,
6. Eugene F. Brigham and Joel F. Houston, Fundamentals of Financial Management, concise 9th ed. (Indian Edition), Thomson South-western (now Cengage Learning), New Delhi, 2016
7. Ravi M. Kishor, Financial Management, 5th ed., 2018, Taxmann, New Delhi
8. R.P. Rustagi, Financial Management, Galgotia Publishers, New Delhi, 11th edition, 2016
9. Lawrence J. Gitman, Principles of Managerial Finance, Pearson Education, 14th ed., New Delhi
10. Prasanna Chandra, Fundamentals of Financial Management, Tata McGraw-Hill, 6th ed., 2014

Syllabus

Course Title: Human Resource Management

Course Code: BSMB213

L	T	P	C.U.
35	5	0	3

Programme & Semester: MBA II

Course Objective: In this course the students will learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration. It will provide an insight as how to use Human Resource as a tool to implement strategies.

Course Outcomes (CO)

After completion of this course, the student will be able:

CO1: To State the basic concept of Human Resource Management and role played by HR Manager.

CO2: To explain the key issues related to administering the human elements such as recruitment, selection, motivation, placement, compensation, appraisal, career planning, diversity, ethics, and training.

CO3: To schedule appropriate implementation, monitoring and assessment procedures of training.

CO4: To interpret the significance of employee compensation benefits to both employers and employees.

CO5: To value the concept of performance management and outline its role in contemporary organizations.

Course Contents

Unit 1: Introduction to Human Resource Management

(a) Evolution of FIRM (b) Objectives and functions of HRM (c) Role and responsibilities of HR manager (d) Relevance of HRM (e) Systems approach to HRM.

Unit 2: Acquisition of Human Resource Management

(a) Human Resource Planning: Purpose and process (b) Recruitment and Selection: Sources of Recruitment, Stages in Selection Process (c) Placement, goals analysis: Job description and job specification.

Unit 3: Developing Human Resources

(a) Training and Development: Training needs, training methods, application of computers in training, developing effective training programs (b) Concept of HRD (c) Management development programs.

Unit 4: Performance Appraisal

(a) Concept and objectives of performance appraisal (b) Process of performance appraisal (c) Criteria for performance appraisal (d) Benefits of performance appraisal (d) Limitations and constraints (f) 360-degree performance appraisal (g) Promotion-degree, transfer and separation: Promotion, purpose, principles and types; Transfer: Reasons, principles and types; Separation: Lay-off, resignation, dismissal, retrenchment, voluntary, retirement scheme.

Unit 5: Motivating Human Resources

(a) Motivation at Work, Major Motivation Theory: An Overview (b) Participative Management (c) Compensation Management, Major Elements of Compensation Management (d) Incentives: Concepts, types of incentives; Incentives schemes in Indian industries; Fringe benefits (e) Discipline and employees' grievance redressal.

TEXT BOOK

Rao, V. S. P. (2016). *Human Resource Management: Text and Cases*, 3rd ed., Excel Books

Reference Reading:

1. Dessler, Gary, and Biju Varkkey(2016)*Human Resource Management*, (15thEd). Pearson Education, New Delhi
2. Gomez-Mejia, et al;(2016) *Managing Human Resources*,(8thEd). Pearson Education, New Delhi
3. John M. Ivancevich (2017)*Human Resource Management*, (12thEd).Tata McGraw-Hill, New Delhi
4. David A. DeCenzo and Stephen P. Robbins(2016)*Fundamentals of Human Resource Management*, 8thEd., Prentice-Hall of India, New Delhi
5. BiswajeetPattanayak (2015)*Human Resource Management*, (5thEd). Prentice-Hall of India, New Delhi
6. K. Aswathappa (2017)*Human Resource and Personnel Management*, (7thEd). Tata McGraw-Hill, New Delhi
7. RS Dwivedi (2018) *Human Resource Management in Indian Enterprises*, (5thEd). Vikas Publishing, New Delhi
8. Louis Bevoc (2018) *A Basic Introduction of Human Resource Management*, Kindle Edition
- 9.C B Gupta (2017) *Human Resource Management*, (5th Ed). Sultan Chand & Sons Publication, New Delhi
- 10.Wendell L. French (2006) *Human Resource Management*,6thEd; Houghton Mifflin

Course Title: Production & Operations Management

Course Code: BSMB214

L	T	P	C.U.
35	5	0	3

Programme & Semester: MBA II

Course Description: The course description is to make the students examine the functional area of production and operations management as practiced in the manufacturing industry. The course includes decision-making, capacity planning, aggregate planning, forecasting, and inventory management, distribution planning, materials requirements planning (MRP), project management and quality control. The course will demonstrate awareness and an appreciation of the importance of the operations and supply management to the sustainability of an enterprise.

Course Objectives: The objective of the course is to help the students to introduce major concepts and tools used in the design and use of operations systems in organizations. It introduces the discipline and the role the function plays in a value-creating organization. Emphasis is given both to familiarization of various production processes and service systems, and to quantitative analysis of problems/ issues arising in the management of operations.

Course Outcomes (COs): At the end of this course students will be able to:

CO1- Identify the role of Operations in overall Business Strategy of the industry.

CO2- Discuss the application of operations management policies and techniques to the service sector as well as manufacturing firms.

CO3- Evaluate the vital factors and their interdependence of these factors in the design of effective operations system.

CO4- Classify the trends and challenges of Operations Management in the current business scenario.

CO5- Explain the students with the tools and techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

Course Contents:

Unit 1 : Introduction to Production and Operations Management (P&OM)

Nature, Objectives and Scope of P&OM (b) Evolution of P&OM (c) Transformation System (d) Functions and Responsibilities of Operations Manager (e) Difference between Goods and Services (f) New product development

Unit 2 : Facilities Management

(a) Types of Processes (b) Process Selection (c) Importance of Facilities Location (d) Factors Affecting Facilities Location (e) Location Evaluation (f) Facility's Layout: Criteria for Good Layout, Benefits of good layout, Symptoms of Poor Layout, Types of Facility's Layout, Layout planning

Unit 3 : Production Planning

(a) Introduction to Production Planning (b) Production Planning Strategies (c) Introduction to Capacity Planning (d) Aggregate Planning (e) Master Production Scheduling (f) Material Requirement Planning (g) Production Scheduling

Unit 4 : Production Control

(a) Elements of Production Control (b) Purchase Process (c) Receiving (d) Inventory Management: Graphical, Tabular and EOQ Models of Inventory Control; Economic Production Lot Size (EPLS) (e) Just-In-Time Inventory (f) Selective Control Tools of Inventory.

Unit 5 :

a) Quality Management: Concepts of Total Quality Management (TQM)

b) Tools for Lean and Six Sigma: Value stream map; 7 wastes; Pure and replenishment types; Standardized work; Total Productivity Management (TPM); Just-in-time (JIT)

Suggested Readings:

1. Chase, Jacob, Aquilano, and Agarwal, Production and Operations Management, 13thed. (TMH, New Delhi), 2009
2. Lee J. Krajwski, Operations Management: Strategy and Analysis, 6th ed., Pearson Education, N. Delhi
3. Jeffery K. Liver, Toyota Production Way
4. Adam Ebert, Production and Operations Management, 6th ed., Pearson Education, N. Delhi
5. S.N. Chary, Production and Operations Management, TMH, New Delhi, 5th edition
6. William J. Stevenson, Operations Management, 13th ed., 2017, McGraw-Hill, New Delhi
7. Muhlemann, Oakland, Lockyer, Sudhir, and Katyayani, Production and Operations Management, 6th ed., Pearson Education, 2007
8. Elwoods S. Buffa and Rakesh K. Sarin, Modern Production/ Operations Management, 8th ed., Wiley Student Edition, 2009
9. Joseph S. Martinich, Production and Operations Management, 10th Reprint, Tata McGraw-Hill, New Delhi/Nbida, 2005
10. Norman Gaither, Operations Management, Cengage Learning
11. Ritzman, et al., Operations Management, Pearson, 11thed.

Course Title:Research Methodology

L	T	P	C.U.
30	5	5	3

Course Code:BSMB215

Programme& Semester: MBA II

Pre-requisite: Statistics for Management

Course Description: Research methodology is a systematic approach to solve the research problem. We study various steps that are generally adopted by the researcher in studying his research problem along with logic behind them. The syllabus of research methodology includes five units; unit one is concept of research which includes an overview of research and research methodology, defining a research problem and research proposal. Unit 2 includes various research design and their characteristics. Unit 3 includes various Scaling & Measurement Techniques; in unit-4 Sampling Design & Collection of Data are included and Unit-5 includes Data Analysis, Hypothesis Testing & Report Writing.

The Andragogy in this subject includes power point presentations, case studies, assignments, class test, quiz, mini project etc.

Course Objectives: The course is designed to develop a research orientation among the students and make the students aware with the different research methods and techniques and to develop understanding the practical application of various research techniques.

Course Outcomes (COs): At the end of this course students will be able to:

CO 1: Explain the basic framework of research process involved in research.

CO 2: Construct the research proposal related to business or management problems.

CO 4: Design the questionnaire related to primary data collection method.

CO 5: Operate the concept of statistical analysis which includes various tests like t-test, F Test, Z test.

CO 6: Identify the mechanism and techniques of report writing.

Course Contents:

Unit 1 Concept of Research: Definition, Importance & Objectives of Research, Types of Research, Concept of Research Methodology, Research Problems: Problems encountered by researchers in India, Precautions to be taken while selecting the Research Problem, Research Process: Steps involved in Research Process, Research Proposal – Elements of a Research Proposal and Drafting a Research Proposal

Unit 2 Research design: Concept, Features of a good research design, Exploratory Research Design: Concept, Types: Literature Research, Experience Survey and Case study Method

Descriptive Research Designs: Concept & Types: Cross-sectional and Longitudinal Research

Experimental Design: Concept of Causal relationships, Important experimental designs: Informal experimental designs and Formal experimental designs.

Unit 3 Scaling & Measurement Techniques: Concept of Measurement: Need of Measurement; Levels of measurement: Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept & Applications of Scales: Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales, Ranking Scales, Paired comparison.

Unit 4 Sampling Design & Collection of Data: Sampling Design Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Procedure in sampling design, Sample Size, Factor affecting sample size, Sampling errors and Non Sampling errors

Probability Sampling: Simple Random Sampling, Systematic Sampling, Stratified Random Sampling, Area Sampling & Cluster Sampling.

Non Probability Sampling: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods.

Secondary and Primary Sources of data, Methods of Data Collection: Observation, Interview, Questionnaire and Schedule Method and Preparation of Questionnaire.

Unit 5 Hypothesis Testing & Report Writing: Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test

Mechanism of Report Writing: Layout of the research report, Steps involved in research report writing, Precautions while writing research report, Citation of References.

Text Book:

1. Cooper D.R., Schindler P.S. (2013). *Business Research Methods*, 11th Ed., TMGH, New Delhi.

Reference Readings:

1. Collis J and Hussy R. (2009). *Business Research*, 3rd ed., Palgrave.

2. Emma B., Alan B. and Bill H. (2018). *Business Research Methods*, 5th ed., Oxford University Press.

3. Beri G.C. (2013). *Marketing Research*, 5th ed., Mc Graw Hill.

4. Saunders M., Lewis P., Thronhill A. (2012). *Research Methods for Business Students*, 6th ed., Pearson Education

5. Kothari C.R. (2011). *Research Methodology*, 2nd ed. (Revised), New Age International Publication.

Course Title:Business Environment

Course Code: BSMB216

L	T	P	C.U.
35	5	0	3

Programme& Semester: MBA II

Course Objectives: The course is designed to enable the students to learn the concepts of economic environment of business, changes in policies and latest developments in India and abroad. The students will be able to analyse the overall business environment and evaluate its various components in business decision making. The course will be providing the concept of contemporary ethical issues and challenges existing throughout the professional business arena. Emphasis will be placed upon the manager's social and environmental responsibilities to a wide variety of stakeholders, including employees, customers and the public.

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

CO1: Understand the relationship between environment and business, and its components;

CO2: Understand the economic, socio-cultural and technological environment;

CO3: Explain the economic policies, legislation and economic reforms laid by the government;

CO4: Demonstrate and develop conceptual framework of business environment in international business.

Course Content

Unit 1: Introduction

Concept, significance and nature of Business Environment, types of business environment, components of business environment, Interaction between internal and external environments, Nature and structure of Economy, Techniques for business environmental analysis, Approaches and Significance of Environmental Forecasting

Unit 2: Economic Environment

History of Economic Systems, Market, Planned and Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy. Union Budget as instrument of growth and its Impact on Business, Industrial Policy: Meaning Objective and Recent Developments in New Economic Policy and its Impact on Business.

Unit 3: Politico-Legal Environment

Relationship between Business and Government, Economic, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional provisions affecting Business. An overview of major laws affecting business, Consumer protection Act 2019, Social Responsibility of Business

Unit 4:a): Factors Influencing Technological Environment, Role and Impact of Technology on Business. Transfer of Technology - Channels, Methods and Limitations.

b) Demographic and Socio-cultural Environment: Population size, falling birth rate, Changing age structure and its impact on business, Business and Society, Business and Culture, Culture and Organisational Behaviour.

Unit 5:

WTO: Salient features and Current Developments; Globalisation: Meaning and dimensions, Features of Current Globalisation, Stages of Globalisation, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Disinvestments of PSUs, Foreign Direct Investments (FDI) and Regulation of Foreign Trade.

Suggested Readings:

1. Cherunilam, F. (2017). *Business Environment Text & Cases*, Himalaya Publishing House.
2. Fernando, A.C. (2011). *Business Environment*, ed., Pearson education, New Delhi
3. Aswathappa, K. (2017). *Essentials of Business Environment*, Himalaya Publishing House.
4. Dorrton Otter, Paul Wetherly (2018) *The Business Environment: Themes and Issues in a Globalizing World*. (2018). United Kingdom: Oxford University Press.
5. Puri, V. K. and Mishra, S. K. (2017) *Economic Environment of Business*, 8th ed., Himalaya Publishing House

Course Title:Corporate Image Building

Course Code: BSMB217

L	T	P	C.U.
35	5	0	3

Programme& Semester: MBA II

Course Description: The course objective is to make the students understand, appreciate and expose them to the concepts of Public Relations philosophies, essentiality and principles with an aim to managing, controlling and improving corporate image and related aspects for any organization. In addition to empower the students with basic knowledge and skill, to implement crisis and issue management techniques in any organization. These concepts will assist in better understanding of the Corporate World and its functioning

Course Objectives: The objective of the course is to help the students the importance of image building in an organization. The students will also identify the components which make an image of the corporate and to trace some of the processes involved in creating image. The objective is to evolve some strategies for projecting a positive and consistent image of an organization and its personnel.

Course Outcomes (COs): At the end of this course students will be able to:

CO1: Achieve a clear understanding of corporate image.

CO2: Develop an understanding of the essence of creation of corporate image.

CO3: Understand the concept of public relations and the tools of public relations applicable in today's business scenario.

CO4: Develop the ways to build reputation with different entities using public relation tools and effective media handling.

CO5: Analyze the concept of corporate social responsibility and corporate image.

Course Contents:

Unit – 1: Corporate Image, Corporate Image Building: A Marketing exercise, an overview to marketing, ways to build corporate image and sustainable reputation, concept of corporate social responsibility and building corporate image through its relationship between identity image and reputation.

Unit – 2: Components of an Individual Image. Corporate Identity tools. Create corporate identity tools that include Name, Logo, Slogan, Colors, Type fonts, Mascots, and Jingles.

Unit – 3: Enhancing and Promoting corporate Image, Advertising and Corporate Image, Understanding Public Relations, role and scope of public relations, PR as a part of marketing communications, PR Agencies, modes of PR and media handling, PR events, crisis management in public relations.

Unit – 4: Protecting Corporate Image; The Grapevine and Rumors, Stereotype, Propaganda, Marriott Study, TARP Studies and Opinion Research Studies, In house journals, Ghost writing, Media writing, press releases, brochures & leaflets.

Unit – 5: Case Histories of Corporate Images in Private and Public Sectors

Suggested Readings:

1. Balmer, John M.T. "Building Societies: Change, Strategy and Corporate Identity." Journal of General Management . Winter 1991.
2. "The BBC's Corporate Identity: Myth, Paradox, and Reality." Journal of General Management . Spring 1994.
3. Ind, Nicholas. Corporate Image .Kogan Page, 1992.
4. Olins, Wally. Corporate Identity: Making Business Strategy Visible through Design . Harvard Business School Press, 1990.
5. "Reputation Keeps Business Buoyant." Marketing. May 27,1999.
6. Schindler, Esther. "Define 'Reputation.' " Smart Reseller. January 10, 2000.
7. Young, Davis. Building Your Company's Good Name: How to Create and Project the Reputation Your Organization Wants and Deserves. AMACOM, 1996.

MBA III

Course Title: Strategic Management

Course Code: BSMB311

L	T	P	C.U.
30	5	5	3

Programme & Semester: MBA III

Course Description: This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course takes a general management perspective, viewing the firm as a whole, and examining how policies in each functional area are integrated into an overall competitive strategy.

Course Objectives: The objective of this course is to develop a holistic perspective of an organization and to enable the students to analyse the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

Course Outcomes (COs): At the end of this course students will be able to:

CO1. Formulate organizational vision, mission, goals, and values.

CO2. Develop strategies and action plans to achieve an organization's vision, mission, and goals.

CO3. Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.

CO4. Evaluate and revise programs and procedures in order to achieve organizational goals

Course Contents

Unit 1 : Introduction to Strategic Management : Concept of Strategic Management; Evolution of Strategic Management; Strategic management process; Business policy; Corporate strategy; Mission, vision, objectives; Basic model of strategic management; Strategic decision-making.

Unit 2: Environmental Appraisal : Factors considered, approaches, External environment analysis: PESTEL Analysis, EFE matrix (External Factor Evaluation); Porter's Five Forces Model methods and techniques used, Internal Appraisal – The internal environment, Organizational Capability Factors, organizational appraisal- factors affecting, approaches, methods & techniques Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation).

Unit-3 Strategy Formulation: Corporate, Business, Functional strategy, Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization, Porter's Model of competitive advantage of nations, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance, Digitalization Strategies

Unit 4 :Strategy Analysis & Implementation : Process, Analyzing Strategic alternative, Evaluating and Choosing Among Strategic Alternative, Tools & Techniques of strategic Analysis, Strategic Choice. BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework Implementation of Strategy Implementing Strategy through Short-Term Objectives, Functional Tactics, Reward System and Employee Empowerment, Leadership, and Culture

Unit 5 : Strategy Evaluation & Control: Nature, Importance, Organizational systems and Techniques of strategic evaluation & control.

Text book:

1. AzharKazmi,(2015) Strategic Management, (4th edition,)Tata McGraw Hill

Reference Readings:

1. John A Pearce II, Richard B Robinson. Jr., (2015) Strategic Management, 11th ed., Tata McGraw Hill
2. Lawrence R. Gaunch & William F. Glueck, Business Policy and Strategic Management, 2nd edition McGraw Hill,

Course Title: International Business

L	T	P	C.U.
35	5	0	3

Course Code: BSMB312

Programme& Semester: MBA III

Course Description: An understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate. It will examine the strategies and structures of international business and assess the special roles of an international business's various functions.

Course Objectives: The course is designed to provide the student a basic knowledge of the concepts, importance, and dynamics of international business and India's involvement in global business operations. The students will be able to understand the theories of international trade and functions of various international organizations and regional economic co-operations. The course will also provide an understanding about foreign trade promotion measures and organizations in India.

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

- CO1: Define the nature, scope, and role of international business & globalization;
- CO2: Discuss the theoretical aspects of international business and the functions of international organizations;
- CO3: Explain the concept of economic integration and international economic environment;
- CO4: Interpret the Organizational structure for international business operations;
- CO5: Examine the business implications of international economic environment

Course Contents

Unit 1

a) Introduction: Nature and scope of International business, concept of globalization and its importance; Impact of globalization; International business Vs domestic business, Modes of entry in International business

b) International business environment: Economic, Socio-cultural and political-legal environment; Balance of Trade and Balance of Payment. Internationalization stages and orientation (EPRG framework); India's Foreign Trade Policy

Unit 2

a) Theories of International Trade: An overview- Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter's diamond model, types of tariff and non tariff barriers.

b) International Organisations and Arrangements: GATT, WTO- Its objectives, principles, organisational structure and functioning; overview of other organizations — UNCTAD, Bretton woods Conference, IMF and World Bank, Subsidiaries of World Bank.

Unit 3

a) Regional Economic Co-operation: Forms and stages of regional groupings and economic integration, SAARC, NAFTA, ASEAN, EU, OPEC

b) International Financial Environment: International financial system and institutions; Components of International Financial environment, Foreign exchange markets and risk management; Foreign investments- types and flows; Foreign investment in Indian perspective.

Unit 4

a) **Organisational structure for international business operations:** Key issues involved in making international production, finance, marketing and human resource decisions; International business negotiations.

b) **Developments and issues in International business:** Outsourcing and its potentials for India; Strategic alliances, mergers and acquisitions; Role of IT in International business; International business and ecological considerations.

Unit 5

a) **Foreign Trade promotion measures and organizations in India:** Special economic zones (SEZs) and 100% export oriented units (EOUs); Measures for promoting foreign investments into and from India; Indian joint ventures and acquisitions abroad.

b) **Financing of foreign trade and payment terms:** sources of trade finance (Banks, factoring, forfaiting, Banker's Acceptance and Corporate Guarantee) and forms of payment (Cash in advance, Letter of Credit, Documentary Collection, Open Account)

Text Books:

1. Cherunilam, F. (2009). *International Business: Text and Cases*, 6th ed., Prentice-Hall, India

Reference Readings:

1. Ashwathappa, K. (2015). *International Business*, 6th ed., McGraw Hill Education
2. Charles W. L. Hill, John Michael Geringer, &G. Tomas M. Hult. (2017). *International Business*, 11th ed., McGraw-Hill Education
3. Varma, S. (2018). *International Business: Text and Cases*, 2nd ed., Pearson Education, India
4. Varma, S. (2019). *Fundamentals of International Business*, 1st ed., Pearson Education, India

Course Title:Supply Chain Management

L	T	P	C.U.
32	5	3	3

Course Code: BSMB313

Programme& Semester: MBA III

Pre-requisite: Production & Operations Management

Objective of the Course

The objective of the course is to familiarize the students with the mechanism of supply chain planning, design, and operations in the firms. This will help to manage Facilities, inventory, transportation, and information the key drivers of supply chain management

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

CO1: To explain the concept of supply chain management and logistics management.

CO2: To describe performance measurement and control tools.

CO3: To interpret the E business framework related to supply chain management.

Course Contents:

Unit 1 : Introduction to Supply Chain Management (SCM)

(a) Basic Concepts, Scope And Philosophy Of Supply Chain Management, (b) Importance Of Supply Chain Management, (c) Supply Chain Decision, (d) Evolution Of Supply Chain Management.

Unit 2 : Designing the Supply Chain

(a) Role Of Distribution In Supply Chain, (b) Factors Influencing Distribution Network, (c) Process Of Supply Network Design, (d) Distribution Strategy, (e) Models For Facilities Location And Capacity Allocation, (f) Impact Of Uncertainty)01n Supply Chain Design, (g) Evaluation Of Supply Chain Design, (h) Demand Chain Management, (i) Strategic Alliances.

Unit 3 : Performance Measurement and Control

(a) Concept, Dimensions Of Performance Measurement, (b)Tools For Performance Improvement: Benchmarking: Introduction, Forms Of Benchmarking, GAP Analysis, Benchmarking Study Report; (c)Achieving Strategic Integration, (d)Supply Chain Operations Reference (SCOR) Modeling, SCOR Analysis, (e)Value Chain, (f) Concept Of Configurability, (g)Evaluation Of Supply Chain Performance (Supply Chain Cost Analysis), (h)Impediments To Improved Performance.

Unit 4 : Logistics Management

(a) Concept of LOGistics, Inbound And Outbound Logistics, (b) Key Activities of Logistics, (c) Managing The Costs Of Logistics, (d)Application Of Logistics Management, (e)Trade-Offs In Logistics Management, (f)Bull-Whip Effect In Logistics, (g)Third And Fourth Party Logistics, (h)Emergence Of IT In Logistics, (i) International Issues In Logistics, (j)Warehousing, Types Of Warehouses, Site Selection, Layout And Design Of Warehouses.

Unit 5 : Emerging Trends in Supply Chain Management

(a) Role Of Information Technology (IT) In Supply Chain Management: Electronic Data Interchange (EDI), E-Customer Relationship Management, Use Of Data Mining Tools, E-Business Framework, (b) Customer Profitability Analysis (CPA), (c) International Issues In Supply Chain Management.

Suggested Readings:

1. Chopra, Meindl; Supply Chain Management: Strategic Planning and Operation, 7th ed., Pearson Education, New Delhi, 2016
2. Altekhar, Supply Chain Management: Concepts and Cases, Prentice-Hall of India, New Delhi, 10th print, 2015

3. BS Sahay, Supply Chain Management, Macmillan, New Delhi, 2007
4. G. Raghuram , Logistics and Supply Chain Management, Macmillan, New Delhi, 2000
5. Balou, Supply Chain Management, Pearson Education, 5th edition, 2007

Course Objectives

This introductory course input is intended

1. To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity, which are the core aspirations of all human beings
2. To facilitate the development of a Holistic perspective among students towards life and profession as well as towards happiness and prosperity based on a correct understanding of the Human reality and the rest of Existence. Such a holistic perspective forms the basis of Universal Human Values and movement towards value-based living in a natural way
3. To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually fulfilling human behavior and mutually enriching interaction with Nature

Course Contents

UNIT 1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education

1. Understanding the need, basic guidelines, content and process for Value Education
2. Self Exploration—what is it? its content and process; ‘Natural Acceptance’ and Experiential Validation- as the mechanism for self exploration
3. Continuous Happiness and Prosperity- A look at basic Human Aspirations
4. Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority
5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
6. Method to fulfill the above human aspirations: understanding and living in harmony at various levels

UNIT 2: Understanding Harmony in the Human Being - Harmony in Myself!

1. Understanding human being as a co-existence of the sentient ‘I’ and the material ‘Body’
2. Understanding the needs of Self (‘I’) and ‘Body’ - Sukh and Suvidha
3. Understanding the Body as an instrument of ‘I’ (I being the doer, seer and enjoyer)
4. Understanding the characteristics and activities of ‘I’ and harmony in ‘I’
5. Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail
6. Programs to ensure Sanyam and Swasthya
7. Practice Exercises and Case Studies will be taken up in Practice Sessions.

UNIT 3: Understanding Harmony in the Family and Society- Harmony in Human- Human Relationship

1. Understanding Harmony in the family – the basic unit of human interaction
2. Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhayatripti;
3. Trust (Vishwas) and Respect (Samman) as the foundational values of relationship
4. Understanding the meaning of Vishwas; Difference between intention and competence
5. Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship
6. Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sahastitva as comprehensive Human Goals
7. Visualizing a universal harmonious order in society- Undivided Society (Akhand Samaj), Universal Order (SarvabhaumVyawastha) from family to world family
8. Practice Exercises and Case Studies will be taken up in Practice Sessions.

UNIT 4: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence

1. Understanding the harmony in the Nature
2. Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature
3. Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all-pervasive space
4. Holistic perception of harmony at all levels of existence
5. Practice Exercises and Case Studies will be taken up in Practice Sessions

UNIT 5: Implications of the above Holistic Understanding of Harmony on Professional Ethics

1. Natural acceptance of human values
2. Definitiveness of Ethical Human Conduct
3. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order
4. Competence in professional ethics: Ability to utilize the professional competence for augmenting universal human order; Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems; Ability to identify and develop appropriate technologies and management patterns for above production systems.
5. Case studies of typical holistic technologies, management models and production systems
6. Strategy for transition from the present state to Universal Human Order: At the level of individual: as socially and ecologically responsible engineers, technologists and managers; At the level of society: as mutually enriching institutions and organizations

SEMESTER IV

Course Title: Entrepreneurship Development

L	T	P	C.U.
32	5	3	3

Course Code: BSMB411

Programme& Semester: MBA IV

Pre-requisite: HRM

Course Objectives: The basic objective of course is to provide students with skills, knowledge, and networks needed to become entrepreneurs and innovators. This course also helps the students to involve participation in group work from diverse backgrounds. The course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business.

Course Outcomes:

CO1: Explain the meaning and significance of entrepreneurship and understand the process of entrepreneurial action

CO2: To discuss the Theories of Entrepreneurship and analyze global impact of Entrepreneurship

CO3: To demonstrate & design the business plan.

CO4: To evaluate the financial schemes offered by various financial institutions, like Commercial Banks, IDBI, ICICI, SIDBI, SFCs.

CO5: To discuss and employ role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, etc.

Course Contents

Unit 1 : Foundations of Entrepreneurship Development

Concept and need of entrepreneurship; Definition of entrepreneur, entrepreneurship, innovation, invention, creativity, business idea; Entrepreneurship as a career; Entrepreneurship as a style of management; The changing role of the entrepreneur; Entrepreneurial traits.

Unit 2 : Theories of Entrepreneurship

Influences on entrepreneurship development; External influences on entrepreneurship development; Socio-cultural, political, economical, personal entrepreneurial success and failure: reasons and remedies; Women entrepreneurs; Challenge to women entrepreneurs; achievements of women entrepreneurs.

Unit 3 : Business Planning Process

The business plan as an entrepreneurial tool; Elements of businessman; Objectives; Market analysis; Development of product/idea; Marketing, finance, organization and management; Ownership; Critical risk contingencies of the proposal; Scheduling and milestones

Unit 4 : Project Management

Technical, financial, marketing personnel, and management feasibility reports; Financial schemes offered by various financial institution, like Commercial Banks, IDBI, ICICI, SIDBI, SFCs.

Unit 5 : Entrepreneurship Development and Government

Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, etc

Reference Readings:

1. Barringer, B.R.&Ireland, R.D. (2013).Entrepreneurship Successfully Launching New Ventures. Pearson.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. Elsevier.
3. Fagerberg, J., Mowery, D. C., & Nelson, R. R. (Ed.). (2006). The oxford handbook of Innovation. Oxford University Press.
4. Hisrich, R., Manimala, M.J., Peters, M.P.,&Shepherd, D.A. (2015). Entrepreneurship (9 thed).McGraw Hill.
5. Kaplan, J. M. (2012). Patterns of Entrepreneurship (4 ed.). John Wiley & Sons.
6. Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata McGraw Hill
7. Kuratko, D.F., &. Rao, T.V. (2014). Entrepreneurship: A South-Asian Perspective. Cengage
8. Learning Mullins, W. J. (2004). New business road test. Prentice Hall.

Course Title:Corporate Social Responsibility & Corporate Governance

L	T	P	C.U.
32	5	3	3

Course Code:BSMB412

Programme& Semester: MBA IV

Pre-requisite: Business Environment

Course Objectives: Course aims to develop student's general theoretical knowledge of corporate social responsibility in contemporary economies and to reflect upon and analysis CSR as an evolving management practice and to gain basic knowledge on Corporate Governance Principles and purpose of good corporate governance.

Course Outcomes: After the completion of the course students will be able:

CO1: To explain the concept of Corporate Social Responsibility and Corporate Governance.

CO2: To describe the stakeholders related to corporate sustainability.

CO3: To interpret the risk evaluation and risk management related to project.

Course Contents:

Unit 1: Introduction to Corporate Social Responsibility

Definition, Importance of Corporate Social Responsibility, Implications of CSR, Global Perspective, Trends and Generation of CSR, Social and ecological responsibility, Forces causing social and ecological responsibility, Accountability and Sustainability, Integrating Bottom Line Measures in CSR, Indian Approach to CSR.

Unit 2: Corporate Sustainability

Concept of corporate sustainability, Drivers for corporate sustainability, External drivers: Governments, community activists, consumers, customers, market expectations, other corporations, industry associations and non-government organizations. Internal drivers: Corporate leaders and change agents within the company.

Unit 3: Corporate Governance

Evolution of Corporate Governance, Scope and Role of Corporate Governance, Committees Recommendations on Corporate Governance, Effective Board of Directors and its role, Independent Directors and Audit Committee, Remuneration Committee, Nomination Committee; Corporate and Capital Structures

Unit 4: Evaluation of effectiveness of Internal Control

Management Accounting applications and Directors' Responsibility Statement; Going Concern status-financial and other indicators, role of management audit, evaluation of going concern uncertainties; Related party transactions and disclosures;

Unit 5: Project management audit and corporate governance

Relevance of Risk Evaluation and Risk management; Evaluation of key financial decisions and disclosures; Management Audit for investors' protection in the context of Corporate Governance, Corporate Governance Norms as prescribed by SEBI.

Text Books:

1. Baxi C. V. and Prasad A. (2006). Corporate Social Responsibility: Concept and Cases, Excel Books, New Delhi
2. Fernando, A.C. (2016). Business Ethics and Corporate Governance, 2nd ed., Pearson.

Reference Readings:

1. May S., George C. and Juliet R. (2007). The Debate over Corporate Social Responsibility, Oxford University Press.
2. Dunphy, D., Griffiths, A. and Benn, S. (2007). Organizational change for corporate sustainability, 2nd ed. London, U.K., New York, U.S.A.: Routledge.
3. Laura P. Hartman and Chatterjee A. (2014). Perspectives in Business Ethics, 3rd ed., Tata McGraw Hill.
4. John L. Colley et al. (2004). Corporate Governance, McGraw-Hill.
5. Bajpai G.N. (2016). The Essential Book of Corporate Governance, 1st ed., Sage Publications.

Course Title:E- Business

L	T	P	C.U.
30	5	5	3

Course Code:BSMB413

Programme& Semester: MBA IV

Pre-requisite: Nil

Course Objectives:

The primary objective of this course is to introduce concepts, tools and approaches to electronic business to the post-graduate students. Further the subject will help the students to develop skills to manage business in the digital world.

Course Outcomes: On successful completion of this module students should be able to:

CO1: Understand the E-Commerce and E- business infrastructure and trends

CO2: Analyze different types of portal technologies and deployment methodologies commonly used in the industry.

CO3: Analyze the effectiveness of network computing and cloud computing policies in a multi- location organization.

CO4: Analyze real business cases regarding their e-business strategies and transformation processes and choices.

CO5: Integrate theoretical frameworks with business strategies.

Unit I

(8 Sessions)

Introduction to E-Business: Overview of E-Business; Information Services; Interpersonal Communication; Shopping Services; Virtual Enterprises

E-Commerce: Origin and Need of E-Commerce; Factors affecting E-Commerce; Business dimension and technological dimension of E-Commerce; E-Commerce frame work; Internet as an E-Commerce enabler handling business transactions;

Handling payments: Electronic Fund Transfer System, Digital Token an notational based electronic payment system, smart card, credit card and emerging financial instruments

Unit II

(8 Sessions)

B2B E-Commerce: B2B E-Commerce models: supply oriented, buyer oriented, intermediary oriented; Just-in-time for B2B commerce

Mobile Commerce: Introduction to mobile commerce; Frame required for mobile computing; Challenges emerging in mobile commerce security considerations

Unit III

(8 Sessions)

E-Commerce and Banking: changing dynamics in banking industry; Home banking and its implementation; Management issues in on-line banking

E-Commerce and retailing: On-line retail industry dynamics; On-line mercantile models from customer perspective; Management challenges in on-line retailing

Unit IV

(8 Sessions)

E-Commerce and on-line publishing: On-line publishing approach from customer prospective; Supply chain management fundamentals; Intranets and Supply Chain Management; Managing retail supply chains, Supply chain Application Software

EDI: EDI application in business development; EDI technology; EDI as a re-engineering tool; Financial EDI

Unit V

(8 Sessions)

Indian Perspective: Benefits of E-Commerce; Drawbacks and limitations of E-Commerce; Major requirements in E-Business; Emerging trends and technologies in E-Business; From E-Commerce to E-Business, Web security: Introduction; Firewalls and transaction security.

Suggested Readings

1. Bhaskar- E-Commerce (Tata McGraw-Hill)
2. Krishnamurthy- E-Commerce Management: Text and Cases (Vikas)
3. Laudon and Traver- E-Commerce: Business, Technology, Society (Pearson Education)
4. Michel D et al- Business-to-Business Marketing (Palgrave, 2003)

5. Greenstein and Feinman- Internet securities
6. Kalakota and Whinston- Frontiers of electronic commerce (Pearson Education),
7. Kalakota R- Electronic Commerce: A manager's guide (Pearson Education) 2000

MARKETING GROUP
(Electives)
Group A

Course Title: Consumer Behaviour & Sales Management

L	T	P	C.U.
30	5	5	3

Course Code: BSMB3MK1

Programme & Semester: MBA III

Pre-requisite: Marketing Management

Course Description: Consumer behavior is all psychological, social and physical behaviors of potential consumers as they become aware of, evaluate purchase, consume and tell other about products and services. Sales management includes the task of planning, organizing and implementing the sales efforts to achieve the corporate goals. The syllabus of consumer behavior and sales management includes five units; unit one is introduction to consumer behavior, Unit 2 includes social and cultural influence of consumer behavior, Unit 3 includes consumer decision making process and models, Unit-4 includes introduction to sales management, Unit-5 includes sales forecasting, quotas and territory management.

The Andragogy in this subject includes power point presentations, case studies, assignments, class test, quiz, mini project etc.

Course Objectives: 1. The subject is aimed to develop students' conceptual and theoretical understanding of behavioral aspects of consumers and their strategic implications to marketers.

2. To enable the students to understand the processes, planning and strategies of sales management.

Course Outcomes (COs): At the end of this course students will be able to:

CO 1: Identify the factors which influence consumer behaviour.

CO 2: Examine the major stages which consumers usually go through when making a consumption-related decision.

CO 3: Identify the major individual, social and cultural factors that affect consumer's decision making process.

CO 4: Appraise the process involved in personnel selling and its management.

CO 5: Explain the decisions involved in planning and organizing the sales efforts.

Course Contents:

Unit 1 Introduction to Consumer Behavior: Concept, Nature and Scope of Consumer Behaviour, Importance of consumer behaviour, Reasons for studying consumer behaviour, applying consumer behaviour knowledge, Factors influencing consumer behavior.

Unit 2 Consumers in Social and Cultural Settings: Reference Groups and Family Influences; Social class, Cultural; Sub cultural and Cross cultural Influences on Consumer Behaviour; Personal influences and Diffusion of Innovations.

Unit-3 Consumer Decision Process & Models: Problem Recognition; Search and Evaluating; Purchasing processes; Post-purchase Behaviour; Consumer Behaviour Models; Consumerism; Organisational Buying Behaviour, Questionnaire based Project on consumer behaviour.

Unit 4 Introduction to Sales Management: Definitions and Objectives of Sales Management, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, Theories and Process of Personal Selling, Types of sales organizations

Unit 5 Sales Forecasting, Quotas and Territory Management: Analysing market demand and sales potential, Techniques of sales forecasting, Preparation of sales budget, Designing sales territories and allocating sales effort, objectives and Quota for sales personnel, Emerging trends in sales management, Questionnaire based project on sales management.

Text Book:

1. Louden D.L. & Bitta A. J. (2017). *Consumer Behaviour: Concepts & Applications*, McGraw-Hill.
2. Spiro R.L., Stanton W.J. & Rich G.A. (2015). *Management of a Sales Force*, Tata McGraw-Hill.

References:

1. Schiffman L. & Joseph W. (2019). *Consumer Behaviour*, 12th ed., Pearson Education India.
2. Solomon (2015). *Consumer Behaviour*, 11th ed., Pearson India.
3. Wright R (2006). *Consumer Behaviour*, Cengage Learning.
4. Still R., Cundiff E.W. and Govoni N., Puri S. (2017). *Sales & Distribution Management*, Pearson.
5. Malik P. (2011). *Sales Management*, Oxford University Press.
6. Gupta SL (2009). *Sales and Distribution Management, Text & Cases An Indian Perspective*, Excel Books.

Course Title: Marketing of Non Profit Organisations

L	T	P	C.U.
30	5	5	3

Course Code: BSMB3MK2

Programme & Semester: MBA III

Course Objective: This course examines the marketing principles of mission-driven organizations, specifically nonprofits and government agencies. Marketing is one tool available to managers to improve organizational performance and encourage effective communication to stakeholders. However, public and nonprofit marketers face unique marketing challenges—from deficient resources for adequately addressing marketing needs to a general lack of understanding of the power of marketing. The course will address these and other challenges of nonprofit and public sector marketers, providing students with an introduction to marketing theory. It will also equip students with practical experience in developing a strategic marketing plan, influencing the attitudes and behaviors of diverse stakeholders, leveraging social media and other emerging technologies, and other skills relevant to nonprofit and public sector marketers.

Course Outcome: After completion of this course, students will be able to:

- CO1. Understand the use of marketing concepts, theories and practices as applied to non-profit organizations.
- CO2. Work with local nonprofit organizations to provide volunteer support and to conduct marketing plans that will aid the organizations in accomplishing their missions and obtaining their objectives.
- CO3. Apply their knowledge of marketing by utilizing planning and implementation tools to improve organizational performance

Course Contents:

Unit1: Introduction and Overview of Non-Profit Organizations, Objectives of Non-Profit Organizations. Economic and legal framework of the nonprofit sector. Social entrepreneurship and basic concepts of social economy and third sector. Introduction to the concept of social entrepreneurship and its place in the third sector (NGOs) and social economy. Non-profits' role in the three-sector economy, Incentives and control in the nonprofit organizations. Competition for and management of the nonprofit workforce, Nonprofit organizations and market competition, Redistribution, welfare policy, and charitable organizations.

Unit 2: Factors of success for nonprofit organizations and social enterprises, The entrepreneurial team. Leadership, motivation and team management, Social Innovation, Communicative skills, Partnerships, networks and joint ventures, Examples of social enterprises of success and failure in India.

Unit 3: Social needs and business opportunities, The concept of social need. Social needs as the foundation of business opportunities, The analysis of needs and generating solutions, Social Impact. The measurement of social impact. Indicators to measure impact: quantitative and qualitative. Measuring Tools (SROI, IRIS).

Unit 4: Social Business Model: The social need as the basis for developing a sustainable business model and positive social impact. The ecosystem of nonprofits and social entrepreneurship in India and Europe. Main challenges of social entrepreneurship in India and Europe. Funding instruments and project selection criteria. Alternative financing instruments for social entrepreneurship projects, Public funding through grants, the role of banks, business angels and venture capital, and the negotiation process with investors, and the new social investment industry, such as crowdfunding, patronage and sponsorships.

References:

1. The Brand Idea: Managing Non-Profit Brands with Integrity, Democracy & Infinity by Nathalie Laidler- Kylander and Julia Shepard Stenzel, 2 nd Ed 2016
2. Breakthrough Non-Profit Branding: Seven Principles to Power Extraordinary Results by Jocelyne S. Daw and Carol Cone, 4th Ed 2011.
3. Rajendra Nargundkar, Services Marketing: text & cases, Tata Mc-Graw-Hill Publishing Company, New Delhi, 2016.
4. Christopher H. Lovelock, services marketing: people, technology, strategy, Pearson Education Asia.
5. R. Srinivasan, services marketing, Prentice Hall of India Private Limited, New Delhi.
6. Zcithaml, Parasuraman & Berry, Delivering Quality Service, The Free Press, Macmillan. 2008

Course Title: Integrated Marketing Communication

L	T	P	C.U.
32	5	3	3

Course Code: BSMB3MK3

Programme& Semester: MBA III

Prerequisite: Marketing Management

Course Description: Integrated marketing communication (IMC) is a cross-functional process for creating profitable relationships with customers and public by strategically controlling all messages sent to groups and encouraging dialogue. Students learn to integrate marketing communication elements (e.g., advertising, public relations, publicity, sales promotion, event marketing, direct marketing, e-communication, and selling) to advance an organization's success and brand equity. Case studies and exercises help students learn how to develop effective IMC plans.

Course Objectives: The objective of the course is to educate the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

Course Outcomes (COs): At the end of this course students will be able to:

- CO 1: Understand a company and its marketing communications activities
- CO 2: Describe a range of media and methods available to marketers
- CO 3: Demonstrate a comprehensive understanding of Marketing Communications theories and Concepts
- CO 4: Design an advertising Campaign
- CO 5: Develop an awareness of the connection between marketing communications tools, and how each can be used effectively- individually or in an integrated mix
- CO 6: Explain emerging trends of integrated marketing communication

Course Contents:

Unit-1: An Introduction to Integrated Marketing Communication (IMC): Concept of Integrated Marketing Communication (IMC), Factors contributing to IMC, IMC Promotion Mix.

Unit – 2: Advertising Organizations: Advertising Management, STP Strategies for Advertising, Advertising Agencies, Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation, Ethical and Social Issues in Advertising, Global Marketing and Advertising. DAGMAR approach for setting ad objectives, Advertising Budget, Factors influencing Advertising budget

Unit-3: Developing the Integrated Marketing Communication Programme: Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools in IMC, Media Management, Campaign Planning: Message Creation, Copywriting. Role of Creativity in Copywriting.

Unit-4: Elements of IMC: Sales promotion, Publicity, Relationship between advertising and publicity, Corporate social Responsibility, Personal Selling, Direct marketing and direct response methods, Event Management, Digital Media, Evolution of Technology, Convergence of Digital Media and Advertising on Digital Media, Social Media, Mobile Advertising, E-PR, Introduction to digital India project.

Unit – 5: Recent Trends in IMC: Emerging Concepts and Issues in Marketing Communications, Role of E-Commerce in Marketing Communication.

Text Book (s):

1. Belch, George, Belch, Michael, Kerr, Gayle, & Powell, Irene (2014) Advertising: an integrated marketing communication perspective [3rd edition]. McGraw-Hill Education Australia, Australia

References:

1. Belch, Belch, (2014), *Advertising and Promotion: An Integrated Marketing Communication Perspective*, (10th ed.), McGraw-Hill
2. JaishriJethwaney&Shruti Jain, (2012). *Advertising Management*, (2nded.). Oxford University Press.
3. Kruti Shah & Alan D Souza, (2013). *Advertising & Promotions an Imc Perspective*, Tata McGraw Hill.
4. Batra, Myers & David A .Aker (2008). *Advertising Management*, (5thed.). Pearson Education.

Course Title: International Marketing

L	T	P	C.U.
32	5	3	3

Course Code: BSMB4MK4

Programme& Semester: MBA IV

Prerequisite: Marketing Management

Course Description: This course will equip students with the tools and terminology to explore and understand marketing practices in a global environment. Putting yourself as an international marketing manager, you will learn the scope and challenge of international marketing, the dynamic environment of international trade, the culture, political, legal, and business systems of global markets, the global market opportunities and finally, the ways to develop global marketing strategies.

Course Objectives: The course is designed to help students to understand the concept, implications and procedures of International Marketing and be able to apply those in management of International Business. Students will also learn to develop a formal analytic framework of decision-making based on recent developments in the field of International Marketing through the group project and case studies. Also, to provide students with the latest understanding of global issues, disciplines, competitions and the necessary skills in making strategic decisions based on a global perspective.

Course Outcome: After completion of this course students will be able:

CO1: To provide understanding of product and pricing decisions appropriate for international market.

CO2: To gain experience in developing international marketing strategies.

CO3: To understand how companies adjust their international strategies based on the global environmental changes (e.g., globalization)

CO4: To build skills and respect toward the understanding of cultures of nations by critically analyzing the social, political, legal, and economic forces that affect the business performance of international marketing

Course Contents:

Unit I a) Introduction to International Marketing: Meaning, nature, and scope of international marketing; International marketing distinguished from domestic marketing, Exporting, International trade and International business; International marketing management process- an overview.

b) International Marketing Environment: Geographic, demographic, economic, political, legal, socio cultural environments- their nature and effects on international marketing operations, Tariff and non-tariff barriers; WTO, UNCTAD, Generalized system of preferences (GSP), Regional economic groupings- European Union (EU), NAFTA, ASEAN, etc., Facilities and incentives schemes for exporters.

Unit 2 a) International Product/ market Selection and Entry Modes: Selecting products, Selecting Market, Various modes of entry into international markets and their evaluation, Export licensing/ franchising, contracting, Joint Venture, setting up wholly owned subsidiary.

b) International Product Planning: Product in international context, standardization vs. adoption decision, other considerations; Packaging, Branding, after Sales Services, ISO 9001: 2000 quality system standard.

Unit 3 a) International Pricing: Factors influencing price, pricing methods, Decisions and Pricing process, Price quotations and related considerations.

b) International Distribution: Types and Functions of Foreign Distribution Channels, Selection of middlemen, Distribution logistics- transportation and warehousing decisions

Unit 4: International Promotion

International advertising- Standardization vs. Adaptation, Selection of Media, Selection of Agency, Measuring Advertising Effectiveness.

Unit 5: Import and Export Procedures

(a) ICDs, Dry Port, Wet Port (b) Domestic Procedures (c) International Procedures (d) Procedures Specific of other country.

Suggested Readings:

1. Vern Terpestra, International Marketing, Southwest publication, 2005
2. Varshney RL and B, Bhattacharya, International Marketing- Indian Perspective, Sultan chard Publication 2006
3. Fayerweather, J, International Marketing Management, Sage Publication, 2006
4. Cateroa, R, Phylip, International Marketing, Tata McGraw Hill, 2006
5. Jain Subash, International Marketing Management, Southwest Publication, 2005

Course Title: Rural Marketing

L	T	P	C.U.
32	5	5	3

Course Code: BSMB4MK5

Programme& Semester: MBA IV

Prerequisite: Marketing Management

Course Objectives: To enable students to understand the conceptual framework of rural marketing and strategies related to rural marketing mix.

Course Outcomes: After the completion of the course students will be able:

CO1: To identify the opportunities and constraints of Rural Marketing.

CO2: To demonstrate product, pricing, distribution and promotional strategies related to rural marketing.

CO3: To identify the factors which influence rural consumer behavior.

CO4: To evaluate the STP Strategy for rural market product.

Contents of Course

Unit 1: Introduction to Rural Marketing: Concept; Importance; Nature of Market; Peculiarities, Opportunities and Constraints of Rural Marketing, (Infrastructure, Culture, Needs, Myths, Preferences and Practices: and Their Effects on Marketing) Environment Scanning of Rural Marketing: Demographic; Economic; Socio-Cultural; Government Policy; Communications.

Unit 2: Strategy for Rural Marketing: Product; Pricing; Advertisement; Sales Distribution; Financial Investment and Recovery Rural Consumer Behaviour: Rural Consumer Behaviour, Influencing Factors and their effect on marketing; Management of influence factors of consumer behaviour; Techniques and processes of management of consumer behaviour in rural marketing.

Unit 3: Segmentation of Rural Markets: Rural Market Segmentation; Targeting of Rural Market Product; Positioning of Rural Market, Product Planning and Pricing for Rural. Markets: Product Planning for Rural Products; Branding and Packaging of Rural Products; Pricing Methods and Strategies for Rural Products

Unit 4: Marketing Communication in Rural Markets

(a) Role of Advertising and Sales Promotion in Rural markets (b) Challenges in Media Planning (b) Evaluation and Selection of Media Mix for Promotion (d) Sales Force Management in Rural Markets.

Unit 5: Distribution in Rural Markets:

(a) Types of Rural Channels (b) Special Characteristics of Rural Channels (c) Selection and Management of Channels (d) Factors Influencing Channel Decisions (e) Managing Physical Distribution in Rural Markets - Storage, Warehousing and Transportation.

Text Books:

1. Gupta S.L. (2009). *Rural Marketing Text and Cases*, Wisdom Publications.
2. Gopaldaswamy (2009). *Rural Marketing Environment, Problems and Strategies*, 3rd ed., Vikas Publishing House.

Reference Readings:

1. Dogra B., Ghuman K. (2010). *Rural Marketing Concepts and Practices*, 4th ed., TMH, New Delhi.
2. Krishnamacharyulu CSG and Ramakrishnan L. (2010). *Rural Marketing Text and Cases*, 2nd ed., Pearson.
3. Kumar D. and Gupta P. (2015). *Rural Marketing Challenges and Opportunities*, Sage Publishing.
4. Kashyap P. (2016). *Rural Marketing*, 3rd ed., Pearson.
5. Bajaj C., Shehnoy V. (2017). *Rural Marketing*, New Age International Publishers.

BSMB3MK6: Marketing of Services

Objective of the Course

To enable students to understand the Conceptual Aspects of Services Marketing

Course Outcomes (COs): At the end of this course students will be able to:

CO 1: Identify the factors for the growth of services sector.

CO2: Develop marketing strategies based on segmentation, target marketing and positioning.

CO3: Evaluate the relevance of marketing concepts impact on environmental change while designing marketing plans, strategies and practices related to services marketing.

Unit 1 : Introduction to Services Marketing

Service as a Marketing Concept; Factors for the growth of service sector; Characteristics of Services; Dimensions of services; Classification of services; Managing customer expectations: Levels of expectations; Zone of tolerance; Segmentation, targeting, and positioning of service.

Unit 2 : Services Marketing-Mix

Product: Service package, core, and supplementary Services; Product levels, service levels, and delivery; Price: Pricing concepts and issues in pricing, pricing policy, pricing approaches, price and customer values; Promotion: Internal and external communication, issues in services promotion; Place: Service distribution, channel options, service distribution strategy; People: Types, role, staff selection and training and motivation; Process: Use of technology and way of delivery of service; Physical Evidence: Importance and role, physical evidence strategy.

Unit 3 : Service Design

Essentials of a service system; Components of services; Designing the service package; Front office interface; Back office interface; Operations system; Service delivery system; Customer satisfaction and conflicts; Service recovery system; Service Quality: Concept of service quality, Measuring service quality; SERVQUAL system; Concept of CRM: CRM objectives, technology impact on services, concept of e-CRM.

Unit 4 :Globalisation of Services

Stages of globalization; International marketing of services; Emerging trends; Principal driving forces in global marketing of services; Key decisions in global marketing; Services strategy and organizing for global marketing.

Unit 5 : Marketing of Financial and Hospitality Services

Financial Services: Deciding the service quality; Understanding the customer expectations; Segmenting, targeting and positioning of financial services; Marketing mix strategies with reference to credit cards; Home loans; Insurance policies and Banking services; Marketing of hospitality products; Factors affecting hospitality experience; Classification of hospitality products; Types of tourism; Factors affecting demand tourism; Functional framework of tourism; Segmentation in tourism market; Marketing strategies for tourism marketing

Suggested Readings:

1. Zeithaml, Gremler, Bitner, and Ajay Pandit, Services Marketing, Tata McGraw-Hill, 4th ed., 2008.
2. Lovelock, Services Marketing: People, Technology and Strategy, Pearson Education, 511' edition, 2007.
3. Baron S and Harris K, Services Marketing: Text and Cases., Palgrave, 2003
4. RajendraNargundkar, Services Marketing: Text and Cases, Tata McGraw-Hill, 2nd ed., 2007
5. Harsh V Verma, Services Marketing: Text and Cases , Pearson Education, 2008
5. Rama Mohana Rao, Services Marketing, Pearson Education
6. GovindApte, Services Marketing ,Oxford Univ. Press

**FINANCE GROUP
(Electives)
Syllabus**

Course Title: Security Analysis and Portfolio Management

L	T	P	C.U.
33	5	2	3

Course Code:BSMB3FM1

Programme& Semester: MBA III

Course Description: This course is designed to familiarise the students with the Investments and capital market. Students will be acquainted with the fundamental and technical analysis of the diverse investment avenues .This course will not only help the student in measuring the risk of a stock but also help them in constructing and evaluating their portfolio.

Course Objective:

This course will emphasize an understanding of the economic forces that influence the pricing of financial assets and to provide a theoretical and practical background in the field of investments. This course will expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

Course Outcomes (COs): At the end of this course students will be able to:

CO1: Analyse the environment of investment and risk return framework.

CO2: Understand the value of assets and manage investment portfolio.

CO3: Design, analyze, choose and evaluate portfolios along with a deep understanding of Capital market.

CO4: Understand and create various investment strategies on the basis of various market conditions.

CO5: Measure riskiness of a stock or a portfolio position.

Course Contents

Unit 1 : Introduction of Investment

(a) Meaning and Objective of/Investment (b) Investment Decision Process (c) Categories of Investment (d) Phases of Security Analysis

Unit 2 : Introduction of Capital Market

(a) Meaning and Nature of Capital Market (Primary Market and Secondary Market) (b) Functions and limitations of Capital Market (c) Trading of securities (d) SEBI guidelines

Unit 3 : Introduction to fundamental Analysis

(a) Technical Analysis and Efficient Market Hypothesis (b) Dividend Capitalization Model (c) Price-Earning Multiplier Approach

Unit 4 : Portfolio Analysis

(a) Portfolio Analysis and Selection (b) Risk and Return Analysis(c) Beta (d) Markowitz Model.(e) Capital Asset Pricing Model. (f) Arbitrage Pricing Theory

Unit 5 : Portfolio Revision and Evaluation

(a) Portfolio Revision and Portfolio Evaluation (b) Constant Rupee Value Plan (c) Constant Ratio Plan (d) Sharpe and Treynor Measures (e) Mutual Fund Industry

References:

1. Fischer, Donald, E. and Ronald J. Jordan (2018). Security Analysis and Portfolio Management. 7thed. Prentice Hall India. New Delhi.
2. Chandra, Prasanna. (2017) Investment Analysis and Portfolio Management, 5th ed. Tata McGraw Hill, New Delhi.
3. Sharpe, William, F. Alexander, and Bailey, Investment, Prentice Hall Of India, 5th Edition.
4. Kevin, S. (2015) Security Analysis and Portfolio Management 2nd ed. Prentice Hall India. New Delhi.
5. Pandian, Punithavathy (2012). Security Analysis and Portfolio Management 2nded. Vikas Publishing House, New Delhi
6. Reilly, F., Brown, K. and Leads, S. (2018). Analysis of Investments and Management of Portfolios, 11th ed. Cengage Learning, New Delhi
7. Bhalla, V.K. Investment Management: Security Analysis and Portfolio Management, Sultan Chand, 2010, 7th Edition, New Delhi.

Course Title: Financial Markets and Services

L	T	P	C.U.
35	5	0	3

Course Code:BSMB3FM2

Programme& Semester: MBA III

Course Description:

The course will provide an understanding of the functions, and operations of the financial markets and services operating in India. It explains the role of financial system in economic development. Various conceptual issues related to the role of regulatory bodies and the functions performed by various financial services in India are discussed elaborately.

Course Objectives: The course is designed to provide the student a basic knowledge of the financial markets and to familiarize them with major financial services in India. The students will be able to understand the role of financial system on economic development. The course will provide understanding about the conceptual issues related to the role of regulatory bodies in Indian securities market and the functions performed by financial services in India.

Course Outcomes (COs): At the end of this course students will be able to:

1. To define the roles, structure, functioning and operations of Indian financial market;
2. To explain the working of money market and capital market;
3. To discuss the management of primary market and secondary market;
4. To examine various financial services with their functions;
5. To describe the legal and regulatory aspects and implications of Indian banking

Course Contents:

Unit 1: Financial System: Nature and Role of Financial System; Structure/ organisation of financial system; Functions of financial sector; Indian Financial System- An overview; Globalisation of Financial Markets, Money market: functions, organisation and instruments, Role of central bank in money market; RBI- regulatory body of money market

Unit 2: Capital Markets: functions, organisation and instruments, Role of stock exchanges in Indian securities market, SEBI- regulatory body of capital market, Primary markets: New Issue Market, DIP Guidelines, Eligibility conditions, Red herring prospectus, Green Shoe Option, IPO grading, book building, French option, Dutch option, minimum subscription, pricing (band, floor), Settlement & Allotment, Escrow account, listing, Secondary Market: Stock market, trade operations & settlement.

Unit 3: Leasing & Hire Purchase: benefits of lease to lessor & lessee, difference between lease and hire purchase, Factoring & forfeiting: Concept, distinction between factoring and forfeiting, benefits of factoring, Venture capital: Meaning, venture capital process, difference between venture capital finance and conventional sources of finance.

Unit 4: Credit rating: process, evaluation of a company, CRISIL Rating symbols, Mutual Funds: Introduction, NAV of a Fund, Classification of Mutual Fund Schemes (Open end & closed end, income & growth schemes, Securitization: Concept, features, process, MBS, ABS, risk associated with securitization

Unit 5: Merchant Banking: Introduction, evolution of merchant banking, types of merchant bankers, activities undertaken by different types of merchant bankers, Depositories: Meaning, Types, trading settlement procedure, CDSL, NDSL, Insurance: types of insurance (life, non life), types of insurance policies.

Text Book:

1. Bhole, L.M. and Mahakud, J., (2018). Financial Institutions and Markets: Structure, Growth and Innovation, 6th ed., Tata McGraw Hills, New Delhi

References:

1. Das, S. C. (2015). The Financial System in India: Markets, Instruments, Institutions, Services and Regulation, 1st ed., PHI Learning Pvt. Ltd., New Delhi
2. Khan, M. Y. (2017). Indian Financial System, 9th ed., Tata McGraw Hills, New Delhi
3. Machiraju, H.R. (2018). Indian Financial System, 5th ed., Pearson Education, India
4. Mishkin, S. Frederic and Eakins, G. Stanley, (2017). Financial Markets and Institutions, 8th ed., Pearson India
5. Saunders, A. and Cornett, M.M. (2018). Financial Institutions Management, 6th ed., Tata McGraw-Hill, New Delhi
6. Suresh, P. and Paul, J. (2017). Management of Banking and Financial Services, 3rd ed. Pearson Education

Course Title: Corporate Tax Planning

Course Code: BSMB3FM3

L	T	P	C.U.
30	5	5	3

Programme& Semester: MBA III

Pre-requisite: Accounting for Managers, Financial Management

Course Description: Corporate Tax Planning can be used in short-term and long-term financial and operational decision making, affecting tax liability and financial health of a company. Corporate Tax Planning helps managers make operational decisions—intended to help decrease the company's tax liability. The syllabus of Corporate Tax Planning spread over five units; unit 1 covers the of Basic Concepts of Tax planning, Tax management, Tax evasion, Tax avoidance, Money laundering and an overview of taxation in India: Direct and Indirect taxes. Unit 2 covers corporate tax in India - Types of companies; Residential status of companies and tax incidence. Unit 3 covers Tax planning with reference to setting up of a new business and with reference to financial management decision etc. Unit-4 Covers Special provisions relating to non-residents and Unit-5 covers Tax planning with reference to business restructuring.

The Andragogy in this subject includes power point presentations, case studies, assignments, class test, quiz, mini project etc.

Course Objectives:

1. To provide basic knowledge of India's tax laws.
2. To understand the basic concepts of Tax management, Tax evasion and Tax avoidance.
3. To provide Understanding of Corporate tax in India
4. To develop skills of Corporate Tax Planning and impact of various business decisions.
5. To provide knowledge of Tax planning with reference to business restructuring.

Course Outcome: On completion of the course student will be able to:

CO1: Understand the basic concepts of Tax management, Tax evasion and Tax avoidance.

CO2: Understand various key decision areas for corporate tax planning.

CO3: Use various concepts of corporate tax planning.

CO4: Analyze Special provisions relating to non-residents.

CO5: Analyze corporate tax planning with reference to business restructuring.

Course Contents

Unit 1: Basic Concepts

Tax planning; Tax management; Tax evasion; Tax avoidance; Money laundering; An overview of taxation in India: Direct and Indirect taxes; Customs Act; Central Excise Act; Service tax; Sales tax; VAT and Goods and Service Tax (GST); Income tax; Wealth tax; Gift tax; and Central gain tax

Unit 2 : Corporate tax in India

Types of companies; Residential status of companies and tax incidence; Tax liability; Taxation of Not-for-Profit organisations; Tax on distributed profits.

Unit 3 : Tax Planning

Tax planning with reference to setting up of a new business: Location aspect, nature of business, form of organization; Tax planning with reference to financial management decision-capital structure, dividend including deemed dividend and bonus shares; Tax planning with reference to specific management decisions, - Make or buy, own or lease, repair or replace; Tax planning with reference to employees' remuneration; Tax planning with reference to sale of scientific research assets; Tax planning with reference to receipt of insurance compensation; Tax planning with reference to distribution of assets at the time of liquidation

Unit 4 : Special provisions relating to non-residents

Double taxation relief; Provisions regulating transfer pricing; Advance ruling Direct Tax Code 2009 and tax planning

Unit 5 : Tax planning with reference to business restructuring

Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies

Text Book:

1. Ahuja, Girish, and Ravi Gupta, Corporate Tax Planning and Management, Bharat Law House, Delhi

References:

1. Singhanian, Vinod K., KapilSinghanian, and Monica Singhanian, Direct Taxes Planning and Management, Taxmann Publications Pvt. Ltd., New Delhi
2. Pagare, Dinkar, Direct Tax Planning and Management, Sultan Chand and Sons, New Delhi
3. SP Goyal, Direct Tax Planning, SahityaBhawan, Agra
4. Bare Acts of relevant enactments

Course Title: International Financial Management

Course Code: BSMB4FM4

L	T	P	C.U.
32	5	3	3

Programme& Semester: MBA IV

Pre-requisite: Financial Management

Course Objectives: The course is designed to enable the students to understand the working of International Financial Institutions, balance of payment and exchange transactions. They will be able to understand the operation model for Multinational Companies (MNCs) as well as the business environments of the host countries, including the international financial markets and the political and economic environment. The course will be providing the concept of International Financial Management, including International Financial Markets, The determination of the Exchange Rate, International Arbitrage and Interest Parity, The Relation between Inflation, Interest Rates and Exchange Rates, Forecasting the Exchange Rates, How to Measure the Fluctuation of the Exchange Rates, Managing the Transaction Exposure, Economic Exposure and Translation Exposure, etc.

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

CO1: Understand international capital and foreign exchange market

CO2: Understand the concept of balance of payments and how it helps to forecast exchange rates.

CO3: Identify and appraise investment opportunities in the international environment

CO4: Examine the risk relating to exchange rate fluctuations and develop strategies to deal with them

CO5: Analyze the operations of international financial markets including past and present exchange rate systems.

CO6: Explain the exposures of MNCs and non-MNCs in terms of operating, transaction and translation.

Course Contents

Unit 1 : Introduction

Nature of international financial functions; Growth of international financial functions in recent decades; International flow of funds; Balance of payments — structure; Adjustments in the balance of payments.

Unit 2 : IMF

A brief idea of pre-IMF system of exchange rate; IMF and fixed, parity system; The present exchange rate scenario -fixed, floating, target-zone arrangement, dollarisation, currency board arrangement, crawling peg; IMF and international liquidity; Exchange rate mechanism: quotation of exchange rate; bid and ask spread, cross rate, spot and forward rates; Forward rate differential; Determination of exchange rate in spot market and the factors influencing spot exchange rate; Interest Rate Parity theory and the determination of forward market rates; Covered interest arbitrage.

Unit 3 : Features of foreign exchange market

Arbitrage, hedging, and speculation in foreign exchange market; Market for currency derivatives; Currency futures, hedging, and speculation in market for currency futures; Currency options — types of option market, types of options contract, gains, and losses to options buyers and sellers, hedging in option market, speculation in options market spreads, straddles, and strangles; Exchange rate risk: translation, transaction, and real operating exposure; Assessment of the size of exposure; Management of exposure.

Unit 4 : International capital budgeting

A brief idea of project evaluation criteria; Computation of cash flow from the view point of parent unit and the subsidiary; Adjusted present value technique; Real options and International capital budgeting; Financial evaluation of international M & As; International portfolio investment: expected return and risk, capital assets pricing model; Benefit and problems of international investment; Optimal international portfolio of assets.

Unit 5 : International working capital management

Management of cash in different units — assessment and optimization of cash need, investment of surplus cash; Credit policy — inter-firm and intra-firm sales; Stockpiling and international inventory management; International financial market: A brief review of changing scenario in international financial market; Euro-currency market — financial intermediation and credit creation; international securities market — international

bonds, medium term euro notes, euro notes, and euro commercial papers; Financial swaps; Concept of interest rate risk; Management of interest rate risk.

Suggested Readings:

1. Apte, P.G. (2014). International Financial Management, 7 th ed., Tata McGraw-Hill, New Delhi
2. Madhura, J. (2012). International Financial Management, 11 th ed., South Western, Cengage Learning
3. Levich, R.M. (2004). International Financial Markets, McGraw-Hill-Irwin
4. MadhuVij, M. (2010). International Financial Management, 3 rd ed., Excel Books

Course Title: Project Planning and Evaluation

Course Code: BSMB4FM5

L	T	P	C.U.
32	5	3	3

Programme& Semester: MBA IV

Course Objectives: To enable students to understand not only the theoretical aspects of project management but also its applicability in its totality and to develop skill among them to formulate and shape the corporate investment strategies. Course

Course Outcome: After studying this course the student will be able:

CO1: To explain the concept of Project Planning

CO2: To understand the planning and execution phases of a project.

CO3: To describe the network techniques of project management

CO4: To compare and evaluate the techniques of capital budgeting.

CO5: To understand the issues of public enterprise

Course Contents

Unit 1 : Project Planning and Analysis

Introduction to concept of project management; An overview of project appraisal and capital budgeting; Resource allocation framework; Generation and screening of project ideas; Market and demand analysis, technical analysis, financial analysis.

Unit 2 : Project Selection and Implementation

Project cash flows; Cost of capital; Appraisal criteria; Special decision situation; Risk analysis; Social cost benefit analysis; Qualitative factors; Strategic aspects and organisational considerations; Implementations of projects; network techniques for project management; Evaluation of infrastructure projects; Public-private partnership; Types of infrastructure financing; BOT, BOOT, Annuity basis; Escrowing of/Cash profits

Unit 3 : Project Monitoring, Reporting Techniques and/Evaluation

Management techniques for project Management, Project monitoring; Management reporting; Management Information System (MIS); Project management self-assessment guide.

Unit 4 : Project Review and Administrative Aspects

Initial review; Performance evaluation; Abandonment analysis; Behavioral issues; Administrative aspects of capital budgeting; Evaluating capital budgeting system.

Unit 5 : Management of Public Enterprises

Organisational issues of public enterprise; Operational issues of public enterprises

Suggested Readings:

1 Chandra, Prasanna, Projects, Planning, Planning Analysis, Selection, Implementation and Review, Tata McGraw-Hill, 4th ed., 2008

2. Goel, BB, Project Management: Principles and Techniques, Deep and Deep Publications

**HUMAN RESOURCE GROUP
(Electives)**

Course Title: Knowledge Management

L	T	P	C.U.
32	5	3	3

Course Code: BSMB3HR1

Programme& Semester: MBA III

Course Description: The objective of the course is to prepare HR managers to participate in the organizational knowledge management efforts and facilitate management of knowledge. The course using case studies of many organizations shows the various aspects of KM and how the three aspects, Strategy, technology and HRM need to be aligned together to manage knowledge management.

Course Objective: 1. To familiarise the concepts of Knowledge Management.

2. To understand the challenges of Knowledge Based Organisations and the HR mechanisms to manage them effectively.
3. To identify the importance of the values of autonomy and accountability in Knowledge based organisations.

Course Outcomes: After studying this course the student will be able:

CO1: To explain the concept of knowledge management.

CO2: To understand the planning regarding organization structure

CO3: To describe the strategies related to knowledge management.

Course Contents:

Unit 1: Introduction to Knowledge Management : Introduction to Knowledge management, the significance of KM, history and the close relationship of KM with other concepts; the three major inputs viz. strategy, people and IT for a successful KM system, the difference between data, information and knowledge, various types of knowledge viz. tacit and explicit, consequences of knowledge types on managing knowledge. Challenges for knowledge based organizations.

Unit 2 Knowledge Management and Organization Design: People vs. emphasis on technology in managing knowledge and its impact on organization design, impact of organization structure can affect knowledge management, how culture affects knowledge, Impact of culture on employees, Managing knowledge for organization effectiveness

Unit 3 Knowledge Management, Strategy and HRM: Understanding the need to align individual needs with organization, how HRM can design reward systems to facilitate KM, Using “organizational routines” for managing knowledge, Pitfalls of a global Knowledge Management and problems of cross border issues in knowledge management.

Unit 4 Managing Knowledge for organizational Effectiveness: Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).

Unit 5 Knowledge Management: The Indian Experience:

- Discussion of the case of Infosys, Tata Steel and other organizations that are experimenting with Knowledge Management
- The problems Indian organization face with respect to Knowledge Management

References:

8. Frances Horibe, MANAGING KNOWLEDGE WORKERS, John Wiley & Sons
9. Fernandez & Leidner, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2008
10. Ganesh Natarajan and Sandhya Shekhar, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, Tata McGrawHill, New Delhi
11. Mruthyunjaya, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi,

Course Title: Organizational Change and Development

L	T	P	C.U.
33	5	2	3

Course Code:BSMB3HR2

Programme& Semester: MBA III

Course Description: In the fast-changing world of business the organizations have to be ready for the changes and should facilitate in adopting these changes. This course aims to give a broad theoretical and practical understanding of key concepts and issues in managing organizational changes.

Course Objectives: The course is designed to give a broad theoretical and practical understanding of key concepts and issues in managing organizational changes and development.

Course Outcomes (COs): At the end of this course students will be able:

CO1: To define the models and approaches of Organizational change and development.

CO2: To discuss the assumptions and relevance of organizational development and effectiveness

CO3: To explain the roles and functions of designing organization structure.

CO4: To interpret the intervening strategies of Organizational change and development.

Course Contents

Unit 1: Organizational Change: Meaning, definition and nature of Organizational Change, Types of organizational change, Strategies for change, stimulating factors for organizational change, Theories of Planned Change (Kurt Lewin's Three Step change model), Managing Workforce Diversity, Employee Wellness. Organizational Life Cycle, Types and Forms of Organizational Change, Roles and Responsibilities in the Change Process.

Unit 2: Organisational Development: Concept and meaning, Characteristics of OD, Organization Development Vs Management Development, Need and significance of OD, History of OD, Relevance of Organizational Development for Managers, Assumptions of OD, Limitations of Organization Development, Steps in Organization Development, Change Agent, OD intervention Techniques, Sensitivity Training, Role Playing.

Unit 3: Organizations as Strategic Design: Meaning and concept of organization, Organizational Design, Determinants and Implications of organization design, Challenges of organizational design, organizational roles, functions and divisions, Types of organizational structure, designing organizational structure, functional, divisional (geographic and market), matrix structure. Resistance to Change, OD techniques to deal with resistance to change. Technology and Change: TQM, Business Process Reengineering.

Unit 4: Organizational Development HRD Managers viewpoint: Organizational Strategy and Structure, Technology, Size, Age and Structure. Organizations through Cultural Lens: Implications of Corporate Culture, Culture and Mergers and Acquisitions, Managing Cultural Diversity. Organizations through Political lens: Power and Politics in Organizations, Structural Conflict in Organizations. Organization and ethics, technology and organizational effectiveness. Departmentation, Authority, Power, Responsibility and Accountability. Linkage of Organizational Elements (Structure, Culture and Capabilities) to Organizational Effectiveness.

Unit 5: Future of OD: Organizational Development and Globalization, Emerging Trends in OD: OD in health care organizations, family owned organizations, educational institutions, public sector organizations. Executing change: challenges of execution, execution framework, developing cross functional linkages, aligning policies, and removing structural impediments, developing new routines for innovation and improvement, considering human element.

Text Book:

1. French, W.L. & Bell, C. H. (2017). *Organization Development Behavioral Science Interventions for Organizational Improvement*, 6th ed., Pearson Education, India

References:

1. Jones, G.R. & Mathew, M. (2018). *Organizational Theory Design and Change*, 1st ed., Pearson Education, India
2. Warner, W. B. (2017). *Organization Change: Theory and Practice*, 5th ed., SAGE Publications
3. Harigopal, K. (2016). *Management of Organizational Change: Leveraging Transformation*, 3rd ed., SAGE Publications

Course Title: Performance Management & Competency Mapping

L	T	P	C.U.
33	5	2	3

Course Code:BSMB3HR3

Programme& Semester: MBA III

Course Description:Performance Management and Competency Mapping (PMCM) is a Human Resource Management course that has been developed to choose the right candidate for a particular job and also to see that the candidate performs well in his assigned job role. This course envisions the totality of an organization's function, along with its teams and individuals, by 'organising and managing performance within an agreed framework of planned goals, standards and competency requirements'. It will equip students with the necessary skills and critical understanding of the performance review process that combines challenge and support & places a focus on personal, team & organizational learning & accountability.

Course Objectives:The students, through this course would develop a knowledge for measuring the performance and expectations from employees over a period of time, gain an idea of how the annual review and appraisal process takes place, to generate the kind of work environment to attract and retain talented workforce in the company. Competency Mapping segment encapsulates the key competencies of an individual or an organization and shows how to incorporate those competencies through various processes, so that the organizations gain a competitive edge over others with its workforce ability. The students would also gain the ability to identify and map various competencies required in a particular work environment, use the different techniques and tools used to design a Competency Model, use assorted Assessment Center tools and 360 Degrees' Feedback to identify the highly competent workforce for an organization.

Course Outcomes (COs): At the end of this course students will be able to:

CO1: Explain the performance management & Performance appraisal

CO2: Compare and contrast various organizational performance management programs and best Practices and define attributes of effective performance management

CO3: Design an organizations performance management process that is compliant with law and Supports organizational mission and strategy.

CO4: Evaluate a performance appraisal system

CO5: Construct competency model

CO6: Conduct competency mapping exercise

CO7: Develop Assessment centre for competency identification

Course Contents:

Unit I: Concept, Principles and Contribution of Performance Management- Historical perspective of PMS- processes of PMS Contributions of Performance Management- Background to Performance Management- Components of Manage Performance & Development Plan, setting objectives in manage Performance & Development -Annual Stock taking- Performance Feedback

Unit II: Process of Performance Management- Goal oriented Performance Management Cycle- Role Definition-Key to Successful Performance Management-Dimensions of PM-Performance planning & Goal setting- performance Review— Benchmarking process.

Unit III: Performance Appraisal Model-Meaning, Features and Objectives of Performance Appraisal- Factors affecting Performance Appraisal-Individual KRAs & KPIs- Benefits of Performance Appraisal- Problems with Performance Appraisal- Essentials of a Good Appraisal System-Performance Criteria Evaluation of a Performance Appraisal System.

Unit IV: Appraisal Methods on the basis of approaches – Ranking–Forced Distribution–Paired Comparison– Check List– Critical Incident–Graphic Rating Scale– BARS–MBO–Human Resource Accounting. - 360 degree Feedback– Definition & Uses of 360 degree feedback– Rationale for 360 degree feedback—Scope of application in various industries – Advantage and disadvantage of 360 degree feedback- Concept of Potential Appraisal –Requirements for an Effective Potential Appraisal system-Performance Appraisal and Potential Appraisal-Web based Performance Appraisal System-Facilitating Factors of the Performance Appraisal-Rating errors by raters-Organizational Performance Appraisal Problems-Ways to improve the accuracy of Performance ratings

Unit V: Introduction to Competency Mapping: Concept of Competency and Competence-History of Competency- Constituents of competence-Types of Competencies-Competency Model Pyramid-Correlation between Competency Model & HRM- Benefits of using competency Mapping Model in the organization-Issues related to Developing Competency Models-Process for writing Competencies-Assessment Centre Tools-Competency based Interviewing-Competency Modelling

Text Books:

1. Agunis, H. (2008), Performance Management, (2ndEdition). Pearson Education, New Delhi
2. Kohli, A.S. & Deb, T. (2009). Performance Management. Oxford University Press, New Delhi

References:

1. Bagchi., S.N. (2010). Performance Management, Cengage Learning, New Delhi.
2. Smither, J.W. (2009). Performance Management: Putting Research into Practice. Wiley
3. Rao, T.V. (2008). Performance Management and Appraisal Systems: HR Tools for Global Competitiveness. Response Books: A division of Sage Publications
4. Kandula, S.R.(2007). Performance Management. PHI of India, New Delhi

Course Title: Industrial Relations and Labour Laws

L	T	P	C.U.
33	5	2	3

Course Code:BSMB4HR4

Programme& Semester: MBA IV

Course Objectives: To enable students to learn the concepts of industrial relations including Trade unions, collective bargaining, discipline and various labour enactments.

Course Outcomes (COs): At the end of this course students will be able:

CO1: To explain the concept of industrial relations.

CO2: To interpret the international dimensions of Industrial relations.

CO3: To explain the role of Workers' Participation in Management.

CO4: To interpret the role Grievance Redressal.

Course Contents

Unit I: Industrial Relations

Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Factors affecting IR in changing Environment , Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; Human Resource Management and IR, Role of I.L.O in Industrial Relations, International Dimensions of IR

Unit 2: Trade Union

Trade Union: Origin and growth, unions after independence, unions in the era of liberalization; Factor Affecting Growth of Trade Unions in India, Multiplicity & Recognition of Trade Unions; Provisions of Trade Union Act 1926.

Unit 3: Collective Bargaining and Workers' Participation in Management

a) Collective Bargaining: Meaning, Nature, Types, Process and Importance of CB-prerequisites issues involved. Status of Collective Bargaining in India, Functions and role of Trade Unions in collective bargaining; b) Workers' Participation in Management: Concept- practices in India works committees, Joint management councils. Participative Management and co-ownership; Productive Bargaining and Gain Sharing

Unit 4: Discipline and Grievance Redressal

Discipline - Causes of Indiscipline - Maintenance of discipline and misconduct, Highlights of Domestic enquiries - Principles of Natural Justice; Labour turnover; Absenteeism Grievance - Meaning of Grievance, Grievance redressal machinery in India- Grievance Handling Procedure; Salient features of Industrial Employment (Standing Orders) Act, 1946.

Unit 5

a) The Industrial Disputes Act, 1947: Definitions of Industry, Workman and Industrial Dispute - Authorities under the Act —Procedure, Powers and Duties of Authorities — Strikes and Lock outs — Lay off and Retrenchment — Special Provisions relating to Layoff, Retrenchment and Closure.

b) The Factories Act, 1948: Provisions relating to Health, Safety, Welfare facilities, Working hours, Employment of young persons Annual Leave with wages etc.

Suggested Readings:

1. C.S VenkataRatnam — Industrial Relations , Oxford University Press, 2nd Edition, March 2006
2. B.D Singh- Industrial Relations and Labour Laws, Excel Books, New Delhi, 2008
3. K Aswathappa- Human Resource Management, Tata McGraw-Hill, 7th Edition, 2013
4. P.L Malik - Handbook of Labour and Industrial Law (EBC) (12th Edition, 2009)
5. M.V Pylee, Workers Participation in Management, Vikas Publishing House Pvt. Ltd. 2004
6. C.S VenkataRatnam, Pravin Sinha, Trade Union Challenges at the beginning of 21st Century (Excel Books), 2000

Course Title: Compensation Management

L	T	P	C.U.
33	5	2	3

Course Code:BSMB4HR5

Programme& Semester: MBA IV

Course Objective: The objective of the course is to develop an understanding and familiarity among the students on an understanding to various components of executive and non-executive compensation; tools and techniques of job evaluation for assessing and monetizing the relative value of jobs/ job categories; and an understanding in designing a compensation policy and managing compensation system on the principles of equity, fairness and efficiency

Course Outcomes:

CO1: Students will be able to discuss key concepts related to compensation components, factors, theory, role of Trade Unions and government and other stake holder

CO2: To describe different Job Evaluation techniques for determining basic pay and will be able to demonstrate a sample Job Evaluation tool

CO3: To evaluate various components of a compensation package, how to structure them, and how to develop a company's compensation policy

CO4: To describe different statutory/ voluntary benefits, perks, incentives, and employee services offered by different organizations in order to motivate employees for better performance and retention

CO5: To discuss the role of collective bargaining / executive compensation negotiations in determining various employee/ executive benefits

CO6: Participants will be able to understand recent trends in executive compensation, rewards and recognition programs, and employee benefits.

Course Contents

Unit 1 : Introduction: Compensation meaning, Importance, Components & types of compensations, Factors Influencing Compensation, Challenges of Compensation, Theory of wages, Wages – Living wage, Fair wage and Minimum wage, Related Case Laws, Difference between Wages and salary, Wages Plans, Compensation Management: Role of Trade Unions, Government and Other Stakeholders.

Unit 2 : Internal alignment, Factors influencing internal structure, Strategic choices in defining internal structure, Job analysis: procedure and design. Job evaluation- definition, Purpose of job evaluation, Job based structures, its role in determining the compensation system, categories of job evaluation- analytical, non-analytical and market pricing; developing and maintaining job evaluation schemes.

Unit 3 : Individual and Team Pay Types of grade and pay structure, developing grade and pay structure, individual contingent pay, performance and competency related pay, contribution related pay; Team rewards- developing team pay, profit sharing, ESOPs, Recognition schemes, Role of performance appraisal in compensation decisions.

Unit 4 Legal Aspects of Wages & Salary Administration International Labour Standards & Norms for Wage determination, Salient features of Payment of Wages Act 1936, Minimum Wages Act 1948, Employees Provident & Misc. Provisions Act, Latest developments in Govt pension schemes, Equal Remuneration Act

Unit 5 : International pay systems Managing variations, The social contract, culture, National systems: Comparative compensations. Future trends in compensation management, case studies.

Suggested Readings:

1. Armstrong, M. (2019). *Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward* (6th Ed.). London: Kogan Page.
2. Armstrong, M. & Cummins, A. (2011). *The Reward Management Toolkit: A Step-By-Step Guide to Designing and Delivering Pay and Benefits*. London: Kogan Page.
3. Armstrong, M. (2018). *Armstrong's Job Evaluation Handbook: A Guide to Achieving Fairness and Transparency in Pay and Reward*. London: Kogan Page.
4. Berger, L.A. & Berger, D. (2015). *The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design* (6th Ed.). New York: McGraw Hill.
5. Ellig, B.R. (2014). *The Complete Guide to Executive Compensation* (3 rd Ed.) New Delhi: Tata McGraw Hill.
6. Fisher, J.G. (2015). *Strategic Reward and Recognition: Improving Employee Performance Through Non-Monetary Incentives*. London: Kogan Page.
7. Gerhart, B., Newman, J. & Milkovich, G. (2016). *Compensation*. New York. McGraw Hill.

Course Title: Training and Development

Course Code: BSMB3HR6

L – 4, C – 4

Objective

The objective of this course is to provide an in-depth understanding to various stages in a training process and the catalytic role of training and development in the effective functioning of an organisation. The course also facilitates the participants to learn some of the tools and techniques of training process.

Course Outcome: After completion of this course, student will be able to-

CO1: Explain the role of training and development in human resources management.

CO2: Describe the psychology of the learning process on which training is based.

CO3: Analyse the training needs of an organization.

CO4: Assess, design, access and implement various methods, techniques and sources of training.

CO5: Evaluate the value of the training once completed from the individual employee and the organization's viewpoint.

Course Contents

Unit 1: Training, Development & Performance Management - Concept, Objective, Factors influencing training and development, The Training and Development Process, Methods, purpose & practices, four stages of training: Training Need Assessment, designing implementation and Kirkpatrick's Four Levels of Training Evaluation.

Unit2: Potential Appraisal, Career system and Succession Planning - Introduction, potential appraisal vs performance, categories, indicators of potential appraisal report, career system, career stages, career path, career anchors career development strategies, succession planning.

Unit 3: Implementation of Training Programme, Training delivery competencies, Trainers and training styles, Trainer's role, Trainer's skills, Post training support for improved performance at work; Training methods, Training aids.

Unit4: Training Modules; Instructional Objectives and Lesson Planning; Learning Principles, Learning styles and Training Climate; Methods and techniques in Training and Development.

Unit5: Facilities planning, Training Aids and management of training sessions; Recent trends in training and development. Trainers and training styles, Trainer's role, Trainer's skills, Post training support for improved performance at work; Training aids.

Suggested Readings

1. Kozlowski, S. W. J. & Slas, E. (Ed.). (2009). Learning, training, and development in organisations. New York : Routledge.
2. Lawson, K. (2009). The trainer's handbook (2nd ed.). New Jersey: Pfeiffer-Wiley.
3. Lynton, R., & Pareek, U. (2000). Training for organisational transformation (3rd ed.).(3 Vols.). New Delhi: Sage.

4. Moskowitz, M. (2008). *A Practical guide to training and development: assess, design, deliver, and evaluate*. New York: John Wiley.
5. Noe, R. A. (2009). *Employee training & development* (4th ed.). USA: McGraw-Hill College.
6. Phillips, J. J., & Stone, R. (2002). *How to measure training results: A practical guide to tracking the six key indicators*. USA: McGraw Hill.
7. Phillips, P., Phillips, J. J., Stone, R., & Burkett, H. (2007). *The ROI field book: strategies for implementing: ROI in HR and training*. USA: Elsevier.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**INTERNATIONAL BUSINESS GROUP
(Electives)**

Course Title: International Business Environment

Course Code: BSMB3IB1

L	T	P	C.U.
35	5	0	3

Programme & Semester: MBA III

Pre-requisite: Business Environment

Course Objective: The purpose of this paper is to enable the students learn nature scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

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

- CO1: To explain the nature, scope, and role of international business & globalization;
- CO2: To discuss the theoretical aspects of international business and the functions of international organizations;
- CO3: To explain the concept of economic integration and international economic environment;
- CO4: To interpret the Organizational structure for international business operations

UNIT 1 Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial Implications. Environmental Context of International Business: Framework for analyzing international business environment

UNIT 2 Domestic, foreign and global environments and their impact on international business decisions-Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.

UNIT 3 International Financial Environment: Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.

UNIT 4 International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.

Suggested Readings:

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Respon se Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998.
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
6. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.

Course Title:International Marketing

Course Code: BSMB3IB2

L	T	P	C.U.
35	5	0	3

Programme& Semester: MBA III

Pre-requisite: Marketing Management

Course Objectives: To understand the principles & concepts in Marketing, to provide the knowledge of marketing management in the international perspective to develop marketing strategies for the dynamic international markets.

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

CO1: To provide understanding of product and pricing decisions appropriate for international market.

CO2: To analyze the international marketing strategies.

CO3: To understand how companies adjust their international strategies based on the global environmental changes (e.g., globalization)

CO4: To build skills and respect toward the understanding of cultures of nations by critically analyzing the social, political, legal, and economic forces that affect the business performance of international marketing

Course Contents

UNIT-1 The importance and scope of marketing - Evolution of marketing: From transaction-based to relationship marketing- Marketing research and Decision support systems .Market Segmentation, Targeting and Positioning.

UNIT-2 Product Mix - Product management decisions, Product Life Cycle strategies - New Product Development - Pricing considerations and approaches, pricing strategies.

UNIT-3 Distribution channels and physical distribution. Marketing communication and Promotion mix Strategies. Nature of international marketing: meaning, Framework for International Marketing-Barriers for International Marketing.

UNIT-4 International Marketing Decisions: Product Planning, Designing and Development for international markets-Pricing Decisions: Pricing Strategies and Price setting For International Markets.

UNIT-5 Distribution: Channel Management and Physical distribution Management in International Marketing. Promotion: International Advertising Programs, Sales Management and Sales Promotion for Foreign Markets.

Suggested Readings

1. Philip Kotler, (2010), Marketing Management- The South Asian Perspective, Pearson
2. Warren J. keegan (2010): Global Marketing Management' Pearson Education
3. SvendHollensen (2010): Global Marketing: A Decision-Oriented Approach- 3rd Edition, Pearson Education.
- 2) Ramasamy, Namakumari (2010) Marketing Management, McMillan Publishers
- 3) Saxena: Marketing Management (Tata McGraw-Hill)

Course Title:Financing of International Trade

Course Code: BSMB3IB3

L	T	P	C.U.
35	5	0	3

Programme& Semester: MBA III

Pre-requisite: International Business

Course Objectives: To familiarize the students with the basic documents required and financing techniques of foreign trade.

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

CO1.Explain the concepts of international trade and finance and apply for the management decisions

CO2.To analyze impact of WTO on current global trade in detail.

CO3. To apply the different methods to mitigate the foreign trade and exchange rate risks in their respective organizations.

UNIT-1

Methods of payment- Cash, Open account, Cash against Documents, Documents on acceptance, Advance payment, Bills of exchange and Letter of Credit (LoC), International commercial terms- Contract terms for carriage by sea transport – FAS–FOB–CFR–CIF–DES–DEQ–contract terms for carriage by any mode of transport – EXW-FCA-CPT-CIP-DAF-DDP-DDU. Procedure for drawing various LoC and their operations - Types of Letter of Credit – **Discrepancies, Letter of credit - UCP- 600**

UNIT – II

Pre-shipment Credit: Meaning, Procedure, rates and documents needed, Post Shipment Credit: Definition and features– Various applications of post shipment finance and their procedure, Negotiation of export bills, Bills purchased discounted under limits granted to customers. Advances against claims for export incentives, deferred payment export credits.

UNIT – III

Export credit insurance: Role of ECGC – Standard policies – Risks covered: Commercial Banks, Political Risks – Risks not covered, how to obtain a policy and file claim - Maximum liability and credit, Guarantees for covering export finance. Insurance policies and bank Guarantees and Special Schemes. FEMA: Exchange control, regulations and procedure in India

Unit – IV

Export, import trade control procedure, Processing of an export order: Customs and Port clearance. Procedure and documents relating to quality control, Export contracts, Basic Principles of Insurance: Marine insurance – types of policies, perils covered, EXIM Banks – Objectives, Organizations Functions of EXIM Bank – Export financing programmes.

UNIT-5: Relevant Case studies

Suggested Readings

- 1) Nabhis, 'Export's manual and documentation' Nabhi Publications
- 2) G.S. Lal, 'Finance of foreign trade and foreign exchange' H.P.J Kapoor Publications
- 3) S.C. Jain, 'Export Procedure and documents' Nabhi Publications
- 4) Current Export and import policies
- 5) Paras Ram, 'Export What, Where, and How' Anupama Publishers

Course Title:Export Management And Documentation

Course Code: BSMB4IB4

L	T	P	C.U.
35	5	0	3

Programme& Semester: MBA IV

Objectives: It gives an understanding on the India's trade Position in the World and the various trade procedures involved in an international business. It gives an insight to the various documents required for trading.

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

CO1. Understand various import process and procedures

CO2. Analyze the principle of international business and strategies adopted by firms for the expansion.

CO3.Explain the concepts in trade documentation in international business with respect to foreign trade

Course Contents

UNIT-1

International Trade: Need and importance of International Trade – Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity composition and Destination – India's position in World merchandise trade and services – India's Foreign Trade Policy.

UNIT-2

Export Procedure: Starting an export firm – Selection of an export product – Market selection –Buyer selection - Registration procedure with Sales Tax, Central Exercise and various Boards and councils – Exim code number – Elements of export contract- Incoterms – Terms of payment and Letter of Credit.

UNIT-3

Export Documentation: Types of documents – Transport, Negotiation and Insurance documents.

UNIT-4

Export Finance: Sources of Finance - Role of commercial bank, EXIM Bank, ECGC and others – Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods.

UNIT-5

Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licensesExport Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme – Duty Entitlement Pass Book Scheme (DEPBS)- Import formalities for 100% EOUs and SEZs - Import Risk Management.

Suggested Readings:

1. Aseem Kumar "Export and Import Management", Excel Books, 2007
2. David Stewart ,"International Supply chain Management", Cengage publications,2008
3. Jeevanandam C "Foreign Exchange : Practices Concepts and control" Sultan chand Publications, 2002.
4. Foreign Trade Policy: Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India.
5. Export and Import Manual, Nabhi Publications, New Delhi.
6. World Development Indicator, World Bank Publication

Course Title:International Logistics Management

Course Code: BSMB4IB5

L	T	P	C.U.
35	5	0	3

Programme& Semester: MBA IV

Objective: The course provides the analytical framework for understanding the logistic models and supply chain techniques in an international perspective.

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

CO1: Analyze Business Models, Business Strategies and Competitive Advantage.

CO2: Formulate and implement Warehouse Strategies

CO3: Recognize the requirements for Transportation and International Logistics

Course Contents

UNIT-1

Logistics Management: Concepts – Importance – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.

UNIT-2

Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent , forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.

UNIT-3

Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.

UNIT-4

Supply chain: Definition – scope and importance of supply chain – supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management.

UNIT-5

Forecasting and planning in supply chain management – Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.

Suggested Readings:

1. David P, “International Logistics” Biztantra, New Delhi , 2006.
2. Donald J Bowersox Davi J Class” Logistics Management, Tata Mc.GrawHill,New Delhi.
3. David Stewart,”International Supply chain Management”, Cengage publications,2008.
4. RejiIsmail,“Logistics Management” Excel Books, 2008.

OPERATIONS MANAGEMENT (Electives)

Course Title: Facilities Management

Course Code: BSMB3OM1

Programme& Semester: MBA III

L	T	P	C.U.
33	5	2	3

Objective of the Course

The main objective of this course is to enable the students to be trained with planning/production and plant layouts, studying about strategies of material handling and equipments, and selection of site locations and layouts. The course will enable the students to understand the processes and methodology of operational management of facilities.

Course Outcomes (CO)

After completion of this course, the student will be able:

CO1: To understand the product selection, design and production layouts through basic strategies with computer applications.

CO2: To Understand different types of production processes and facility layout suitable for manufacturing different categories of products.

CO3: To identify and analyse the problems in the existing layout or material handling system and to optimize the layout or material handling system.

CO4: To develop layout design procedure and layouts for typical applications in the industries and suggesting appropriate material handling strategies in the industries.

Contents Course

Unit 1: Product Selection and Design

(a) Product selection process, (b) development of products (Goods and Services), (c) sources of product innovations, (d) design for customer (quality focus on deployment), (e) value analysis / value engineering, (f) measuring product development performance.

Unit 2: Production Process Management

(a) Introduction, factors affecting process selection, (b) classification of processes: based on materials management and customer order type, (c) process flow design, (d) process analysis, (e) product-process strategy.

Unit 3: Operations Technology

(a) Definition of technology, (b) types of technology, (c) factors affecting technology selection decision, (d) misalignments in technology implementation, (e) level of automation, (f) technology development process, (g) Technologies for processes: Computer Integrated Manufacturing (CIM), CNC/ DNC machines, Computer Aided Manufacturing (CAM), Computer Aided Engineering (CAE), Office Automation, Electronic Data Interchange (EDI), and Internet, evaluation of technology investments.

Unit 4 : Facilities Location

Importance, factors affecting facilities location, (b) methods for evaluating, (c) facilities location: factor rating system, multiplant location method, locating facility within a network, dimensional analysis, methods for locating service outlet, (d) cost-volume analysis of facilities location.

Unit 5 : Facilities Layout

Importance of facility layout, (b) criteria for good layout, (c) symptoms of poor layout, (d) types of facility layout: product layout, process layout, cellular layout, mixed layout, fixed position layout, retail service layout, office layout, (e) flow and activity analysis, (f) layout design procedure: assembly line balancing, designing based on closeness rating, (g) computerized layout planning, (h) evaluating, and implementation of layout design.

Suggested Readings

1. Chase, Aquilano, Jacob, Production and Operations Management, 8th Ed. (TMH, N Delhi).
2. Lee J Krajwski, Operations Management: Strategy & Analysis, 6th Ed. (Pearson Education) Delhi).
3. S.N Chary, Production and Operations Management, (TMH, N Delhi).
4. Adam Ebert, Production and Operations Management, 6th Ed. (Pearson Education, N. Delhi).

Course Title: Production Planning and Control

Course Code:BSMB3OM2

L	T	P	C.U.
33	5	2	3

Programme& Semester: MBA III**Objective of the Course**

Production Planning and Control are the two important components of the management process. The subject will enable the consideration of all input variables to achieve defined output goals and control will help in corrective action taken to meet the planned output. The objective of the course is to enable the students to study basic strategies of production planning and its controlling methods

Course Outcomes (CO)

After completion of this course, the student will be able:

CO1: To understand the concept of capacity planning, aggregate planning and process of aggregate planning.

CO2: To understand the concept of Master Production Schedule and Material Requirement Planning and identify their elements.

CO3: To design an appropriate strategy for resource planning through appropriate MRP tool.

CO4: To explain demand forecasting, production planning tools & production control tools.

CO5: To demonstrate the Production Planning and Control and its functions for effective and efficient operations management.

Course Contents**Unit 1 :Strategic Capacity Planning**

Concept, importance and objectives of capacity planning, (b)Type of capacity, Issues related to capacity planning, (e)Process of capacity planning: demand identification (qualitative and quantitative methods), assessment of capacity, alternative ways of altering capacity (make or buy decision), evaluation of alternatives.

Unit 2: Aggregate Planning

(a) Concept of Aggregation, Aggregate Planning Environment, (b) Aggregation Techniques, Planning Product Mix (Simple Application of Linear Programming), Process Of Aggregate Planning, (c)Mixed Strategy, (d)Mathematical Planning Models, (e)Performance Measures.

Unit 3: Master Production Schedule and Material Requirement Planning (MRP)

(a) Concept Of Master Production Schedule (MPS), (b)Importance Of MPS, (c)Process Of Preparing MPS, (d)Rough-Cut Planning, (e)Importance Of Material Requirement Planning (MRP), (f)Process Of Material Requirement Planning (MI(P), Elements Of Material Requirement Planning (MRP), Bill of Materials.

Unit 4: Job Scheduling and Sequencing

Introduction To Types Of Jobs In Organization, (b)Methods Of Job Scheduling: One Machine- N Jobs, Two Machines- N Jobs, N Machines- N Jobs, M Machines- N Jobs, Project Scheduling , Network Diagrams (PERT And CPM), (c) Job Sequencing, Job Sequencing In Service Organization (Application Of Simulation).

Unit 5: Production Control System

Concept, Function, and importance of production control, (b)centralization and decentralization, (c)documents and procedures us,A1 in production control: work order, material requisition, control sheet, internal delivery note, progress note, machine load chart.

Suggested Reading:

1. J L Riggs, Production System Planning, Analysis, and Control, John Willy & Sons, New York
2. Lee J Krajwski, Operations Management: Stratekry& Analysis, 6th Ed. (Pearson Education, N. Delhi).
3. Buffa , Sarin, Production and Operations Management, Willey- Publication, New Delhi.
4. Adam Ebert, Production and Operations Management, 6th Ed. (Pearson Education, New Delhi).

Course Title: Project Management

Course Code:BSMB3OM3

Programme& Semester: MBA III

L	T	P	C.U.
33	5	2	3

Objective of the Course

This subject will help the students to understand importance of job design and productivity and its role in organizations. The subject will also enable students to learn about various processes of the organization to improve organisation's productivity.

Course Outcomes (CO)

After completion of this course, the student will be able:

CO1: To understand the basic project management skills with a strong emphasis on issues and problems associated with delivering successful projects.

CO1: To explain the importance, scope and functions of project management in successful project with productivity.

CO2: To evaluate, prioritize and select projects from a list of potential projects.

CO3: To illustrate the estimation of guidelines for time, costs and resources required for project management by applying different methods.

CO4: To evaluate and monitor the performance of the project with different approaches.

Course Contents

Unit 1 : Productivity

(a) Concept of productivity, (b)Measures of productivity, (c)Methods for productivity enhancement, (d)Productivity in manufacturing and service organization, (e)Principles of motion economy.

Unit 2 : Job Design

(a) Concept of job simplification and job standardization, (b) Specialization and automation, (c) Approaches to job design, (d) Behavioral considerations of job design, (e)Work analysis and work measurement, (f)Time-study methods: work sampling, stop-watch method, man-machine charts, calculation of allowances, normal time, and standard time; (g) Compensation, legal and ethical consideration.

Unit 3 : Project Management

(a) Project planning, objective of project management, (b) Classification of projects, (c) Project planning tools, GANTT charts, Milestone Charts, Network Analysis: PERT and CPM, finding critical path, earliest and latest activity time, (d) Time-Cost trade offs, (e) multilevel scheduling system.

Unit 4 : Maintenance and Safety Management

(a)Concept, objectives and importance of maintenance, (b) maintenance strategies, (c)maintenance economy, (d)Total productivity maintenance (TPM), (e)Measurements of maintenance performance; (f)Plant Safety: plant and equipments conditions, accidents' costs, approaches for accidents prevention, risk management.

Suggested Readings:

1. Lee J Krajwski, Operations Management: Strategy & Analysis, 6th Ed. (Pearson Education, N. Delhi.
2. S.N Chary, Production and Operations Management,11th Ed., (TMI-I, N Delhi)
3. Adam Ebert, Production and Operations Management, 6th Ed. (Pearson Education, N. Delhi)

Course Title: Materials Management

Course Code:BSMB4OM4

L	T	P	C.U.
33	5	2	3

Programme& Semester: MBA IV

Objective of the Course

In this course Students having experience in the field of production can learn the techniques of materials and logistics management and implement them in daily operations.

Course Outcomes (CO)

After completion of this course, the student will be able:

CO1: To develop an ability to perform the role of materials manager in an organization.

CO2: To analyze the inventory situation of a company and suggest improvements.

CO3: To understand the ethical issues in purchasing and negotiations.

CO4: To manage the activities of material manager like purchasing, inventory analysis, storage etc; in a scientific manner.

Contents of Course

Unit 1 : Purchase Management:

(a) Concept, objectives, and role of purchase function, (b)Inputs to procurement process, (c)Restrains and functions affecting purchase decision, (d)Procurement decisions: supplier selection, timing of purchase, price, quality and quantity of material, (e)Evaluation of procurement process, (f)Purchasing in government departments.

Unit 2 : Inventory Management:

(a) Introduction To Inventory System: Concept, Costs Associated With Inventory, Functions Of Inventory, Types Of Inventory, (b)Splective Control Of Inventory: ABC, VED, FNSD, GOLF, HML, (c)Models Of Inventory Control, Determination Of Economic Order Quantity (EOQ): Graphical , Tabular, And Mathematical Models (For Deterministic And Probabilistic Demand), Safety Stock, Reorder Level, (d)Concept Of Just In Time (JIT) System.

Unit 3 : Stores Management:

(a) Introduction, (b)Functions Of Stores, (c)Organization. Of Store, (d)Types Of Stores, (e)Stores System And Procedures, (f)Decentralization V/S Centralization, (g)Control Of Spare Parts, (h)Codification And Classification Of Materials, (i)Stores Audit System, (j)Store's Location And Layouts.

Unit 4 : Waste Management:

(a) Concept Of Waste Management, Importance Of Waste Management, (b)Concept Of Productivity And Wastivity, Gross And Net Wastivity, Wastivity As. Performance Measurement, (c)Wastivity V/S Productivity, (d)Classification of Waste Management, (e) Waste Reduction Methods, (f)Treatment of Waste In Cost Accounting.

Suggested Readings:

1. JR Tony Arnold, et al, Introduction to Material Management, 5th Ed., Pearson,
2. N K Nayar, Resource Management, Vikas Publication, New Delhi
3. AK Citall et al, Materials Management : Text and Cases, .TMH, N Delhi
4. AK Datta, Materials Management: Procedure, Text and Cases, PHI, 2nd , N Delhi.

Course Title: Total Quality Management and Quality Standards

Course Code:BSMB4OM5

L	T	P	C.U.
33	5	2	3

Programme& Semester: MBA IV

Course Objective:

The objective of this course isto enrich students the fundamentals of Total Quality Management to foster the emerging trends in production whereby students practically would know how the six sigma technique could be used to minimize defects.

Course Outcomes (CO)

After completion of this course, the student will be able:

CO1: To learn the basic concepts of quality and quality from organizational point of view.

CO2: To learn the concept of total quality management from western and Japaneseapproach.

CO3:To learn the internal politics, quality culture, education and training of the organization.

CO4:To be aware of international/national Quality awards

Contents of the Course

Unit 1 : Total Quality Management (TQM) Concept and Fundamentals

(a) Definition, Basic Approach, (b) TQM Framework, (c) Principles of TQM, (d) Philosophies Of Quality Gurus: Deming's 14 Points, Crosby's Four Absolutes, Juran's Trilogy, Feigenbaum's Total Quality Control, The Total Quality Triad, (e) Evolution of TQM.

Unit 2 : Human Aspect of Total Quality Management (TQM)

(a) The human factor: The fundamental prerequisite for success, (b) TQM's human elements, (c) Motivating people for total quality, (9.) Resistance to change, (e)Characteristics of quality leaders, (f) Role of quality readers, (g)Teams for TQM, (h)On-the-job satisfaction and quality, (i) Participative management, (j) Compensation system, (k) Ergonomics.

Unit 3 Strategic Quality Planning

(a.) Strategic quality management, (b) Quality statement, culture, product quality cycle, (c) TQM planning environment, (d) Role of quality control department, (e) Planning for productivity, (f) Quality and re-engineering, (g)The cost of quality (Direct & Indirect cost), (h)Evaluating the cost of TQM, (i) Quality index, (j) The total quality cost curve, (k)Standardization.

Unit 4: Total Quality Management (TQM) Practices

(a) TQM technologies, (b) TQM practices: policy deployment, benchmarking, backtracking, cross-functional teams, QFD, Taguchi Method, failure-mode and effect analysis, the Poka-Yoke concept, concurrent engineering, (c) Malcolm Baldrige award, European Quality award, (d)TQM Implementation Process.

Unit 5 : Quality Management Standards

(a) Concept and need of quality standards, (b) National quality standard organizations: Bureau of Indian Standards (BIS), Agmark Grading of agriculture and allied commodities, Quality council of India; (c) International Organisation for standardization (ISO), ISO standards: ISO 9000 and 14000 series, integration of ISO 14000 with ISO 9000, (d) Process of ISO certification, (e) Implementing the system, (f) Post certification.

Suggested Readings:

1. Dale, Carol, Glen, Mary, Total Quality Management, 3rd ed., Pearson Education, New Delhi
2. Ross, Total Quality Management: Text, Cases, and Readings, 2nd ed. St. Lucie Press.
3. H Lal, Total Quality Management: A practical approach, New Age International, New Delhi.
4. Hand Book for- ISO certification.

AGRI - BUSINESS MANAGEMENT
Electives

Course Title: Agribusiness and Rural Marketing

Course Code:BSMB3AG1

L	T	P	C.U.
30	5	5	3

Programme& Semester: MBA III

Course Objective: The course is designed for the student who plans to seek employment on, manage, or own a farm; or seek employment in an agribusiness field. Students will be involved in learning activities that generally prepare him/her to apply the economic and business principles involved in the organization, operation, and management of the farm, ranch, or agribusiness.

Course Outcomes (CO)

After completion of this course, the student will be able:

CO1: To enable students to gain knowledge on agricultural marketing, challenges and prospects for improving agricultural marketing system.

CO2: To gain skills to analyze marketing functions, marketing information and intelligence.

CO3: To impart knowledge of the marketing efficiency and agricultural prices.

CO5: Provide the platform to the students of Marketing of Agricultural Inputs

Course Contents

Unit-1: Concept of Agricultural Marketing, Study of organization and function of agricultural marketing in India.

Unit-2: Methods of Grading farm products, Magnitude and dimensions of marketing & marketable surplus in agricultural communities.

Unit-3: Efficiency of marketing storage, Transportation and Financial Management in Agriculture.

Unit-4: Marketing: Perishability, seasonality and processing of agricultural products.

Unit-5: Various models and theories of agricultural marketing with their critical evaluation.

Suggested Readings:

1. John, N. David and Ray, Concept of Agribusiness Management
2. Kenneth D. Dull, Principles of Management in Agri-Business, Western Publication
3. Agriculture Marketing Management
4. Acharya, S.S,Dr. N.L. Agarwal, Agricultural Marketing In India, 6/E Oxford &Ibh, 2017
5. Kohls, Marketing of Agriculture Products 9e Pearson Education India; Ninth edition (2015)

Course Title: Agri Input Managment

L	T	P	C.U.
30	5	5	3

Course Code:BSMB3AG2**Programme& Semester:** MBA III

Course Description: The syllabus of agri input management includes five units; unit one includes concept of agri input management and type of agri inputs. Unit 2 includes Business Environment in relation to agricultural input management. Unit 3 includes marketing of agricultural inputs; unit-4 overview of financial management and financial instruments are included and Unit-5 includes promotional measures and supply chain management. The Andragogy in this subject includes PPTs, case studies, assignments, class test, quiz, mini project.

Course Objectives: The objective of the course is to develop the skills & knowledge to the students regarding marketing of agricultural inputs. The course builds an overview and in-depth awareness of the input market environment.

Course Outcomes (COs): At the end of this course students will be able to:

CO 1: Explain the basic concept of agri input management.

CO 2: Interpret the importance of business environment related to agricultural input management.

CO 3: Analyze the marketing strategies of agricultural input management.

CO 4: Analyze the financial strategies of agricultural input management.

Course Contents:

Unit1: Agricultural Inputs and their types – farm and non-farm, Seed- Importance of seed input; Types of seeds- hybrid, high yielding and quality seeds, Chemical fertilizers- production, export-import, supply of chemical fertilizers, demand/consumption.

Unit 2: Business Environment in relation to agricultural input management; legal aspects of agricultural input business, sustainable management in terms of environmental, social and economic aspects, managing technological innovation in terms of agricultural inputs management.

Unit 3: Marketing of agricultural inputs, product strategies and development, pricing methods and strategies, marketing channels and promotion.

Unit 4: Overview of Financial management in agricultural inputs management, Challenges in agricultural financing, Financial instruments in agricultural sector, cost-volume-profit analysis.

Unit 5: Relevant promotional agencies and cooperatives, Supply chain management for agricultural inputs, problems and prospects of the agricultural inputs management.

Text Book:

1. Acharya, S. S & Agarwal, N. L. (2019). *Agricultural Marketing in India*, 6th Ed, Oxford & IBH, New Delhi

References: 1. Broadway, A. C. & Broadway, A. A. (2016). *A Text Book of Agri-Business Management*, Kalyani Publishers

2. Singh, A. K. and Pandey, S. (2005). *Rural Marketing*, New Age.

3. Krishnamacharyulu, CSG & Ramakrishnan, L. (2010). *Rural Marketing: Text & Cases*, Pearson

4. Singh, S. (2004). *Rural Marketing- Focus on Agricultural Inputs*, Vikas Publication House.

Course Title: Farm Business Management

L	T	P	C.U.
32	5	3	3

Course Code:BSMB3AG3**Programme& Semester: MBA III**

Course Objective: The objective of this course is to provide students opportunity to develop skills which will make you more employable in the field of farm business management. This course introduces basic farm business management concepts. Students will study the farm management planning cycle and develop an understanding of its relationship to: family and farm business goal setting.

Course Outcomes (CO)

After completion of this course, the student will be able:

CO1: To acquaint students with the ever-changing role of a farm manager in today's economy.

CO2: To gain a working knowledge of the economic and business principals necessary to survive and thrive in today's agricultural environment.

CO3: To understand the financial management of a farming operation. This includes construction and use of financial statements, a general understanding of the financial industry, organizational business structures and taxation.

CO4: To understand the importance of personal financial management and its direct impact on a business.

Course Contents

Unit 1: Introduction, Definitions, Objectives of farm Management, Scope of Farm Management, Economic theory and farm management science, what makes a successful farm manager? Relationship of farm management with other sciences, Farm management problems under Indian conditions

Unit2: Economic Principles applied to Farm management: Principle of Variable proportion, Cost principle, principle of factor substitution, law of equi-marginal returns, Opportunity cost principle, principle of combining enterprises, Principle of comparative advantage, Time Comparison principle, Limitations of principles of farm management.

Unit 3: Farm Planning, Budgeting and Programming: Farm planning, Farm budgeting, Steps of Complete budgeting, Programming Techniques.

Unit 4: Systems of Farm Organization: Different systems of farming, Peasant farming, Corporate farming, State farming, Co-operative farming, Collective farming, Criteria for choice in India, Suitability of alternative systems.

Unit 5: Farm Size and Practices: Measurement of size of farm, Pattern of farm holdings in India, Factors determining economic holdings, Farm size practices – Large scale and small scale farming, Specialized and diversified farming, Mixed farming, Extensive and intensive farming.

Suggested Readings:

1. Dhondyal, S.P. (2007) Farm Management: An Economic Analysis
2. Broadway and Broadway (2009), Agri-Business Management.
3. Johl and Kapur (2005) Farm Business Management

Course Title: Management of Cooperatives

L	T	P	C.U.
32	5	3	3

Course Code:BSMB4AG4

Programme& Semester: MBA IV

Objectives: The objective of this course is to provide the conceptual framework related to management of cooperatives.

Course Outcomes (COs): At the end of this course students will be able to:

CO 1: Explain the basic concept of management of cooperatives.

CO 2: Interpret the role of government in the development of cooperatives.

CO 3: Analyze the strategies of Financing of cooperatives, staffing in cooperatives and training methods in cooperatives.

CO 4: Analyze the Management practices of successful cooperatives in India.

Course Contents

Unit-1:

Nature of cooperative principles, Management principles and their applications to cooperative organizations, structure and functions of various types of cooperatives.

Unit-2:

Managerial problems of cooperatives, consumer stores, role of consumer stores, role of Government in the development of cooperatives.

Unit- 3:

Financing of cooperatives, staffing in cooperatives and training methods in cooperatives and efficiency criteria.

Unit 4:

marketing Public accountability, price, output and profit and policies of cooperatives; Special problem of cooperatives in agricultural and industrial sectors.

Unit-5:

Management practices of successful cooperatives in India: selected case studies.

Suggested Readings:

1. Ramkishan Y, Management of Co-operatives, JAICO Publishing House.
2. K. M. Rai. Cooperative Societies And Rural Development', Mittal Publication, New Del

Course Title: Plantation Management

Course Code: BSMB4AG5

L	T	P	C.U.
30	5	5	3

Programme& Semester: MBA IV

Course Objectives: The enable students to understand current scenario of plantation industries in India and to analyze the manufacturing, marketing and financial aspects of plantation crops.

Course Outcomes: After the completion of the course students will be able:

CO1: To explain the current scenario of plantation industries in India.

CO2: To demonstrate product, pricing, distribution and promotional strategies related to plantation crops.

CO3: To interpret the financial management in plantations management.

CO4: To evaluate the social, economic and technological aspects related to plantation management.

Course Contents:

Unit1: Current scenario of major plantation industries in India, plantation field operations in estates of Tea, Coffee, Rubber, Spices, etc (cultivation, harvest management, post harvest management).

Unit 2: Manufacturing/processing operations in estates, quality control aspects, estate management and labour relations, legal aspects of plantation business, sustainable management in terms of environmental, social and economic aspects, managing technological innovation in terms of cultivation and processing in Tea, Coffee, Rubber, Spices and other relevant plantation crops.

Unit 3: Marketing of plantation crops marketing channels, product development, branding, pricing and promotion.

Unit 4: Export environment for plantation crops, logistics management-purchase, stores and transport,Financial management in plantations, cost-volume-profit analysis.

Unit 5: Relevant promotional agencies and cooperatives, problems and prospects of the major plantation sector

Text Book:

1. David, A. Avant, *Plantation Management*.Lavant Publications.

Reference Readings:

1. Kumar Pankaj (2007). *Practical Manual of Plantation*, Scientific Publishers Journals Dept.
2. P. Sudarshan, *Plantation Management*.

BSN6AG6: Agricultural Export Management

Objectives: It gives an understanding on the India's trade Position of agri products and the various trade procedures involved in an agri business.

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

- CO1. Understand various import and export procedures related to agricultural products.
- CO2. Analyze the principle of international business and strategies adopted by agri- firms for the expansion.
- CO3. Explain the concepts in trade documentation in international business with respect to agriculture.

Unit1: Definition and Nature of Export Management, Scope of Export Management in Agri business, Export Opportunities In Agriculture Products, review performance of exports, competitiveness, direction of trade and policy initiatives for Agricultural exports from India.

Unit 2: Steps in Export of Agri business products, Selection of Market and Channels of Export.

Unit 3: Issues related to the Export of Agribusiness products, Legal requirements for Export of Agribusiness products. WTO and India's Agricultural Exports.

Unit4: Financing of Agribusiness exports, Role of Govt. in promotion of Exports.

Unit 5: Export documentation and procedure, External Agencies for promotions of Export.

Suggested Readings:

1. Varshney R.L., Bhattacharya. B., International Marketing Management, Sultan Chand & Sons (2012)
2. Albaum, International Marketing and Export Management, 7e Pearson Education India; Seventh edition (2012)
3. Kapoor D.C., Export Management, Vikas Publishing House; First edition (2002)
4. Sharma Manoj, Agricultural Exports of India: A Post Reforms Analysis, LAP Lambert Academic Publishing 2015
5. Yeledhalli Rajashekhar, India Agricultural Exports and SAARC, LAP Lambert Academic, 2012
6. Alam Dastgir, The World Trade Organisation and India's Agricultural Exports, 2011
7. Joshi Rakesh Mohan, International Marketing, Oxford University Press; 2 edition (2014)

Electives
Pharma Business Management

Course Title: Pharmaceutical Marketing

Course Code: BSMB3PH1

L	T	P	C.U.
30	5	5	3

Programme & Semester: MBA III

Course Objectives: The course will give an overview of the pharmaceutical industry and how marketing has become essential even for one of the most R&D-heavy industries. Many people – also within the pharmaceutical companies themselves - find marketing circumspect and believe pharmaceuticals should be sold on scientific merits only. However, R&D productivity has fallen and companies need to maximize return on each and every innovation just to survive. Therefore, the pharmaceutical industry is a good place to learn about recurrent as well as future challenges for marketers.

Course Outcomes (COs): At the end of this course students will be able to:

CO1- Understand the marketing concepts and techniques; and applications of the same in the pharmaceutical industry.

CO2- Describe the concept of product management and product life cycle.

CO3- Discuss the various components of promotion of pharmaceutical products.

CO4- Explain the different pharmaceutical marketing channels

CO5- Evaluate the role of mass media in product advertising.

Course Contents

Units 1: Fundamentals of Pharmaceutical Marketing: the 4 'Ps' in a regulated Pharma market, the Strategic Triangle; Market Segmentation in the pharmaceutical context, conceptual difference with consumer products market segmentation

Unit 2: PLC Management, reinforcing and revitalizing pharmaceutical brands, line-extensions. Product-mix Optimization

Unit 3: Promotional-mix Optimization: Portfolio Analysis by factoring key determinants, BCG Matrix, brand building decisions; leveraging the Promotional-mix for Brand Building. Designing Marketing Programs for New Product launch

Unit 4: The Pharmaceutical Industry: India and Global Scenario: Essential differences between domestic Marketing in India and International Marketing; generic products dominated market vis-à-vis patented products dominated markets

Unit 5: Role of pharmacies in dispensing products, role of mass media in product advertisements and social campaigns for market expansion; Structure and role of field management and product management, India Vs. Global

Suggested Readings:

1. Kotler, Philip, Marketing Management: Analysis, Planning, Implementation, and Control Latest Edition, Prentice Hall
2. Best, Roger J., Market-Based Management – Strategies for Growing Customer Value and Profitability (3rd Edition), Prentice Hall
3. Lehmann, Donald R. and Russell S. Winer, Product Management (2005 4th Edition). McGraw-Hill/Irwin.
4. Philip Kotler(2003). Marketing Management: Eleventh Edition, New Delhi: Pearson Education.

Course Title:Regulatory Framework of Pharmaceutical Business

Course Code: BSMB3PH2

L	T	P	C.U.
30	5	5	3

Programme& Semester: MBA III

Course Objectives: The course will give an overview of legal environment of Pharmaceutical Business to the student. This paper is designed to expose the students to the Indian legal system and its affect on business activities.

Course Outcomes (COs): At the end of this course students will be able to:

CO1- Understand the law of contract, Capacity of contract and legal requirements of entering into a contract.

CO2- Demonstrate an understanding of the legal environment of pharmaceutical business.

CO3- Apply basic legal knowledge to business of drugs and cosmetics.

CO4- Integrate the concept of online pharmacy.

Course Contents

Unit 1: The Drugs and Cosmetics Act 1940: Features, Objectives, Administrative Structure, Drugs consultative Committee, Classes of Drugs prohibited for sold, features of drugs and cosmetics (Amendment) Act, 2008, controlling authority under the Act, Kinds of Licenses.

Unit 2: The Indian Pharmacy Act 1948: History of Pharmacy Act, Objectives, Definitions, The pharmacy council of India, Provincial Pharmacy Council.

Unit-3: Registration in Pharmaceutical Business: Concept of Registration in Pharmaceutical Business, Renewal Fees, Removal of the names from the Register, Issue of duplicate certificates of Registration, Offences and Penalties.

Unit-4:The Indian Medical Council Act 1956: Definition, Constitution and composition of the Council, Certain modifications of the Act, Power of Central Government to give directions, Restrictions on nomination and membership,Incorporation of the Council

Unit-5: Legal and Regulatory Status of Online Pharmacies in India: Concept, Definitions, Important milestones in Online Pharmacies in India, Challenges in the online Pharmacies in India, Role of Various Authorities

Suggested Readings

1. Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi
2. M.M. Sulphey&Az-har Basheer, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi
- 3.Generic Drug Product Development, Solid Oral Dosage forms, Leon Shargel and IsaderKaufer, Marcel Dekker series, Vol.143, Pharmaceutical Regulatory Process, Edited by Ira R. Berry Marcel Dekker Series,Vol.144
4. New Drug Approval Process: Accelerating Global Registrations By Richard AGuarino, MD, 5th edition, Drugs and the Pharmaceutical Sciences, Vol.19

Course Title: Sales Promotion and Brand Management in Pharmaceutical Business

Course Code: BSMB3PH3

L	T	P	C.U.
30	5	5	3

Programme & Semester: MBA III

Course Objectives: The objective of this course is to develop a basic understanding about the sales promotion and brand management. The course will also facilitate the understanding of the conceptual framework sales promotion, brand management and their determinants.

Course Outcomes (COs): At the end of this course students will be able to:

CO1- Explaining the meaning of sales promotion, nature and growing importance of sales promotion.

CO2- Describe the post testing, implementing and evaluating the sales promotion programs.

CO3- Explain the making necessary modifications for effective sales promotion programs.

CO4- Elaborate the relevance of brand and value awareness in an effective marketing system.

Course Contents

Unit 1: Strategic decision making using IMS-Health and C-MARC data for sales and market trend analysis; Using Medical Databases, PubMed and Standard Treatment Algorithms to build brand communication strategies; IFPMA Code of Ethics – Guidelines for Pharmaceutical Promotion

Unit 2: Developing content and designing of Scientific Promotional Literatures, Visual Aids and Journal Advertisements; Preparing the Promotional Budget as a part of the Marketing Budget; Monitoring & Controlling long-term projects, field-force activities and promotional-expense budget; Training Skills

Unit 3: Brand Name, Brand Image, Brand Value and Brand Awareness, Concept of Brand Equity, difference with brand valuation, Five dimensions of Brand Equity, key influencers of each dimension, prescription loyalty, prescriber coverage frequency, brand exposure through field-force promotion

Unit 4: Quality indicators, Promotional-mix, Benefits of building Brand Equity. Brand Management as a strategic marketing function: role of a Pharmaceutical Brand Manager, the 'Little CEO' concept, 'Science meets Commerce' concept

Unit 5: Essential differences between managing Pharmaceutical Brands and Consumer Brands, types of Pharmaceutical Brand Management organization structures, challenges of a Brand Manager; relation of Product Management Teams vis-à-vis Sales Force in Pharmaceutical companies

Suggested Readings:

1. Harsh Verma . Brand Mmanagement, Second Edition, Excel Publication.
2. Aaker,D.; Managing Brand Equity. RamanujMajumdar (1999) Product Management in India. New Delhi: Prentice Hall.
3. PranK.Chaudhary (2001), Successful Branding, Hyderabad: University Press Hill.

Course Title:Pharmaceutical Retail Management**Course Code: BSMB3PH4**

L	T	P	C.U.
30	5	5	3

Programme& Semester: MBA IV

Course Objectives: The course will give an overview of retail management. The course will also familiarize the students with organized retail and, the value it creates. The course will also make students to develop decisions making skills related to retailing

Course Outcomes (COs): At the end of this course students will be able to:

CO1- Evaluate current retailing trends based on consumer, legal and competitive environments.

CO2- Identify various retail opportunities and evaluate the strategies associated with each type of opportunity.

CO3- Distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandising skills.

CO4- Assess current Indian retail practices in their ability to respond to environmental trends.

Course Contents**Unit 1: Retailing**

An Overview, Understanding, Scope and Benefits of pharmaceutical retailing, Overview of Pharmaceutical retailing

Unit2: Retail Strategies

Classification of Retailers, Understanding the Retail Customer Population, demographic and geographic analysis, Retail Market Strategy, Strategic Planning Process, Pharmacies as retail outlets for switched drugs, Building Sustainable Competitive Advantage, Marketing Strategies, Product mix and assortment planning process Merchandising and store management Branding strategies.

Unit3: Retail of OTC drugs

Historical development of the OTC market, Major players within the OTC market, Rx-to-OTC switching: The changing role of the consumer, Consumer buying behavior for OTC drugs, Growth potential within the OTC market, Merchandise assortment planning, Organizing the buying process by categories, Merchandise purchasing process.

Unit4: Store Management

Store layout, design and visual merchandise, Store interior, exterior and security, Visual Merchandising for OTC drug retailing, Future Drivers of OTC Pharmaceuticals, The impact of technology on the drugs market, OTC pharmaceuticals: growth or maturity : in India and global Market Development in Pharmaceutical Marketing

Suggested Readings:

1. Barry Berman and Joel R. Evans, Retail Management: A Strategic Approach, Pearson,
2. Michael Levy and Barton AWeitz, Retailing Management, Tata McGraw-Hill,
3. Pradhan, Swapna, Retailing Management-Text & Cases, Tata McGraw-Hill)
4. Bajaj, Chetan, Srivastava Nidhi V, Tuli Rajesh, Retail Management, Oxford,

Course Title: Supply Chain Management in Pharmaceutical Industry
Course Code: BSMB3PH5

L	T	P	C.U.
30	5	5	3

Programme & Semester: MBA IV

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

CO1: To explain the concept of supply chain management and logistics management.

CO2: To describe performance measurement and control tools.

CO3: To interpret the E business framework related to supply chain management.

Unit 1 Introduction to supply chain management

(a) Basic Concepts, Scope And Philosophy Of Supply Chain Management, (b) Importance Of Supply Chain Management, (c) Supply Chain Decision, (d) Evolution Of Supply Chain Management.

Unit 2 Designing the Supply Chain

(a) Role Of Distribution In Supply Chain, (b) Factors Influencing Distribution Network, (c) Process Of Supply Network Design, (d) Distribution Strategy, (e) Models For Facilities Location And Capacity Allocation, (f) Impact Of Uncertainty On Supply Chain Design, (g) Evaluation Of Supply Chain Design, (h) Demand Chain Management, (i) Strategic Alliances.

Unit 3 Performance Measurement and Control

(a) Concept, Dimensions Of Performance Measurement, (b) Tools For Performance Improvement: Benchmarking: Introduction, Forms Of Benchmarking, GAP Analysis, Benchmarking Study Report; (c) Achieving Strategic Integration, (d) Supply Chain Operations Reference (SCOR) Modeling, SCOR Analysis, (e) Value Chain, (f) Concept Of Configurability, (g) Evaluation Of Supply Chain Performance (Supply Chain Cost Analysis), (h) Impediments To Improved Performance.

Unit 4 Logistics Management

(a) Concept of Logistics, Inbound And Outbound Logistics, (b) Key Activities of Logistics, (c) Managing The Costs Of Logistics, (d) Application Of Logistics Management, (e) Trade-Offs In Logistics Management, (f) Bull-Whip Effect In Logistics, (g) Third And Fourth Party Logistics, (h) Emergence Of IT In Logistics, (i) International Issues In Logistics, (j) Warehousing, Types Of Warehouses, Site Selection, Layout And Design Of Warehouses.

Unit 5 Emerging Trends in Supply Chain Management

(a) Role Of Information Technology (IT) In Supply Chain Management: Electronic Data Interchange (EDI), Use Of Data Mining Tools, E-Business Framework, (b) Customer Profitability Analysis (CPA), (c) International Issues In Supply Chain Management.

Suggested Readings:

1. Chopra, Meindl; *Supply Chain Management: Strategic Planning and Operation*, 2nd ed., Pearson Education, New Delhi.
2. Altekar, *Supply Chain Management: Concepts and Cases*, Prentice-Hall of India, New Delhi
3. BS Sahay, *Supply Chain Management*, Macmillan, New Delhi.
4. G. Raghuram, *Logistics and Supply Chain Management*, Macmillan, New Delhi
5. Balou, *Supply Chain Management*, Pearson Education

Course Title: Innovation Management and Startup Ecosystem**Course Code: BSMB4OP4**

L	T	P	C.U.
30	5	5	3

Programme& Semester: MBA IV**COURSE DESCRIPTION**

The course aims to provide students with basic concepts and awareness in technological innovation and an understanding of the challenges and opportunities that small and large firms face in relation to this. The course has an integrated approach to tackling the complex concepts in and knowledge about technological innovation in relation to technological development. The course covers areas such as the importance of innovation, leadership in research and development, management of innovation and technology, partnerships, networks and alliances, product and process development, commercialization of research as well as entrepreneurship and business creation.

COURSE OBJECTIVES: The students will be able to:

1. Understand the role of innovation and technical change in enterprise and national level economic performance
2. Understand the technological, human, economic, organisational, social and other dimensions of innovation
3. Explore and better manage the effects of new technology on people and worksystems
4. Demonstrate that the effective management of technological innovation requires the integration of people, processes and technology
5. Recognize startup ecosystem and government initiatives to promote startups, opportunities for the commercialization.

COURSE OUTCOMES: On completion of the course, the student should be able to:**CO1:** Account for the importance of technological development and innovation for economic growth and increased competitiveness on a firm level,**CO2:** Critically discuss a firms need to have a strategic and integrated approach to be able to successfully manage innovation and technical development,**CO3:** Analyses complex innovation processes in firms both internally and externally. This incorporates for instance basic knowledge about partnerships, alliances, research and development, commercialisation and industrial marketing.**CO4:** Understand the concept of startup ecosystem and government initiatives to promote startups.**COURSE CONTENTS****UNIT – 1**

Innovation, need and importance of innovation; technological, human, economic, organisational, social and other dimensions of innovation.

UNIT - 2

Innovation as a core business process; Building the innovative organization, Developing an innovation strategy, Sources of innovation; Innovation Networks; Creating new products and services.

UNIT – 3

Partnerships, alliances, research and development, commercialization of innovative products and services, entrepreneurship and new ventures.

UNIT – 4

Startup ecosystem, stakeholders in Startup ecosystem, Evolution of the Indian Startup Ecosystem, Startup – financing,

UNIT – 5

Government initiatives and institutional framework to promote startups in India.

Suggested Readings

1. Mark Dodgson , David M. Gann , et al., The Oxford Handbook of Innovation Management (Oxford Handbooks), Oxford University Press; Reprint edition (2015)
2. Clayton M. Christensen, The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (Management of Innovation and Change) Harvard Business Review Press; Illustrated edition (2016)
3. Raphael Amit, Christoph Zott, Business Model Innovation Strategy: Transformational Concepts and Tools for Entrepreneurial Leaders, Wiley; 1st edition (2020)

4. Keith Goffin, Rick Mitchell, *Innovation Management: Effective strategy and implementation*, Red Globe Press; 3rd ed. (2017).
5. Ina Goller, John Bessant, *Creativity for Innovation Management*, Routledge; 1st edition (2017)

MBA (2020-22)

COs Mapping with POs & PSOs

(Three Level: 3-Strongly Related, 2-Moderate, 1-Slightly)

BSMB101 - Management Practices & Organisation Behaviour

Course Outcomes

CO1- Define the nature, functions, skills and roles of managers

CO2- Describe the foundations of individual behavior with an understanding of human personality, perception, learning and emotions.

CO3- Appraise how managers can use the models to enhance motivational levels of employees and basic dynamics of interpersonal relationships.

CO4- Illustrate the organization of teams and groups in organizations.

CO5- Developing conceptual understanding of change and its implementation

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									
CO 2									3	
CO 3				3			2			
CO 4				2					3	
CO 5		2					2			
Average	2.0	2.0		2.5			2.0		3.0	

BSMB102 - Quantitative Techniques for Managers

Course Outcomes:

CO1: Describe basic concepts of quantitative techniques.

CO2: Examine various Measures of Central Tendency, Measures of Dispersion, Correlation and Regression analysis in decision making.

CO3: Interpret the trend analysis with different methods of time series analysis.

CO4: Explain basic concepts of probability and perform probability theoretical distributions. Understanding

CO5: Operate the concept of statistical analysis which includes various hypothesis tests like chi square test, ANOVA

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									
CO 2		3						3		
CO 3			2						1	
CO 4	2							1		
CO 5			1							
Average	2.0	3.0	1.5					2.0	1.0	

BSMB103 - Legal Aspects of Business

CO1: Acquire a sound understanding of the legal aspects of the laws affecting businesses

CO2: Apply basic legal knowledge to business transactions

CO3: Communicate effectively using standard business and legal terminology

CO4: Analyse a given business context using basic understanding of the applicable Acts and develop a suitable operational framework.

CO5: Describe current law, rules, and regulations related to settling business disputes

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1						3				
CO 2		3						2		
CO 3					3	2				
CO 4	1								2	
CO 5				2				1		
Average	1.0	1.5		2.0	3.0	2.5		1.5	2	

BSMB104 - Economic Analysis for Business

Course Outcome

CO1: Understand tools and techniques of managerial economics to enable them to appreciate its relevance in decision making.

CO2: Explore the economics of information and network industries

CO3: Understand how economics affect the business strategy of companies in these industries.

CO4: Develop economic way of thinking in dealing with practical business

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2						1		
CO 2	1								2	
CO 3			2			2				
CO 4				1			2			
Average	1.0	2.0	2.0	1.0		2.0	2.0	1.0	2.0	

BSMB105 - Accounting for Managers

CO1: Understand the basic concepts of financial accounting, cost accounting and management accounting.

CO2: Understand accounting process as an information system for decision-making.

CO3: Use of various tools of accounting for analyzing business situations and to take decision.

CO4: Analyze the financial position business.

CO5: Solve the problems related to managerial decisions using the techniques of management accounting.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									
CO 2		2					1	3		
CO 3			2						1	
CO 4	2							1		

CO 5			1			2				2
Average	2.0	2.0	1.5			2.0	1.0	2.0	1.0	2.0

BSMB106 - Information Systems

Course Outcome

CO1: Evaluate the role of information systems in today's competitive business environment.

CO2: Identify and describe important features of organizations in order to build and use information systems successfully.

CO3: Demonstrate systems analysis, design and decision making in a business setting.

CO4: Define and describe the fundamentals of hardware, software, database management, data communications and systems related to the management activities of an organization.

CO5: Assess how information systems support the activities of managers and end-users in organizations.

CO6: Identify the principal management challenges posed by the ethical and social impact of information systems and management solutions.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2			1						2
CO 2		1					1	2		
CO 3			2						1	
CO 4					2			2		
CO 5		2				2				2
CO 6	1								2	
Average	1.5	1.5	2.0	1.0	2.0	2.0	1.0	2.0	1.5	2.0

BSMB107 - Personality Development and Communication Skills

Course Outcome

CO1: Understand business communication strategies and principles for effective communication in domestic and international business situations.

CO2: Develop the ability to research and write a documented paper and/or to give an oral presentation.

CO3: Develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages.

CO4: Identify ethical, legal, cultural, and global issues affecting business communication.

CO5: Operate in team activities that lead to the development of collaborative work skills.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									
CO 2		2					1			
CO 3			2						1	
CO 4	2							1		
CO 5			1			2				2
Average	2.0	2.0	1.5			2.0	1.0	1.0	1.0	2.0

BSMB108 - Business Ethics

Course Outcome

- CO 1: Analyze the concepts of business ethics from a personal and an organizational perspective
- CO 2: Assess the ethical issues facing business leaders.
- CO 3: Evaluate and distinguish between the concepts of social responsibility, integrity, and business ethics
- CO 4: Discuss the moral and social responsibility dimensions of corporate governance;
- CO 5: understanding of Global modern Business Ethics and their residing applications in different context

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									
CO 2		3						3		
CO 3			2			1			1	
CO 4	2						2	1		
CO 5			1							
Average	2.0	3.0	1.5			1.0	2.0	2.0	1.0	

BSMB211 - Marketing Management

Course Outcomes

- CO1: Understand strong conceptual knowledge in the functional area of marketing management.
- CO2: Develop marketing strategies based on segmentation, target marketing and positioning by examining consumer behavior.
- CO3: Evaluate the relevance of marketing concepts impact on environmental change while designing marketing plans, strategies and practices.
- CO4: Understand the product life cycle, product mix and branding
- CO5: Explain factors influencing pricing decisions

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	1									2
CO 2		2						3		
CO 3			2			1			1	
CO 4	2				1		2	1		
CO 5			1							1
Average	1.5	2.0	1.5		1.0	1.0	2.0	2.0	1.0	1.5

BSMB212 - Financial Management

CourseOutcome

- CO1 Understand the concept of time value of Money
- CO2 To evaluate the various projects by different methods.
- CO3 Understand and compare the theories of dividend policy
- CO4 To analyse and evaluate the various available financing options.
- CO5 Identify the major sources of short-term financing available to the firm

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									
CO 2		3						3		
CO 3			2			1			1	
CO 4	2						2	1		
CO 5			1							
Average	2.0	3.0	1.5			1.0	2.0	2.0	1.0	

BSMB213 - Human Resource Management

CourseOutcomes

- CO1: To State the basic concept of Human Resource Management and role played by HR Manager.
- CO2: To explain the key issues related to administering the human elements such as recruitment, selection, motivation, placement, compensation, appraisal, career planning, diversity, ethics, and training.
- CO3: To schedule appropriate implementation, monitoring and assessment procedures of training.
- CO4: To interpret the significance of employee compensation benefits to both employers and employees.
- CO5: To value the concept of performance management and outline its role in contemporary organizations.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2						1		
CO 2	1								2	
CO 3			2			2				
CO 4				1			2			
Average	1.0	2.0	2.0	1.0		2.0	2.0	1.0	2.0	

BSMB214 - Production & Operations Management

CourseOutcome

- CO1- Identify the role of Operations in overall Business Strategy of the industry.
- CO2- Discuss the application of operations management policies and techniques to the service sector as well as manufacturing firms.
- CO3- Evaluate the vital factors and their interdependence of these factors in the design of effective operations system.

CO4- Classify the trends and challenges of Operations Management in the current business scenario.

CO5- Explain the students with the tools and techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	1									2
CO 2		2						2		
CO 3			1			2			2	
CO 4	1						1	1		
CO 5			1							1
Average	1.0	2.0	1.0			2.0	1.0	1.5	2.0	1.5

BSMB215 - Research Methodology

Course Outcome:

CO 1: Explain the basic framework of research process involved in research.

CO 2: Construct the research proposal related to business or management problems.

CO 4: Design the questionnaire related to primary data collection method.

CO 5: Operate the concept of statistical analysis which includes various tests like t-test, F Test, Z test.

CO 6: Identify the mechanism and techniques of report writing.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2			1						2
CO 2		1					1	2		
CO 3			2						1	
CO 4					2			2		
CO 5		2				2				2
CO 6	1								2	
Average	1.5	1.5	2.0	1.0	2.0	2.0	1.0	2.0	1.5	2.0

BSMB216 - Business Environment

Course Outcome

CO1: Understand the relationship between environment and business, and its components;

CO2: Understand the economic, socio-cultural and technological environment;

CO3: Explain the economic policies, legislation and economic reforms laid by the government;

CO4: Demonstrate and develop conceptual framework of business environment in international business.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2						1		
CO 2	1								2	
CO 3			2			2				
CO 4				1			2			
Average	1.0	2.0	2.0	1.0		2.0	2.0	1.0	2.0	

BSMB217 - Corporate Image Building

CourseOutcomes

CO1: Achieve a clear understanding of corporate image.

CO2: Develop an understanding of the essence of creation of corporate image.

CO3: Understand the concept of public relations and the tools of public relations applicable in today's business scenario.

CO4: Develop the ways to build reputation with different entities using public relation tools and effective media handling.

CO5: Analyze the concept of corporate social responsibility and corporate image.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	1									2
CO 2		2						2		
CO 3			1			2			2	
CO 4	1						1	1		
CO 5			1							1
Average	1.0	2.0	1.0			2.0	1.0	1.5	2.0	1.5

BSMB311 - Strategic Management

CourseOutcomes

CO1. Formulate organizational vision, mission, goals, and values.

CO2. Develop strategies and action plans to achieve an organization's vision, mission, and goals.

CO3. Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.

CO4. Evaluate and revise programs and procedures in order to achieve organizational goals

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2						1		
CO 2	1								2	
CO 3			2			2				
CO 4				1			2			
Average	1.0	2.0	2.0	1.0		2.0	2.0	1.0	2.0	

BSMB312 - International Business

Course Outcome:

CO1: Define the nature, scope, and role of international business & globalization;

CO2: Discuss the theoretical aspects of international business and the functions of international organizations;

CO3: Explain the concept of economic integration and international economic environment;

CO4: Interpret the Organizational structure for international business operations;

CO5: Examine the business implications of international economic environment

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									
CO 2		3						3		
CO 3			2			1			1	
CO 4	2						2	1		
CO 5			1							
Average	2.0	3.0	1.5			1.0	2.0	2.0	1.0	

BSMB313- Supply Chain Management

Course Outcome

CO1: To explain the concept of supply chain management and logistics management.

CO2: To describe performance measurement and control tools.

CO3: To interpret the E business framework related to supply chain management.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									2
CO 2		3					1	3		
CO 3			2			1	1		1	
Average	2.0	3.0	2.0			1.0	1.0	3.0	1.0	2.0

Universal Human Values and Professional Ethics

Course Outcome:

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

CO1. To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity, which are the core aspirations of all human beings

CO2. To facilitate the development of a Holistic perspective among students towards life and profession as well as towards happiness and prosperity based on a correct understanding of the Human reality and the rest of Existence. Such a holistic perspective forms the basis of Universal Human Values and movement towards value-based living in a natural way

CO3. To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually fulfilling human behavior and mutually enriching interaction with Nature

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									2
CO 2		3					1	3		
CO 3			2			1	1		1	
Average	2.0	3.0	2.0			1.0	1.0	3.0	1.0	2.0

BSMB411 - Entrepreneurship Development

Course Outcome

CO1: Explain the meaning and significance of entrepreneurship and understand the process of entrepreneurial action

CO2: To discuss the Theories of Entrepreneurship and analyze global impact of Entrepreneurship

CO3: To demonstrate & design the business plan.

CO4: To evaluate the financial schemes offered by various financial institutions, like Commercial Banks, IDBI, ICICI, SIDBI, SFCs.

CO5: To discuss and employ role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, etc.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									
CO 2		3						3		
CO 3			2						1	
CO 4	2							1		
CO 5			1							
Average	2.0	3.0	1.5					2.0	1.0	

BSMB412 - Corporate Social Responsibility & Corporate Governance

Course Outcome:

CO1: To explain the concept of Corporate Social Responsibility and Corporate Governance.

CO2: To describe the stakeholders related to corporate sustainability.

CO3: To interpret the risk evaluation and risk management related to project.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									2
CO 2		3					1	3		
CO 3			2			1	1		1	
Average	2.0	3.0	2.0			1.0	1.0	3.0	1.0	2.0

Course Outcome

CO1: Understand the E-Commerce and E- business infrastructure and trends

CO2: Analyze different types of portal technologies and deployment methodologies commonly used in the industry.

CO3: Analyze the effectiveness of network computing and cloud computing policies in a multi- location organization.

CO4: Analyze real business cases regarding their e-business strategies and transformation processes and choices.

CO5: Integrate theoretical frameworks with business strategies.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	1									2
CO 2		2						2		
CO 3			1			2			2	
CO 4	1						1	1		
CO 5			1							1
Average	1.0	2.0	1.0			2.0	1.0	1.5	2.0	1.5

BSMB3MK1 - Consumer Behaviour & Sales Management

Course Outcomes

CO 1: Identify the factors which influence consumer behaviour.

CO 2: Examine the major stages which consumers usually go through when making a consumption-related decision.

CO 3: Identify the major individual, social and cultural factors that affect consumer's decision making process.

CO 4: Appraise the process involved in personnel selling and its management.

CO 5: Explain the decisions involved in planning and organizing the sales efforts.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									
CO 2		3						3		
CO 3			2			1			1	
CO 4	2							1		
CO 5			1			1				
Average	2.0	3.0	1.5			1.0		2.0	1.0	

BSMB3MK2 - Marketing of Non-Profit Organizations

Course Outcome

CO1. Understand the use of marketing concepts, theories and practices as applied to non-profit organizations.

CO2. Work with local nonprofit organizations to provide volunteer support and to conduct marketing plans that will aid the organizations in accomplishing their missions and obtaining their objectives.

CO3. Apply their knowledge of marketing by utilizing planning and implementation tools to improve organizational performance

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									2
CO 2		3					1	3		
CO 3			2			1	1		1	
Average	2.0	3.0	2.0			1.0	1.0	3.0	1.0	2.0

BSMB3MK3 - Integrated Marketing Communication

Course Outcomes:

CO 1: Understand a company and its marketing communications activities

CO 2: Describe a range of media and methods available to marketers

CO 3: Demonstrate a comprehensive understanding of Marketing Communications theories and Concepts

CO 4: Design an advertising Campaign

CO 5: Develop an awareness of the connection between marketing communications tools, and how each can be used effectively- individually or in an integrated mix

CO 6: Explain emerging trends of integrated marketing communication

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2			1						2
CO 2		1					1	2		
CO 3			2						1	
CO 4					2			2		
CO 5		2				2				2
CO 6	1								2	
Average	1.5	1.5	2.0	1.0	2.0	2.0	1.0	2.0	1.5	2.0

BSMB4MK4 - International Marketing

Course Outcome:

CO1: To provide understanding of product and pricing decisions appropriate for international market.

CO2: To gain experience in developing international marketing strategies.

CO3: To understand how companies adjust their international strategies based on the global environmental changes (e.g., globalization)

CO4: To build skills and respect toward the understanding of cultures of nations by critically analyzing the social, political, legal, and economic forces that affect the business performance of international marketing

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2						1		
CO 2	1								2	
CO 3			2			2				
CO 4				1			2			
Average	1.0	2.0	2.0	1.0		2.0	2.0	1.0	2.0	

BSMB4MK5 - Rural Marketing

Course Outcomes

CO1: To identify the opportunities and constraints of Rural Marketing.

CO2: To demonstrate product, pricing, distribution and promotional strategies related to rural marketing.

CO3: To identify the factors which influence rural consumer behavior.

CO4: To evaluate the STP Strategy for rural market product.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2						1		
CO 2	1				2				2	
CO 3			2			2				
CO 4		1		1	2		2			
Average	1.0	1.5	2.0	1.0	2.0	2.0	2.0	1.0	2.0	

BSMB3MK6: Marketing of Services

Course Outcomes:

CO 1: Identify the factors for the growth of services sector.

CO2: Develop marketing strategies based on segmentation, target marketing and positioning.

CO3: Evaluate the relevance of marketing concepts impact on environmental change while designing marketing plans, strategies and practices related to services marketing.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	1									2
CO 2		2						2		
CO 3			1			2			2	
Average	1.0	2.0	1.0			2.0		2.0	2.0	2.0

BSMB3FM1 - Security Analysis and Portfolio Management

Course Outcomes:

CO1: Analyse the environment of investment and risk return framework.

CO2: Understand the value of assets and manage investment portfolio.

CO3: Design, analyze, choose and evaluate portfolios along with a deep understanding of Capital market.

CO4: Understand and create various investment strategies on the basis of various market conditions.

CO5: Measure riskiness of a stock or a portfolio position.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									
CO 2		3						3		
CO 3			2			1			1	
CO 4	2							1		
CO 5			1			1				
Average	2.0	3.0	1.5			1.0		2.0	1.0	

BSMB3FM2 - Financial Markets and Services

Course Outcomes:

CO1. To define the roles, structure, functioning and operations of Indian financial market;

CO2. To explain the working of money market and capital market;

CO3. To discuss the management of primary market and secondary market;

CO4. To examine various financial services with their functions;

CO5. To describe the legal and regulatory aspects and implications of Indian banking

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									
CO 2		3						3		
CO 3			2			1			1	
CO 4	2						2	1		
CO 5			1							
Average	2.0	3.0	1.5			1.0	2.0	2.0	1.0	

BSMB3FM3 - Corporate Tax Planning

Course Outcome:

CO1: Understand the basic concepts of Tax management, Tax evasion and Tax avoidance.

CO2: Understand various key decision areas for corporate tax planning.

CO3: Use various concepts of corporate tax planning.

CO4: Analyze Special provisions relating to non-residents.

CO5: Analyze corporate tax planning with reference to business restructuring.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2			1						2
CO 2		3						3		
CO 3			2			1			1	
CO 4	2			2			2	1		
CO 5			1							2
Average	2.0	3.0	1.5	1.5		1.0	2.0	2.0	1.0	2.0

BSMB4FM4 - International Financial Management

Course Outcomes:

CO1: Understand international capital and foreign exchange market

CO2: Understand the concept of balance of payments and how it helps to forecast exchange rates.

CO3: Identify and appraise investment opportunities in the international environment

CO4: Examine the risk relating to exchange rate fluctuations and develop strategies to deal with them

CO5: Analyze the operations of international financial markets including past and present exchange rate systems.

CO6: Explain the exposures of MNCs and non-MNCs in terms of operating, transaction and translation.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2			1						2
CO 2		1					1	2		
CO 3			2						1	
CO 4					2			2		
CO 5		2				2				2
CO 6	1								2	
Average	1.5	1.5	2.0	1.0	2.0	2.0	1.0	2.0	1.5	2.0

BSMB4FM5 - Project Planning and Evaluation

Course Outcome:

CO1: To explain the concept of Project Planning

CO2: To understand the planning and execution phases of a project.

CO3: To describe the network techniques of project management

CO4: To compare and evaluate the techniques of capital budgeting.

CO5: To understand the issues of public enterprise

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									
CO 2		3						3		
CO 3			2			1			1	
CO 4	2						2	1		
CO 5			1							
Average	2.0	3.0	1.5			1.0	2.0	2.0	1.0	

BSMB3HR1 - Knowledge Management

Course Outcomes:

CO1: To explain the concept of knowledge management.

CO2: To understand the planning regarding organization structure

CO3: To describe the strategies related to knowledge management.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	1									2
CO 2		2						2		
CO 3			1			2			2	
Average	1.0	2.0	1.0			2.0		2.0	2.0	2.0

BSMB3HR2 - Organizational Change and Development

Course Outcomes:

CO1: To define the models and approaches of Organizational change and development.

CO2: To discuss the assumptions and relevance of organizational development and effectiveness

CO3: To explain the roles and functions of designing organization structure.

CO4: To interpret the intervening strategies of Organizational change and development.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2						1		
CO 2	1				2				2	
CO 3			2			2				
CO 4		1		1	2		2			
Average	1.0	1.5	2.0	1.0	2.0	2.0	2.0	1.0	2.0	

BSMB3HR3 - Performance Management & Competency Mapping

Course Outcomes:

CO1: Explain the performance management & Performance appraisal

CO2: Compare and contrast various organizational performance management programs and best Practices and define attributes of effective performance management

CO3: Design an organizations performance management process that is compliant with law and Supports organizational mission and strategy.

CO4: Evaluate a performance appraisal system

CO5: Construct competency model

CO6: Conduct competency mapping exercise

CO7: Develop Assessment centre for competency identification

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2			1						2
CO 2		1					1	2		
CO 3			2						1	
CO 4					2			2		
CO 5		2				2				2
CO 6	1								2	
CO 7				2			2			
Average	1.5	1.5	2.0	1.5	2.0	2.0	1.5	2.0	1.5	2.0

BSMB4HR4 - Industrial Relations and Labour Laws

Course Outcomes:

CO1: To explain the concept of industrial relations.

CO2: To interpret the international dimensions of Industrial relations.

CO3: To explain the role of Workers' Participation in Management.

CO4: To interpret the role Grievance Redressal.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2						1		
CO 2	1				2				2	
CO 3			2			2				
CO 4		1		1	2		2			
Average	1.0	1.5	2.0	1.0	2.0	2.0	2.0	1.0	2.0	

BSMB4HR5 - Compensation Management

Course Outcomes:

CO1: Students will be able to discuss key concepts related to compensation components, factors, theory, role of Trade Unions and government and other stake holder

CO2: To describe different Job Evaluation techniques for determining basic pay and will be able to demonstrate a sample Job Evaluation tool

CO3: To evaluate various components of a compensation package, how to structure them, and how to develop a company's compensation policy

CO4: To describe different statutory/ voluntary benefits, perks, incentives, and employee services offered by different organizations in order to motivate employees for better performance and retention

CO5: To discuss the role of collective bargaining / executive compensation negotiations in determining various employee/ executive benefits

CO6: Participants will be able to understand recent trends in executive compensation, rewards and recognition programs, and employee benefits.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2			1						2
CO 2		1					1	2		
CO 3			2						1	
CO 4					2			2		
CO 5		2				2				2
CO 6	1								2	
Average	1.5	1.5	2.0	1.0	2.0	2.0	1.0	2.0	1.5	2.0

BSMB3HR6 - Training and Development

Course Outcome:

CO1: Explain the role of training and development in human resources management.

CO2: Describe the psychology of the learning process on which training is based.

CO3: Analyse the training needs of an organization.

CO4: Assess, design, access and implement various methods, techniques and sources of training.

CO5: Evaluate the value of the training once completed from the individual employee and the organization's viewpoint.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									2
CO 2		3						3		
CO 3			2			1			1	
CO 4	2						2	1		
CO 5			1							2
Average	2.0	3.0	1.5			1.0	2.0	2.0	1.0	2.0

BSMB3IB1 - International Business Environment

Course Outcomes:

CO1: To explain the nature, scope, and role of international business & globalization;

CO2: To discuss the theoretical aspects of international business and the functions of international organizations;

CO3: To explain the concept of economic integration and international economic environment;

CO4: To interpret the Organizational structure for international business operations

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2						1		2
CO 2	1				2				2	
CO 3			2			2				
CO 4		1		1	2		2			1
Average	1.0	1.5	2.0	1.0	2.0	2.0	2.0	1.0	2.0	1.5

BSMB3IB2 - International Marketing

Course Outcomes:

CO1: To provide understanding of product and pricing decisions appropriate for international market.

CO2: To analyze the international marketing strategies.

CO3: To understand how companies adjust their international strategies based on the global environmental changes (e.g., globalization)

CO4: To build skills and respect toward the understanding of cultures of nations by critically analyzing the social, political, legal, and economic forces that affect the business performance of international marketing

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2						1		2
CO 2	1				2				2	
CO 3			2			2				
CO 4		1		1	2		2			1
Average	1.0	1.5	2.0	1.0	2.0	2.0	2.0	1.0	2.0	1.5

BSMB3IB3 - Financing of International Trade

Course Outcome:

CO1.Explain the concepts of international trade and finance and apply for the management decisions

CO2.To analyze impact of WTO on current global trade in detail.

CO3. To apply the different methods to mitigate the foreign trade and exchange rate risks in their respective organizations.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	1									2
CO 2		2						2		
CO 3			1			2			2	
Average	1.0	2.0	1.0			2.0		2.0	2.0	2.0

BSMB4IB4 - Export Management And Documentation

Course Outcomes:

CO1. Understand various import process and procedures

CO2. Analyze the principle of international business and strategies adopted by firms for the expansion.

CO3.Explain the concepts in trade documentation in international business with respect to foreign trade

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	1			1						2
CO 2		2						2		
CO 3			1	2		2			2	
Average	1.0	2.0	1.0	1.5		2.0		2.0	2.0	2.0

BSMB4IB5 - International Logistics Management

Course Outcomes:

CO1: Analyze Business Models, Business Strategies and Competitive Advantage.

CO2: Formulate and implement Warehouse Strategies

CO3: Recognize the requirements for Transportation and International Logistics

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3		PSO 4	PSO 5
CO 1	1			1			2				2
CO 2		2						2			
CO 3			1	2		2				2	
Average	1.0	2.0	1.0	1.5		2.0	2.0	2.0		2.0	2.0

BSMB3OM1 - Facilities Management

Course Outcomes:

CO1: To understand the product selection, design and production layouts through basic strategies with computer applications.

CO2: To Understand different types of production processes and facility layout suitable for manufacturing different categories of products.

CO3: To identify and analyse the problems in the existing layout or material handling system and to optimize the layout or material handling system.

CO4: To develop layout design procedure and layouts for typical applications in the industries and suggesting appropriate material handling strategies in the industries.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2						1		2
CO 2	1				2				2	
CO 3			2			2				
CO 4		1		1	2		2			1
Average	1.0	1.5	2.0	1.0	2.0	2.0	2.0	1.0	2.0	1.5

BSMB3OM2 - **Production Planning and Control**

Course Outcomes:

CO1: To understand the concept of capacity planning, aggregate planning and process of aggregate planning.

CO2: To understand the concept of Master Production Schedule and Material Requirement Planning and identify their elements.

CO3: To design an appropriate strategy for resource planning through appropriate MRP tool.

CO4: To explain demand forecasting, production planning tools & production control tools.

CO5: To demonstrate the Production Planning and Control and its functions for effective and efficient operations management.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									2
CO 2		3						3		
CO 3			2			1			1	
CO 4	2						2	1		2
CO 5			1							
Average	2.0	3.0	1.5			1.0	2.0	2.0	1.0	2.0

BSMB3OM3 - Project Management

Course Outcomes:

CO1: To understand the basic project management skills with a strong emphasis on issues and problems associated with delivering successful projects.

CO1: To explain the importance, scope and functions of project management in successful project with productivity.

CO2: To evaluate, prioritize and select projects from a list of potential projects.

CO3: To illustrate the estimation of guidelines for time, costs and resources required for project management by applying different methods.

CO4: To evaluate and monitor the performance of the project with different approaches.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2						1		2
CO 2	1				2				2	
CO 3			2			2				
CO 4		1		1	2		2			1
Average	1.0	1.5	2.0	1.0	2.0	2.0	2.0	1.0	2.0	1.5

BSMB4OM4 - Materials Management

Course Outcomes:

CO1: To develop an ability to perform the role of materials manager in an organization.

CO2: To analyze the inventory situation of a company and suggest improvements.

CO3: To understand the ethical issues in purchasing and negotiations.

CO4: To manage the activities of material manager like purchasing, inventory analysis, storage etc; in a scientific manner.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2								2
CO 2	1				2				2	
CO 3			2			2				
CO 4		1		1	2		2			1
Average	1.0	1.5	2.0	1.0	2.0	2.0	2.0		2.0	1.5

BSMB4OM5 - Total Quality Management and Quality Standards

Course Outcomes:

CO1: To learn the basic concepts of quality and quality from organizational point of view.

CO2: To learn the concept of total quality management from western and Japanese approach.

CO3: To learn the internal politics, quality culture, education and training of the organization.

CO4: To be aware of international/national Quality awards

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2						1		
CO 2	1				2				2	
CO 3			2			2				
CO 4		1		1	2		2			
Average	1.0	1.5	2.0	1.0	2.0	2.0	2.0	1.0	2.0	

BSMB3AG1 - Agribusiness and Rural Marketing

Course Outcomes:

CO1: To enable students to gain knowledge on agricultural marketing, challenges and prospects for improving agricultural marketing system.

CO2: To gain skills to analyze marketing functions, marketing information and intelligence.

CO3: To impart knowledge of the marketing efficiency and agricultural prices.

CO4: Provide the platform to the students of Marketing of Agricultural Inputs

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2						1		2
CO 2	1				2				2	
CO 3			2			2				
CO 4		1		1	2		2			
Average	1.0	1.5	2.0	1.0	2.0	2.0	2.0	1.0	2.0	2.0

BSMB3AG2 - Agri Input Management

Course Outcomes:

CO 1: Explain the basic concept of agri input management.

CO 2: Interpret the importance of business environment related to agricultural input management.

CO 3: Analyze the marketing strategies of agricultural input management.

CO 4: Analyze the financial strategies of agricultural input management.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2						1		2
CO 2	1				2				2	
CO 3			2			2				
CO 4		1		1	2		2			
Average	1.0	1.5	2.0	1.0	2.0	2.0	2.0	1.0	2.0	2.0

BSMB3AG3 - Farm Business Management

Course Outcomes:

CO1: To acquaint students with the ever-changing role of a farm manager in today's economy.

CO2: To gain a working knowledge of the economic and business principals necessary to survive and thrive in today's agricultural environment.

CO3: To understand the financial management of a farming operation. This includes construction and use of financial statements, a general understanding of the financial industry, organizational business structures and taxation.

CO4: To understand the importance of personal financial management and its direct impact on a business.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1		2								2
CO 2	1				2				2	
CO 3			2			2				
CO 4		1		1	2		2			
Average	1.0	1.5	2.0	1.0	2.0	2.0	2.0		2.0	2.0

BSMB4AG4 - Management of Cooperatives

Course Outcomes:

CO 1: Explain the basic concept of management of cooperatives.

CO 2: Interpret the role of government in the development of cooperatives.

CO 3: Analyze the strategies of Financing of cooperatives, staffing in cooperatives and training methods in cooperatives.

CO 4: Analyze the Management practices of successful cooperatives in India.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1										2
CO 2	1				2				2	
CO 3			2			2				
CO 4				1	2		2			
Average	1.0		2.0	1.0	2.0	2.0	2.0		2.0	2.0

BSMB4AG5 - Plantation Management

Course Outcomes:

CO1: To explain the current scenario of plantation industries in India.

CO2: To demonstrate product, pricing, distribution and promotional strategies related to plantation crops.

CO3: To interpret the financial management in plantations management.

CO4: To evaluate the social, economic and technological aspects related to plantation management

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1										2
CO 2	1				2				2	
CO 3			2			2				
CO 4				1	2		2			
Average	1.0		2.0	1.0	2.0	2.0	2.0		2.0	2.0

BSN6AG6: Agricultural Export Management

Course Outcomes:

CO1. Understand various import and export procedures related to agricultural products.

CO2. Analyze the principle of international business and strategies adopted by agri- firms for the expansion.

CO3. Explain the concepts in trade documentation in international business with respect to agriculture.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3		PSO 4	PSO 5
CO 1	1			1			2				2
CO 2		2						2			
CO 3			1	2		2				2	
Average	1.0	2.0	1.0	1.5		2.0	2.0	2.0		2.0	2.0

BSMB3PH1 - Pharmaceutical Marketing

Course Outcomes:

CO1- Understand the marketing concepts and techniques; and applications of the same in the pharmaceutical industry.

CO2- Describe the concept of product management and product life cycle.

CO3- Discuss the various components of promotion of pharmaceutical products.

CO4- Explain the different pharmaceutical marketing channels

CO5- Evaluate the role of mass media in product advertising.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	2									2
CO 2		3						3		
CO 3			2			1			1	
CO 4	2						2	1		
CO 5			1							2
Average	2.0	3.0	1.5			1.0	2.0	2.0	1.0	2.0

BSMB3PH2 - Regulatory Framework of Pharmaceutical Business

Course Outcomes:

CO1- Understand the law of contract, Capacity of contract and legal requirements of entering into a contract.

CO2- Demonstrate an understanding of the legal environment of pharmaceutical business.

CO3- Apply basic legal knowledge to business of drugs and cosmetics.

CO4- Integrate the concept of online pharmacy.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1										2
CO 2	1				2				2	
CO 3			2			2				
CO 4				1	2		2			
Average	1.0		2.0	1.0	2.0	2.0	2.0		2.0	2.0

BSMB3PH3 - Sales Promotion and Brand Management in Pharmaceutical Business

Course Outcomes:

CO1- Explaining the meaning of sales promotion, nature and growing importance of sales promotion.

CO2- Describe the post testing, implementing and evaluating the sales promotion programs.

CO3- Explain the making necessary modifications for effective sales promotion programs.

CO4- Elaborate the relevance of brand and value awareness in an effective marketing system

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1										2
CO 2	1				2				2	
CO 3			2			2				
CO 4				1	2		2			
Average	1.0		2.0	1.0	2.0	2.0	2.0		2.0	2.0

BSMB3PH4 - Pharmaceutical Retail Management

Course Outcomes:

CO1- Evaluate current retailing trends based on consumer, legal and competitive environments.

CO2- Identify various retail opportunities and evaluate the strategies associated with each type of opportunity.

CO3- Distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandising skills.

CO4- Assess current Indian retail practices in their ability to respond to environmental trends.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1										2
CO 2	1								2	
CO 3			2			2				
CO 4				1			2			
Average	1.0		2.0	1.0		2.0	2.0		2.0	2.0

BSMB3PH5 - Supply Chain Management in Pharmaceutical Industry

Course Outcomes:

CO1: To explain the concept of supply chain management and logistics management.

CO2: To describe performance measurement and control tools.

CO3: To interpret the E business framework related to supply chain management.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3		PSO 4	PSO 5
CO 1	1			1			2				2
CO 2		2						2			
CO 3			1	2		2				2	
Average	1.0	2.0	1.0	1.5		2.0	2.0	2.0		2.0	2.0

BSMB4OP4 - Innovation Management and Startup Ecosystem

Course Outcomes:

CO1: Account for the importance of technological development and innovation for economic growth and increased competitiveness on a firm level,

CO2: Critically discuss a firms need to have a strategic and integrated approach to be able to successfully manage innovation and technical development,

CO3: Analyses complex innovation processes in firms both internally and externally. This incorporates for instance basic knowledge about partnerships, alliances, research and development, commercialisation and industrial marketing.

CO4: Understand the concept of startup ecosystem and government initiatives to promote startups.

	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1										2
CO 2	1								2	
CO 3			2			2				
CO 4				1			2			
Average	1.0		2.0	1.0		2.0	2.0		2.0	2.0