

CENTRAL UNIVERSITY OF HARYANA
(Established *under the Central Universities Act, 2009*)
(**NAAC Accredited 'A' Grade**)



BOS Approved Syllabus And Examination Scheme

Of

Master of Business Administration (MBA)

Session 2023 Onwards

Department of Management Studies
(Central University, Haryana)

Table of Contents

1. About the University.....	4
1.1. Vision of the University.....	4
1.2. Mission of the University	4
2. About Department of Management Studies.....	4
2.1. Vision of Department.....	5
2.2. Mission of Department	5
3. Programme Outcomes.....	6
4. Programme Specific Outcomes (PSOs).....	7
5. Total Number of Courses Offered.....	8
6. Scheme of Programme (To be Followed by MBA Student).....	9
7. Learning Outcome Mapping	10
8. Marking Schemes and Mapping Matrix:	12
8.1. First Year First Semester (Total Credit: 28, Marks: 700)	12
8.2. First Year Second Semester (Total Credit: 28, Marks: 700).....	13
8.3. Second Year Third Semester (Total Credit: 28, Marks: 700)	14
8.4. Second Year Fourth Semester (Total Credit:20, Total Mark:500).....	16
9. Scheme of Examination	18
10. DETAILED SYLLABUS.....	19
FIRST SEMESTER.....	19
Management Process And Organizational Behavior.....	19
Managerial Economics	21
Financial and Management Accounting	23
Business Research Methods	25
Business Environment	27
It Tools For Managers	29
Soft Skills and Personality Development	31
Life Skills from Shreemad Bhagvad Gita.....	33
SECOND SEMESTER	35
Financial Management	35
Management Science.....	37
Marketing Management.....	39
Sustainable Operations Management	41

Human Resource Management.....	43
Entrepreneurship Development and Startups	45
Legal Aspects of Business.....	47
Business Etiquettes and Presentation Skills	49
THIRD SEMESTER.....	51
Summer Internship	51
Business Policy and Strategic Management.....	52
Consumer Behavior	54
Marketing of Services.....	56
Customer Relationship Management.....	58
Rural Marketing.....	60
Compensation Management	62
Training and Development	64
Organisational Change And Development.....	66
Negotiation and Conflict Management.....	68
Financial Innovations and Modelling.....	70
Corporate Governance.....	72
Management of Financial Services.....	74
Banking and Insurance	76
FOURTH SEMESTER	78
Research Project Dissertation.....	78
Integrated Marketing Communication.....	80
Digital Marketing	82
Advanced Marketing Analytics.....	84
Retail and supply chain Management.....	86
Human Resource Analytics	88
Cross Cultural Management	90
Talent Acquisition and Performance Management	92
Leadership And Team Dynamics	94
Financial Derivatives.....	96
International Finance	98
Financial Reporting	100
Security Analysis and Portfolio Management.....	102

1. About the University

The Central University of Haryana (CUH) is one of the fifteen new Central Universities created by the Ministry of Education, Government of India (GoI) under XI Five Year Plan (2007-2012) under the Central University Act-2009 of Parliament. The first NAAC evaluation and accreditation cycle in March 2017 awarded the University an "A" grade and re-accredited 'A' grade in second cycle in 2023. The University is among the top 200 higher educational institutions as per NIRF. CUH's permanent campus in Jant-Pali Villages, Mahendergarh, Haryana, is spread across 484 acres. The University offers various UG/PG/Research programmes in Sciences, Arts, Humanities, Commerce, Management, Economics, & Engineering.

1.1. Vision of the University

To develop enlightened citizenship of a knowledge society for peace and prosperity of individuals, nation and the world, through promotion of innovation, creative endeavours, and scholarly inquiry.

1.2. Mission of the University

To serve as a beacon of change, through multi-disciplinary learning, for creation of knowledge community, by building a strong character and nurturing a value-based transparent work ethics, promoting creative and critical thinking for holistic development and self-sustenance for the people of India. The University seeks to achieve this objective by cultivating an environment of excellence in teaching, research and innovation in pure and applied areas of learning.

2. About Department of Management Studies

Department of Management Studies was established in the year 2010 under the School of Law, Governance, Public Policy & Management with Post Graduate Programme in Management i.e. MBA. It is a two years full time programme consisting of four semesters. Initially, the intake of MBA programme was 15 and from academic year 2014-2015 intake was increased to 30. From 2020, the department is working under the aegis of School of

Business and Management Studies with an intake capacity of 50. The eligibility criterion for admission is 50% marks in graduation or an equivalent grade. At present multiple specialisations are being offered in second year. Each student is required to take any two specialisation, thus follows system of dual specialisation. Students are required to undergo a summer training of 6-8 weeks in industrial/services organisations. The department supports students with training and placement opportunities. The alumni of the department are serving the nation as entrepreneurs, administrators, and on various key portfolios in public and private sector.

2.1. Vision of Department

To emerge as centre of excellence which can contribute and serve the various sections of the society with teaching, learning and research.

2.2. Mission of Department

To nurture creative, innovative, entrepreneurial, critical thinking, problem solving mindset with a view to develop sustainable and value based corporations for creation of inclusive society.

To inspire students to develop professional competency via ongoing learning, sympathetic leadership, and strategic industry and practitioner linkages.

3. Programme Outcomes

Programme Outcomes (PO) of Post Graduate Programmes/Courses in the Department of Management, Central University of Haryana are as under:

PO1	Gain the required independence and efficiency necessary to excel in real life corporate world.
PO2	Experimental learning with core competence in visualising, ideation and effective implementation with an investigative and analytical mindset.
PO3	Scientific enquiry and empirical outlook towards the facts based on critical thinking and research view.
PO4	Expertise to deal with analytical digital business ecosystem and narrate the qualitative and quantitative solutions to business problems.
PO5	Produce job ready human resources with entrepreneurial mindset and specialised domain area knowledge.
PO6	Assimilation and dissemination of life values in enriching overall quality of life.
PO7	Leadership skills: Learn to lead people, make goals, and inspire others.
PO8	Communicate conclusions, interpretations, and implications in a clear, concise, and effective manner, both orally and in writing, for a variety of audiences.

4. Programme Specific Outcomes (PSOs)

The Learning Outcomes-based Curriculum Framework focuses on defining specific learning outcomes that students are expected to achieve by the end of their program. Here are some program outcomes aligned with LOCF principles for MBA programs:

PSO1: Critical Thinking and Problem-Solving: Students will demonstrate the ability to analyze complex business challenges, identify problems, and formulate innovative solutions using critical thinking and analytical skills.

PSO2: Effective Communication: Students will effectively communicate business concepts and strategies both in written and oral forms, adapting their communication style to various audiences.

PSO3: Ethical Decision-Making: Students will make ethical decisions based on a deep understanding of business ethics, demonstrating integrity, social responsibility, and a commitment to ethical practices.

PSO4: Global Perspective and Cultural Sensitivity: Students will exhibit an understanding of global business dynamics, cultural nuances, and the ability to work in diverse international contexts.

PSO5: Leadership and Teamwork: Students will possess leadership skills to lead teams, inspire collaboration, and manage conflicts while promoting a positive work environment.

PSO6: Innovation and Entrepreneurship: Students will be capable of fostering innovation, identifying opportunities, and even considering entrepreneurial ventures within the business realm.

PSO7: Data-driven Decision Making: Students will leverage data analytics to drive informed decision-making, including the ability to interpret and utilize quantitative information.

PSO8: Strategic Management: Students will formulate and implement strategic plans aligned with organizational goals, integrating various business functions and adapting to changing environments.

PSO9: Technology Integration: Students will adapt leveraging technology to enhance business processes, decision-making, and customer engagement.

PSO10: Continuous Learning and Adaptability: Students will have a growth mindset, demonstrating the ability to learn continuously and adapt to evolving business landscapes.

5. Total Number of Courses Offered

Semester	Core Courses Offered		Skill Enhancement Courses Offered		Ability Enhancement Courses Offered (Available for students of other departments)		Discipline Specific Elective Courses		Total Credits
	No. of Courses	Total Credits	No. of Courses	Total Credits	No. of Courses	Total Credits	No. of Courses	Total Credits	
I	5	20	1	4	1	4	-	-	28
II	6	24	1	4	1	4	-	-	32
III	2	8	-	-	-	-	12	48	56
IV	1	4	-	-	-	-	12	48	52
Total	14	56	2	8	2	8	24	96	168
Total	CC	56	SEC	8	AEC	8	DSEC	96	168

CC - Core Courses, SEC - Skill Enhancement Courses, AEC - Ability Enhancement Courses, DSEC - Discipline Specific Elective Courses, and GEC - General Elective Courses.

Note: In addition to above courses, one Value Added Course (VAC) is offered by department in first semester. Including the credit of this VAC, the total number of credits offered by department are 170. The details of VAC is as follows:

Name of VAC: Life Skills from Shreemad Bhagvad Gita

Credits: 2

Semester: First

6. Scheme of Programme (To be Followed by MBA Student)

Semester	Core Courses		Skill Enhancement Courses		Ability Enhancement Courses		General Elective Courses (To be taken from offered by other departments)		Discipline Specific Elective Courses		Total Credits
	No. of Courses	Total Credits	No. of Courses	Total Credits	No. of Courses	Total Credits	No. of Courses	Total Credits	No. of Courses	Total Credits	
I	5	20	1	4	-	-	1	4	-	-	28
II	6	24	1	4	-	-	-	-	-	-	28
III	2	8	-	-	-	-	1	4	4	16	28
IV	1	4	-	-	-	-	-	-	4	16	20
Total	14	56	2	8	-	-	2	8	8	32	104
Total	CC	56	SEC	8	AEC	0	GEC	8	DSEC	32	104

CC - Core Courses, SEC - Skill Enhancement Courses, AEC - Ability Enhancement Courses, DCEC - Discipline Specific Elective Courses, and GEC - General Elective Courses.

7. Learning Outcome Mapping

Seme ster	Course Name	Course Code	Programme Specific Outcome										
			PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PSO 10	
1st	Management Process and Organizational Behavior	SBMS MGT 01 101 C 3104	✓	✓	✓		✓		✓			✓	
	Managerial Economics	SBMS MGT 01 102 C 3104	✓		✓			✓		✓	✓		
	Financial and Management Accounting	SBMS MGT 01 103 C 3104	✓		✓				✓		✓		
	Business Research Methods	SBMS MGT 01 104 C 3104	✓			✓		✓	✓	✓		✓	
	Business Environment	SBMS MGT 01 105 C 3104	✓	✓	✓	✓		✓			✓		
	IT Tools for Business	SBMS MGT 01 106 SEC 2002								✓	✓	✓	✓
	Soft Skills and Personality Development	SBMS MGT 01 107 AEC 3104		✓		✓	✓						✓
	Life Skills from Shreemad Bhagvad Gita	SBMS MGT 01 108 VAC 1202	✓	✓	✓	✓		✓			✓		✓
2nd	Financial Management	SBMS MGT 01 201 C 3104	✓							✓	✓	✓	
	Management Science	SBMS MGT 01 202 C 3104	✓							✓	✓	✓	
	Marketing Management	SBMS MGT 01 203 C 3104	✓		✓	✓					✓		✓
	Sustainable Operations Management	SBMS MGT 01 204 C 3104	✓		✓	✓					✓		✓
	Human Resource Management	SBMS MGT 01 205 C 3104	✓	✓		✓	✓				✓		✓
	Entrepreneurship Development and Startups	SBMS MGT 01 206 C 3104	✓	✓			✓	✓	✓	✓	✓	✓	✓
	Legal Aspects of Business	SBMS MGT 01 207 SEC 3104			✓	✓				✓	✓		✓
	Business Etiquettes and Presentation Skills	SBMS MGT 01 208 AEC 3104		✓		✓	✓				✓		✓
3rd	Summer Internship	SBMS MGT 01 301 C 0444	✓	✓		✓		✓			✓	✓	✓
	Business Policy and Strategic Management	SBMS MGT 01 302 C 3104	✓			✓	✓	✓			✓	✓	
	Consumer Behaviour	SBMS MGT 01 303 DCEC 3104	✓		✓	✓		✓					✓

	Marketing of Services	SBMS MGT 01 304 C 3104	✓		✓	✓			✓	✓		✓	
	Customer Relationship Management	SBMS MGT 01 305 C 3104	✓	✓		✓						✓	
	Rural Marketing	SBMS MGT 01 306 C 3104	✓					✓		✓		✓	
	Compensation Management	SBMS MGT 01 307 DCEC 3104	✓		✓	✓				✓	✓	✓	
	Training and Development	SBMS MGT 01 308 DCEC 3104	✓	✓		✓	✓	✓			✓	✓	
	Organisational change and Development	SBMS MGT 01 309 DCEC 3104	✓	✓	✓	✓				✓	✓	✓	
	Negotiation and Conflict Management	SBMS MGT 01 3010 DCEC 3104	✓	✓	✓	✓	✓		✓				
	Financial Innovations and Modelling	SBMS MGT 01 3011 DCEC 3104	✓					✓		✓		✓	
	Corporate Governance	SBMS MGT 01 3012 DCEC 3104	✓		✓	✓		✓			✓		
	Management of Financial Services	SBMS MGT 01 3013 DCEC 3104	✓			✓		✓		✓			
	Banking and Insurance	SBMS MGT 01 3014 DCEC 3104	✓			✓		✓		✓		✓	
4th	Research Project Dissertation	SBMS MGT 01 401 C 0444	✓		✓			✓	✓			✓	
	Integrated Marketing Communication	SBMS MGT 01 402 DCEC 3104	✓		✓	✓		✓		✓		✓	
	Digital Marketing	SBMS MGT 01 403 DCEC 3104	✓		✓	✓		✓			✓	✓	
	Advanced Marketing Analytics	SBMS MGT 01 404 DCEC 3104	✓		✓				✓		✓	✓	
	Retail and Supply Chain Management	SBMS MGT 01 405 DCEC 3104	✓		✓	✓				✓		✓	
	Human Resource Analytics	SBMS MGT 01 406 DCEC 3104	✓		✓	✓			✓	✓	✓	✓	
	Cross Cultural Management	SBMS MGT 01 407 DCEC 3104	✓	✓		✓	✓		✓			✓	
	Talent Acquisition and Performance Management	SBMS MGT 01 408 DCEC 3104	✓	✓	✓	✓			✓			✓	✓
	Leadership and Team Dynamics	SBMS MGT 01 409 DCEC 3104	✓	✓	✓	✓				✓		✓	✓
	Financial Derivatives	SBMS MGT 01 4010 DCEC 3104	✓			✓		✓	✓				
	International Finance	SBMS MGT 01 4011 DCEC 3104			✓	✓		✓	✓	✓			
	Financial Reporting	SBMS MGT 01 4012 DCEC 3104	✓	✓	✓	✓						✓	
	Security Analysis and Portfolio Management	SBMS MGT 01 4013 DCEC 3104	✓					✓	✓	✓	✓	✓	

8. Marking Schemes and Mapping Matrix:

8.1. First Year First Semester (Total Credit: 28, Marks: 700)

Course Code	Course Title	External Marks				Internal Marks				Total Marks	Credit
		Exam	Viva	Attendance	Total	Exam	Assignment	Attendance	Total		
Core Courses											
SBMS MGT 01 101 C 3104	Management Process and Organizational Behaviour	70	--	--	70	20	5	5	30	100	4
SBMS MGT 01 102 C 3104	Managerial Economics	70	--	--	70	20	5	5	30	100	4
SBMS MGT 01 103 C 3104	Financial and Management Accounting	70	--	--	70	20	5	5	30	100	4
SBMS MGT 01 104 C 3104	Business Research Methods	70	--	--	70	20	5	5	30	100	4
SBMS MGT 01 105 C 3104	Business Environment	70	--	--	70	20	5	5	30	100	4
Skill Enhancement Course		Exam	Viva	Att.	Total	Exam	Assi.	Att.	Total		
SBMS MGT 01 106 SEC 2002	IT Tools for Business	70	--	--	70	20	5	5	30	100	4
GEC – To be Taken from Other Departments*										100	4
Ability Enhancement Course (Offered to Other Departments)		Exam	Viva	Att.	Total	Exam	Assi.	Att.	Total		
SBMS MGT 01 107 AEC 3104	Soft Skills and Personality Development	70	--	--	70	20	5	5	30	100	4
Value Addition Course		Exam	Viva	Att.	Total	Exam	Assi.	Att.	Total		
SBMS MGT 01 108 VAC 3104	Life Skills from Shreemad Bhagvad Gita	50	20	--	70	20	5	5	30	100	4
Total										700	28

* A student may opt for a Swayam course of equivalent credit in lieu of GEC (to be taken from other departments) after due approval from the department.

8.2. First Year Second Semester (Total Credit: 28, Marks: 700)

Course Code	Course Title	External Marks				Internal Marks				Total Marks	Credit
		Exam	Viva	Attendance	Total	Exam	Assignment	Attendance	Total		
SBMS MGT 01 201 C 3104	Financial Management	70	--	--	70	20	5	5	30	100	4
SBMS MGT 01 202 C 3104	Management Science	70	--	--	70	20	5	5	30	100	4
SBMS MGT 01 203 C 3104	Marketing Management	70	--	--	70	10	5	5	20	100	4
SBMS MGT 01 204 C 3104	Sustainable Operations Management	70	--	--	70	20	5	5	30	100	4
SBMS MGT 01 205 C 3104	Human Resource Management	70	--	--	70	20	5	5	30	100	4
SBMS MGT 01 206 C 3104	Entrepreneurship Development and Startups	70	--	--	70	20	5	5	30	100	4
Skill Enhancement Course		Exam	Viva	Att.	Total	Exam	Assi.	Att.	Total		
SBMS MGT 01 207 SEC 3104	Legal Aspects of Business	70	--	--	70	20	5	5	30	100	4
Ability Enhancement Course (Offered to other departments)		Exam	Viva	Att.	Total	Exam	Assi.	Att.	Total		
SBMS MGT 01 208 AEC 3104	Business Etiquettes and Presentation Skills	70	--	--	70	20	5	5	30	100	4
Total										700	28

8.3. Second Year Third Semester (Total Credit: 28, Marks: 700)

Course Code	Course Title	External Marks				Internal Marks				Total Marks	Credit
		Exam	Viva	Attendance	Total	Exam	Assignment	Attendance	Total		
Core Courses											
SBMS MGT 01 301 C 0444	Summer Internship	40	30	--	70	30	-	-	30	100	4
SBMS MGT 01 302 C 3104	Business Policy and Strategic Management	70	--	--	70	20	5	5	30	100	4
Discipline Specific Elective Courses		Exam	Viva	Att.	Total	Exam	Assi.	Att.	Total		
Elective Course Specialization 1		70	--	--	70	20	5	5	30	100	4
Elective Course Specialization 1		70	--	--	70	20	5	5	30	100	4
Elective Course Specialization 2		70	--	--	70	20	5	5	30	100	4
Elective Course Specialization 2		70	--	--	70	20	5	5	30	100	4
One GEC (4 Credit Course) to Be Taken From Other Department*										100	4
Marketing Electives											
SBMS MGT 01 303 DCEC 3104	Consumer Behaviour	70	--	--	70	20	5	5	30	100	4
SBMS MGT 01 304 DCEC 3104	Marketing of Services										
SBMS MGT 01 305 DCEC 3104	Customer Relationship Management										
SBMS MGT 01 306 DCEC 3104	Rural Marketing										

Human Resource Electives												
SBMS MGT 01 307 DCEC 3104	Compensation Management	70	--	--	70	20	5	5	30	100	4	
SBMS MGT 01 308 DCEC 3104	Training and Development											
SBMS MGT 01 309 DCEC 3104	Organisational Change and Development											
SBMS MGT 01 3010 DCEC 3104	Negotiation and Conflict Management											
Finance Electives												
SBMS MGT 01 3011 DCEC 3104	Financial Innovations and Modelling	70	--	--	70	20	5	5	30	100	4	
SBMS MGT 01 3012 DCEC 3104	Corporate Governance											
SBMS MGT 01 3013 DCEC 3104	Management of Financial Services											
SBMS MGT 01 3014 DCEC 3104	Banking and Insurance											
Total										700	28	

* A student may opt for a Swayam course of equivalent credit in lieu of GEC (to be taken from other departments) after due approval from the department.

Note:

- Each student is required to opt two specialisations. From each specialisation, two courses are to be opted.
- Specializations are offered under dual specialization scheme (2 electives from each specialization).

8.4. Second Year Fourth Semester (Total Credit:20, Total Mark:500)

Course Code	Course Title	External Marks				Internal Marks				Total Marks	Credit
		Exam	Viva	Attendance	Total	Exam	Assignment	Attendance	Total		
Core Courses											
SBMS MGT 01 401 C 0444	Research Project Dissertation	70	--	--	70	20	5	5	30	100	4
Discipline Specific Elective Courses		Exam	Viva	Att.	Total	Exam	Assi.	Att.	Total		
Elective Course Specialization 1		70	--	--	70	20	5	5	30	100	4
Elective Course Specialization 1		70	--	--	70	20	5	5	30	100	4
Elective Course Specialization 2		70	--	--	70	20	5	5	30	100	4
Elective Course Specialization 2		70	--	--	70	20	5	5	30	100	4
Marketing Electives											
SBMS MGT 01 402 DCEC 3104	Integrated Marketing Communication	70	--	--	70	20	5	5	30	100	4
SBMS MGT 01 403 DCEC 3104	Digital Marketing										
SBMS MGT 01 404 DCEC 3104	Advanced Marketing Analytics										
SBMS MGT 01 405 DCEC 3104	Retail and Supply Chain Management										

Human Resource Electives											
SBMS MGT 01 406 DCEC 3104	Human Resource Analytics	70	--	--	70	20	5	5	30	100	4
SBMS MGT 01 407 DCEC 3104	Cross Cultural Management										
SBMS MGT 01 408 DCEC 3104	Talent Acquisition and Performance Management										
SBMS MGT 01 409 DCEC 3104	Leadership and Team Dynamics										
Finance Electives											
SBMS MGT 01 4010 DCEC 3104	Financial Derivatives	70	--	--	70	20	5	5	30	100	4
SBMS MGT 01 4011 DCEC 3104	International Finance										
SBMS MGT 01 4012 DCEC 3104	Financial Reporting										
SBMS MGT 01 4013 DCEC 3104	Security analysis and Portfolio Management										
Total										500	20

Note:

- Each student is required to opt two specialisations. From each specialisation, two courses are to be opted.
- Specializations are offered under dual specialization scheme (2 electives from each specialization).

9. Scheme of Examination

External Assessment: For each paper, the external evaluation will be of 70 marks except mentioned otherwise in marking schemes and mapping matrix.

Internal Assessment: The internal assessment will carry 30 marks. Internal evaluation should be spread evenly throughout the semester and must include at least 3 independent components including an internal exam. The components are as follows:

1. Sessional Exam – 20 marks
2. Attendance - 05 marks
3. Assignment/Case analysis/Presentation/Group project/Role Play – 05 marks

Summer Training: All students must complete four to six weeks of industrial, business, or service summer training after the second semester.

10. DETAILED SYLLABUS

FIRST SEMESTER

MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR

Course Code: SBMS MGT 01 101 C 3104

Course credit: 4

Core Course

Course Objectives:

This course provides an overview of fundamental management principles and explores the dynamics of organizational behaviour. It emphasizes the application of management concepts to real-world situations and aims to develop critical thinking and leadership skills.

Learning Outcomes:

By the end of this course, students should be able to:

- Explain key management principles and apply them in various organizational scenarios.
- Analyze individual and group behaviour within an organization and propose strategies for improvement.
- Solve complex management problems by integrating knowledge from different management areas.
- Recognize ethical dilemmas in management and develop strategies for ethical decision-making.
- Demonstrate effective communication and leadership skills in a team or organizational context.

Contents:

UNIT I

Basic concepts of Management: Definition – Need and Scope – Different Schools of Management thought – Behavioural, Scientific, Systems, and Contingency, Contributions of Taylor, Gantt, Gilbreth, Fayol, Maslow, Herzberg, Likert and McGergor

UNIT II

Functions of Management –Planning – Concept, Nature, Importance, Steps, Limitations, Management by Objectives, Organizing - Concept, Nature, Importance, Principles, Centralization, Decentralization, Organization Structures-Line and Staff Authority, Functional, Matrix, Geographical, New Forms of Organization, Staffing - Concept, Nature, Importance, Steps, Directing– Concept, Nature, Importance, Controlling - Concept, Nature, Importance, Process of controlling, Control Techniques, Leadership: Concept, Nature, Importance, Attributes of a leader, developing leaders across the organization, Leadership Grid, Decision making: Concept, Nature, Importance, and Process, Types of decisions, Problems in decision making.

UNIT III

Introduction to organisational behaviour : Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB, Personality & Attitudes: Meaning of personality, attitude - Development of personality – Attributes of personality- to Organizational Behaviour Transactional Analysis – Ego states –Johari window - Nature and dimensions of attitude – Developing the right attitude.

UNIT IV

Motivation: Definition, Importance, Motives – Characteristics, Classification of motives - Primary & Secondary motives. Theories of Motivation - Maslow's Theory of need hierarchy - Herzberg & theory, Morale - Definition and relationship with productivity - Morale Indicators, Group Dynamics and Team building: Concept of Group & Team. Theories of Group Formation - Formal and Informal Groups, Importance of Team building. Emerging Trends and Challenges.

Suggested Reading:

1. Neharika Vohra Stephen P. Robbins, Timothy A. Judge. (2022). *Journal of Organizational Behavior, 18th ed (updated)*. Pearson Publication.
2. Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2020). *Fundamentals of management, (11th ed)*. Pearson.
3. Daft, R. L. (2021). *Management, 14th ed (updated)*. Cengage Learning
4. Hellriegel, D., Jackson, S. E., & Slocum, J. W. (2019). *Management: A practical introduction*. Cengage Learning.
5. Luthans, F., & Doh, J. P. (2018). *International management: Culture, strategy, and behavior (12th ed)*. McGraw-Hill Education.
6. Robbins, S. P., Judge, T. A., & Vohra, N. (2022). *Organizational behavior (18th ed)*. Pearson.
7. Treviño, L. K., & Nelson, K. A. (2021). *Managing business ethics: Straight talk about how to do it right (8th ed)*. Wiley.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

MANAGERIAL ECONOMICS

Course Code: SBMS MGT 01 102 C 3104

Course credit: 4

Core Course

Objectives:

The objective of this course is to acquaint the learners with the application of principles of economics in managerial decision-making.

Learning Outcomes:

After completion of the course, students are expected ;

- To understand the overview of Micro and Macro economics.
- To understand the economic concepts such as supply and demand, opportunity cost, elasticity, and marginal analysis.
- To Understand pricing phenomena in real life in different market conditions.
- To learn the principles of economics in their managerial role.

Contents:

UNIT I

Economics: Concept, Definition, Nature and Scope; Indian perspectives of economics, Introduction to *Kautilya Arthshashtra*. Microeconomics; Macroeconomics; Managerial Economics, Applications of Managerial Economics in managerial decisions making; Objectives of the firm: Managerial theories of firm, Behavioural theories of firm;

UNIT II

Concept of utility; Cardinal and Ordinal utility approach, Law of diminishing marginal utility, Budget Line and Indifference curve analysis; Theory of Demand, Elasticity of demand: Types and significance; Demand Forecasting: methods of demand forecasting; Supply Analysis: Supply function, Law of Supply, Elasticity of Supply.

UNIT III

Production Analysis: Production function, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Iso-costs, Law of variable proportions, stages of returns to factors, Returns to Scale and , Economies of scale

UNIT IV

Price and output determination: Pricing decisions under different market forms like perfect competition, monopoly, monopolistic competition, oligopoly; Pricing methods and strategies; Government and Business: Different forms of government intervention in the market, Prevention and control of monopoly in India

Suggested Readings:

1. Gupta, G. S. (2017). *Managerial economics (2nd ed)*. McGraw-Hill Education.
2. Hirschey, M. (2009). *Fundamentals of managerial economics (9th ed)*. Cengage.
3. Koutsoyiannis, A. (2015). *Modern micro economics (2nd ed)*. New Delhi: Atlantic Publishers & Distributors (P) Ltd.
4. Petersen, H. C., Lewis, W., & Jain, S. (2006). *Managerial economics (4th ed)*. Pearson Education.
5. Salvatore, D., & Srivastava, R. (2012). *Managerial economics: Principles and worldwide applications (7th ed)*. USA: Oxford.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

FINANCIAL AND MANAGEMENT ACCOUNTING

Course Code: SBMS MGT 01 103 C 3104

Course credit: 4

Core Course

Objective:

The objective of this course is to acquaint students with the principles and practice of financial and management accounting in order to make them understand and analyse financial statements in contemporary business context.

Learning Outcomes:

After completing the course, the student shall be able:

- To understand the theoretical framework of accounting and to prepare financial statements
- To analyse the situation and decide the key financial as well as non-financial elements involved in the situation.
- To develop the skill of preparation of trading and profit and loss account and balance sheet.
- To evaluate the financial impact of the business decision.

Contents:

Unit I

Financial Accounting for business: Meaning and Importance of Accounting in Business Organization; Basic concepts and terms used in accounting; Capital & Revenue Expenditure; Capital & Revenue Receipts; Users of Accounting.

Unit II

Concept of Accounting; Accounting Principles: Generally Accepted Accounting Principles (GAAP); Accounting cycle, systems of accounting, Accounting Concepts and Conventions, Fundamental Accounting Equation, Journal, Ledger and Trial Balance.

Unit III

Financial Statements: Introduction to the 'Revised Schedule VI' : Statement of profit and loss and Balance sheet; Statement of Cash flows, Analysis of cash flow; Ratio Analysis for decision making.

Unit IV

Concept of marginal costing: Advantages and limitations of marginal costing, Absorption costing and Variable costing; Break-even point analysis : BEP chart, assumption and limitations, contribution, P/V ratio, Margin of safety, decision involving alternative choices. Budgeting and budgetary control: Meaning and importance of Budgets and budgetary control, types of budgets and their preparation, Flexible budgets, Zero-base budgeting, Traditional Indian wisdom of accounting.

Suggested Readings:

1. Anthony, R. N., Hawkins, F. D., & Merchant, K. A.(2011). *Accounting: Text and cases (13th ed)*. McGraw-Hill.
2. Atkinson, A., & Kaplan, R. (2001). *Management Accounting* (3th ed). Pearson.
3. Ernst & Young. (2020). *International GAAP under IFRS*. Wiley India Pvt Ltd.
4. Fridson, M., & Alvarez, F. (2011). *Financial Statement Analysis: A practitioners' guide* (4th ed). John Wiley & Sons, Inc.
5. Horngren, T. C., Sundem, G. L., Stratton, W. O., Schatzberg, J., & Burgstahler, D. (2014). *Introduction to management accounting (16th ed)*. Pearson Education.
6. Khan, M. Y., & Jain, P. K. (2021). *Management accounting :Text, Problems and cases (8th ed)*. McGraw-Hill Publication.
7. Charles, T. H., Gary , L.S. , John, A. E. and Danna ,R. P.(2022). *Introduction to Financial Accounting*.
8. Leonardo, A. R., Qanis, J. R., & Alderman, C. W., *Accounting Information Systems: A cycle Approach. (11th ed)* Publisher Wiley.
9. Marshall, B. Romney and Paul, John Steinbart. (2020) *Accounting information systems,(15th ed)* Pearson Education Limited.
10. Robert, L. (2015). Hurt. *Accounting Information Systems,(4th ed)* McGraw Hill.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

BUSINESS RESEARCH METHODS

Course Code: SBMS MGT 01 104 C 3104

Course credit: 4

Core Course

Objective:

The objective of this paper is to introduce the students to the research in business. Students will learn various methods of research in business and will understand its conceptual and practical understanding along with its importance and implications in business.

Learning Outcomes:

The course is designed to inculcate the basic understanding of methods adopted in business research. After completion of the course, students are expected to have:

- Understand the fundamentals of research in business.
- Understand the various methods and tools adopted in business.
- Understand and Review the planning and conceptualisation of research in business.
- Understand the overall dynamics of business research.

Contents:

UNIT I

Introduction to Business Research: Meaning, Relevance and Significance of Research in Business; Research Process; Research Design: Types, Role and Relevance of Research Designs; Types of Research: Pure Research, Applied Research, Qualitative Research, Quantitative Research, Exploratory Research and Descriptive research;

UNIT II

Sampling: Meaning, Steps in Sampling process; Types of Sampling - Probability and non-probability Sampling Techniques; Determining Sample Size; Types of Data: Primary Data and Secondary Data; Methods of Collecting Data; Formulation of Questionnaire and Pilot Testing of Questionnaire.

UNIT III

Measurement Concepts: Measurement and Scaling Concepts, Levels of Measurement and Types of Scales; Criteria for good measurement: Reliability and Validity – Meaning and Types; Data Preparation; Statistical Inference: Estimation and Hypothesis testing; t-test; Analysis of Variance (ANOVA).

UNIT IV

Simple and Multiple Regression Analysis; Application of Computer Software in Business Research with focus on SPSS; Report Writing: Types of Research Reports – Planning, Organizing and Prerequisites for Research Report; System of Referencing – Bibliography, References Footnotes, Checklist; Evaluation of Report; Plagiarism in Research; Ethics in Business Research.

Suggested Readings:

1. Schindler, P. S. (2021). *Business research methods (13th ed)*. McGraw-Hill Publication.
2. Levin, R. I., Siddiqui, M. H., Rastogi, S., & Rubin, D. S. (2017). *Statistics for management (8th ed)*. Pearson Education.
3. Levine, D. M., Szabat, K., Stephan, D., & Viswanathan, P. K. (2017). *Business statistics – A first course (7th ed)*. Pearson Education.
4. Malhotra, N., & Dash, S. (2019). *Marketing research – An applied orientation (7th ed)*. Pearson Education.
5. Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A., & Griffin, M. (2016). *Business research methods: A South-Asian perspective (8th ed)*. Cengage Learning.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

BUSINESS ENVIRONMENT

Course Code: SBMS MGT 01 105 C 3104

Course credit: 4

Core Course

Objective:

The objective of this paper is to acquaint the students with the conceptual and practical dimensions of the environment in which a business exists. Course conceptualises for students various aspects deemed as important for successful business enterprises.

Learning Outcomes:

The course is designed to inculcate the basic understanding of the business environment. After completion of the course, students are expected to have:

- Understand the fundamentals of the business environment.
- Understand the challenges related to micro and macro environments.
- Understand and Review the social environment.
- Understand the overall dynamics of the technological environment and its influence on business.

Contents:

UNIT I

Business and Business Environment: Basic Understanding; Micro Environment: Internal Environment – Value System, Mission, Objectives, Organizational Structure and Resources. External Environment: Firm, Customers, Suppliers, Distributors, Competitors, Society

UNIT II

Macro Environment: Basic Understanding; Components of Macro Environment: Demographic Environment - Population size, income level, falling birth rate and changing age structure; Political Environment- Functions of state and political dynamics of India.

UNIT III

Social Environment: Impact of society and culture on business; Economical Environment - Structure of the economy, Changing structure of the economy, Globalization, liberalization, and privatization. *Culture, Values and Belief System*

UNIT IV

Technological Environment - Innovation, technology and competitive advantage; Natural Environment – Natural Resources, Sustainability and Business Practices, Climate Changes. International and Legal Environment; Consumerism. Emerging Trends and Challenges of Business Environment.

Suggested Readings:

1. Aswathappa, K. (2023). *Essentials of business environment (16th ed)*. Himalaya Publishing House.
2. Cherunilam, F. (2023). *Business environment text and cases (13th ed)*. Himalaya Publishing House.
3. Paul, J. (2018). *Business environment: Text and cases*. McGraw-Hill Education.
4. Dutt, G., & Mahajan, A. (2016). *Indian economy (72nd ed)*. S Chand.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

IT TOOLS FOR MANAGERS

Course Code: SBMS MGT 01 106 SEC 2002

Course credit: 4

Skill Enhancement Course

Objective:

This course introduces managers to key information technology tools and concepts essential for effective decision-making, communication, and management in today & digital business world. It covers various software applications, data analysis tools, and communication technology.

Learning Outcomes:

- To familiarize managers with essential IT tools and their applications in decision-making and management.
- To develop proficiency in using software applications for data analysis and reporting.
- To enhance communication and collaboration skills using digital tools.
- To understand the ethical and security considerations related to IT tools and data management.
- To apply IT tools for problem-solving and strategic decision-making in a managerial context.

Contents:

UNIT I

Introduction to IT Tools for Managers- Understanding the Role of IT in Management, Essential IT Tools for Managers, Ethical and Security Considerations, Document Creation and Presentation Tools-Microsoft Office Suite (Word, PowerPoint), Creating Professional Documents and Presentations.

UNIT II

Data Analysis with Spreadsheet Software- Microsoft Excel for Data Analysis, Data Visualization and Charts, Advanced Functions and Pivot Tables, Conditional Formatting, Google Workspace (Docs, Slides, Sheets, google forms, google drive, file sharing, Google scholar).

UNIT-III

Communication and Collaboration Tools- Email and Calendar Management, Video Conferencing and Webinars, Cloud Storage, social media platform, linkedIn, indeed, skype, search engine optimization, introduction to job portals.

UNIT IV

IT Tools for Decision-Making- Business Intelligence Tools, IT Tools for Strategic Planning, Introduction to AI and ChatGpt . Emerging Trends and Challenges in IT sector related to managers.

Suggested Readings:

1. Laudon, K. C., & Laudon, J. P. (2020). *Management information systems: Managing the digital firm*. Pearson.
2. Turban, E., Pollard, C., & Wood, G. (2021). *Information technology for management: Advancing sustainable, profitable business growth, (12th ed)*. Wiley.
3. Schwalbe, K. (2018). *Information technology project management*. Cengage Learning.
4. Wixom, B. H., & Watson, H. J. (2020). *The data warehouse lifecycle toolkit*. Wiley.
5. Markus, M. L., & Tanis, C. (2020). *Enterprise systems: Business, process, and technology*. Routledge.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

SOFT SKILLS AND PERSONALITY DEVELOPMENT

Course Code: SBMS MGT 01 107 AEC 3104

Course credit: 4

Ability Enhancement Course

Objective:

The objective of this course is to enlighten students about the soft skills and personality development and aid students in the development of a variety of interpersonal and character traits that are beneficial in both social and professional contexts.

Learning Outcomes:

- Understand the best way of oral and written communication in day-to-day working of an organization.
- Develop interpersonal skills and problem solving skills
- Time Management and Self-awareness and Self-confidence
- Problem Solving and Critical Thinking also Personal Branding and Professional Image

Contents:

UNIT I

Introduction: meaning of soft skills, need for soft skills, and importance of soft skills. Meaning of personality development, Type and Elements of personality development, theories, self-assessment: SWOT analysis, goal setting, and creative human values.

UNIT II

Introduction, need for communication, process of communication, written and oral communication, visual communication; Signs, Signals and Symbols, Silence as a mode of communication, intercultural, cross-cultural and intercultural communication, communication through questionnaires, business letter writing, electronic communication, public speaking and presentation skills.

UNIT III

Developing Professionalism for Individual Excellence: Presenting oneself professionally. Mock, Interviews, Planning and managing your career, Developing Skills to Work in Teams: Understanding dynamics of working in teams, Developing Interpersonal Skills, Conflict Resolution Techniques, Group Discussions/ Team Activities

UNIT IV

Delegation, humor, trust, expectation, values, status, compatibility, Time management and goal setting, understanding emotional intelligence, handling stress and building resilience, cross-cultural communication and etiquette. Work conflict management- types of conflicts and conflict management. Tenses, Prepositions, Pronunciation, Letter Writing, business cases and presentation, letters, circulars and memos.

Suggested Readings-

1. Chauhan. (2015). *Soft skills: An integrated approach to maximise personality*. Wiley India.
2. Sean, C. (2014). *Seven habits of highly effective teens*. Fireside Publishers.
3. Carnegie Dale. (1998). *How to win Friends and Influence People*. Simon & Schuster.
4. Harris, T. A. (1995). *I am OK, You are OK*. Harper & Row.
5. Coleman, D. (2006). *Emotional intelligence*. Bantam Book.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

LIFE SKILLS FROM SHREEMAD BHAGVAD GITA

Course Code: SBMS MGT 01 108 VAC 1202

Course credit: 2

Value Added Course

Objective:

Objective of the course is to introduce the basic understanding of metaphysics and life philosophy with special reference to Shree Madbhagwat Geeta, the most sacred text of India, for a healthy spiritual life of participants.

Learning Outcomes:

- Understanding the indian and western philosophy of self, universe, personality and life.
- Application of Lessons from Shree Mad Bhagwat Geeta in real life situations

Contents:

Unit I

Concept of physical, mental and spiritual health, Concept of Life Skills. Essential life skills for professional and personal life. Theories of Classical and contemporary metaphysics, Classical and Contemporary Philosophers and their wisdom on human life. Traces of Ancient Indian wisdom-Indian Knowledge System. Basic introduction to Ancient Indian life philosophy : *Bhartiya shad darshan*.

Unit II

An introduction to Shree Mad Bhagavad Gita and its relevance in the contemporary world. Basic introduction to eighteen Chapters, Current Challenges in Society, Governance and Business Management. Concept of Spirituality. Spirituality and religion.

Unit III

Concept of *Sharir, Mana, Buddhi, Chit, Ahankar, Sankhya Darshan* and concept of universe, Concept of *aatma, dwait evam adwait darshan*, Listening skills, The Notion of Meaningful Work, Axioms of Work & Performance, *KarmaYoga, Nishkam Karma*, Concept of devotional Service, the Opulence of the Absolute, Detachment from action and results for better performance.

Unit IV

Self-Management lessons from shree mad bhagwat Geeta, Mind as a key player in an individual, Meditation as a tool for self-management, Concept of *Ashtang Yoga*, Role of *Yoga* in addressing stress & anxiety, Self-Management by understanding the world within, State of *sat chit anand*. Personality and *Trigunas* : *sat, tamas and rajas*, Self Actualisation Perspectives on Leadership and Work.

Suggested Readings:

1. The Bhagavad Gita with The Commentary of Sri Sankaracharya : Samata Books/Chennai
2. The Bhagavad Gita with Text, Translation and Commentary in the Words of SriAurobindo (Paperback) : Sri Aurobindo Divine Life Trust
3. Shree Mad Bhagwat Geeta : Bhakti Vedant Book Trust
4. Ashtavakra Gita (Paperback) : Fingerprint Publishing

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

SECOND SEMESTER

FINANCIAL MANAGEMENT

Course Code: SBMS MGT 01 201 C 3104

Course credit: 4

Core Course

Objective:

The objective of this course is to acquaint the students with the theoretical and practical aspects of corporate financial management.

Learning Outcomes:

After completion of the course, students are expected to;

- Apply basic financial mathematics for real life day to day financial decision
- Appreciate different types decision dilemma which finance managers encounter in real life situations
- Understand role of finance manager in contemporary world

Contents:

UNIT I

Financial Management in contemporary business scenario, scope and functions of financial management, objectives of financial management: profit maximization vs. wealth maximization; Organization of finance function, Agency problem and agency costs, Ancient Indian wisdom in financial management

Time value of money; basic concepts,, Present value and future value of a single cash flow and a series of cash flows, Practical applications; Loan and repayment, sinking fund, Applications of Excel spreadsheets in compounding and discounting.

UNIT II

Capital budgeting: basic concepts and importance, identifying relevant cash flows, techniques for evaluation of capital budgeting proposals: discounted and non- discounted cash flow techniques – payback period, accounting rate of return, net present value, internal rate of return, profitability Index, capital rationing. Comparison of NPV and IRR, Risk analysis in capital budgeting: RADR, CE approach, decision tree analysis.

UNIT III

Cost of capital and capital structure: Concept and importance; Computation of cost of various sources of finance; Weighted Average Cost of Capital (WACC). Capital Structure decisions: Sources of finance, Theories of relevance and irrelevance approach to capital structure, Financial and operating leverage, EBIT –EPS analysis, financial break-even analysis. Capital structure practices in India.

UNIT IV

Dividend Policy Decisions; Basic concepts, Theories of relevance and irrelevance of dividend distribution on valuation of firm, factors affecting dividend decisions, Study of dividend policy practices in India. Working capital management: factors affecting requirement of working capital, cash management, Inventory management, receivables management; working capital financing scenario in India.

Suggested Readings:

1. Van-Harne, J. C., & Wachowicz, J M..(2015) Fundamentals of Financial Management (13 ed) New Delhi: PHI Learnings
2. Hampton, J.J. (2009). Financial Decision Making: concepts, problems and cases (4 ed) New Delhi: PHI learning Pvt. Ltd
3. Khan, M.Y., & Jain, P.K. (2007). Financial Management Text, Problems and cases. (5 ed.). New Delhi: Tata McGraw Hill
4. Rustagi, R. P. (2011). Financial Management- Theory, Concepts and Problems. New Delhi: Taxman Publishers.
5. Brealey, Richard, A., & Myers, Stewart, C. (2011). Principles of Corporate Finance (10 ed) New Delhi: Tata McGraw Hill

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

MANAGEMENT SCIENCE

Course Code: SBMS MGT 01 202 C 3104

Course credit: 4

Core Course

Objective:

It covers a range of analytical methods applicable to business problems, including optimization, forecasting, simulation, and decision analysis.

Learning Outcomes:

After completion of the course, students are expected to;

- To equip students with the foundational knowledge of quantitative techniques in managerial decision-making.
- To develop critical thinking and problem-solving skills using quantitative models.
- To enable students to apply various quantitative methods to real-world business scenarios.
- To improve data analysis and interpretation skills.
- To enhance the ability to communicate quantitative results effectively.

Contents:

UNIT-I

Introduction Decision Making, Quantitative Approach to Decision Making, Nature and Significance of OR in Decision Making, Scientific Methods in Operations Research, Models in Operations Research, Application Areas of OR in Management, Ethical Considerations in Management Science

UNIT-II

Linear Programming: Model Formulation, Graphical Methods, Simplex Method, Big M Method, Two Phase Technique, Maximization and Minimization of L.P.P, Degeneracy in L.P.P. Dual Simplex Method.

UNIT-III

Transportation Problems Concepts, Formulation of Transportation Problem, Balanced and Unbalanced Problems, Minimization and Maximization Problems, North -West Corner Rule, Vogel's Approximation Method, MODI Method, Degeneracy. Assignment Problems.

UNIT-IV

Game Theory Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application . Inventory and Replacement Models Types of Failure; Queuing Theory Concepts, Managerial Implications in Decision making. Optimization Techniques- Integer Programming, Network Models: Transportation and Assignment Problems, Project Scheduling and Critical Path Analysis.

Suggested Readings:

1. Kalavathy, S. (2013). *Operation research (4th ed)*. Vikas Publishing House Pvt. Ltd.
2. Levine, D. M., Stephan, D. F., & Szabat, K. A. (2021). *Statistics for managers using Microsoft Excel, global edition (9th ed)*. Pearson Education Limited.
3. Sharma, J. K. (2017). *Operations research: Theory and Applications (6th ed)*. Laxmi Publication
4. Taha, H. A. (2023). *Operations research: An introduction (11th ed)*. Pearson.
6. Vohra, N. D., & Arora, H. (2021). *Quantitative techniques in management (6th ed)*. New Delhi McGraw Hill Education.
7. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2019). *An introduction to management science: Quantitative approaches to decision making (14th ed)*. Cengage Publications.
8. Render, B., Stair, R. M., Hanna, M. E., & Hale, T. S. (2021). *Quantitative analysis for management (13th ed)*. Pearson.
9. Hillier, F. S., Lieberman, G. J., Nag, B., & Basu, P. (2021). *Introduction to operations research*. McGraw-Hill Education.
10. Albright, S. C., & Winston, W. L. (2015). *Business analytics: Data analysis and decision making (5th ed)*. Cengage Publications.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

MARKETING MANAGEMENT

Course Code: SBMS MGT 01 203 C 3104

Course credit: 4

Core Course

Objective:

The objective of this course is to equip the students with basic knowledge and skills related to marketing management and make students capable of implementing their learnings in solving marketing problems and preparing strategy for decision making in the marketing area.

Learning Outcomes:

The course is designed to inculcate the basic understanding of one of the important functions of management, which is Marketing. After completion of the course, students are expected to have a formidable understanding about the following:

- Understand the importance of various components of Marketing.
- Understand and acknowledge the complexities and importance of communication in Marketing.
- Understand the entire process of devising the Marketing Plan.
- Appreciate the connectivity of Consumer Behavior and Marketing

Contents:

UNIT I

Evolution of Marketing; Marketing Management: Nature, Role, Scope and Philosophies and Concepts of Marketing; Concept of Need, Want and Demand; Unsatisfied Vs Unrecognized Need; New Marketing Realities; Holistic Marketing; Marketing Environment; Marketing Research; Artificial Intelligence in Marketing

UNIT II

Market Segmentation and Targeting; Positioning: Concept and Strategies; Product Decisions: Levels and Product Mix; Product Life Cycle, New Product Development; Brands: Concept, Evolution, Brand Value, Brand Personality

UNIT III

Masstige Marketing: Concept, Evolution, Masstige Vs Luxury Product Marketing; Pricing: Methods and Strategies; Promotion Decisions: Promotion Mix, Advertising, Sales Promotion, Publicity and Personal Selling; Channel Management: Types and Functions, Selection, Cooperation and Conflict Management.

UNIT IV

Ethics in Marketing; New Issues in Marketing: Globalization, Consumerism, Green Marketing, Direct Marketing, Network Marketing, Event Marketing, e-marketing, Marketing Warfare, Marketing Myopia.

Suggested Readings:

1. Kotler, P., Armstrong, G., Balasubramanian, S., & Agnihotri, P. (2023). *Principles of marketing (19th ed)*. Pearson Education.
2. Kotler, P., Keller, K. L., Sheth, J., Chernev, A., & Shainesh, G. (2022). *Marketing management (16th ed)*. Pearson Education.
3. Grewal, D., & Levy, M. (2021). *Marketing (7th ed)*. Tata McGraw Hill.
4. Sheth, J., Parvatiyar, A., & Uslay, C. (2022). *Marketing theory: Evolution and evaluation of marketing thought*. Wiley India.
5. Etzel, M., Walker, B., Stanton, W., & Pandit, A. (2017). *Marketing (14th ed)*. Tata McGraw Hill.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

SUSTAINABLE OPERATIONS MANAGEMENT

Course Code: SBMS MGT 01 204 C 3104

Course credit: 4

Core Course

Objective:

The objective of this course is to acquaint the students with decision making in planning, scheduling and control of operation functions in organizations for bringing efficiency and productivity in operations.

Learning Outcomes:

The course is designed to inculcate the basic understanding of Productions and Operations Management. After completion of the course, students are expected to have a formidable understanding about the following:

- Understand the importance of various components of Productions Management.
- Understand the importance of various components of Operations Management.
- Understand and acknowledge the complexities and importance of tasks of operations manager.
- Understand the process of designing a product, ensuring its quality, managing supply chain.
- Appreciate the importance of workforce management in operations

Contents:

UNIT I

Operations Management: Basics, History & Productivity; Operations Management in Global Environment: Critical Success Factors & Strategies; Designing the Operating System: Design Process, Techniques for Improving Design Process – Quality Function Deployment, House of Quality

UNIT II

Ethics, Environment and Design; Value Engineering & Technology in Design: Computer Aided Design & Manufacturing; Facilities Layouts; Types and Designs; Facility Location Models; Supply Chain Management

UNIT III

Forecasting – Concept and Approaches; Materials Requirement Planning; Managing Quality: International Quality Standards, Ethics and Value System in Quality Management, Total Quality Management, Acceptance Sampling, Six Sigma, Statistical Process Control.

UNIT IV

Inventory Management Models; Human Resources in Operations Management: Contemporary Trends, Job Design, Job Specification, Job Expansion, Job Enrichment and Job Enlargement; Work Study - Ergonomics; Method Study & Work Measurement

Suggested Readings:

1. Stevenson, W. (2022). *Operations management (13th ed)*. McGraw-Hill.
2. Heizer, J., Render, B., Munson, C., & Sachan, A. (2018). *Operations management-sustainability and supply chain management (13th ed)*. Pearson Education.
3. Jain, K. C., Verma, P., & Kartikey, P. (2017). *Production and operations management*. Wiley.
4. Mahadevan, B. (2015). *Operations management: Theory and practice (2nd ed)*. Pearson Education.
5. Bedi, K. (2013). *Production and operations management (3rd ed)*. Oxford Press.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

HUMAN RESOURCE MANAGEMENT

Course Code: SBMS MGT 01 205 C 3104

Course credit: 4

Core Course

Objective:

The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Learning Outcomes:

After completing the course, the student shall be able:

- To understand basic nature and importance of human resource management.
- To analyse the current theory and practice of recruitment and selection.
- To realize the importance of a performance management system in enhancing employee performance.
- To recommend actions based on results of the compensation analysis and design compensation schemes that are cost effective, that increase productivity of the workforce, and comply with the legal framework.
- To understand the role of modern HRM in meeting challenges of changing business environments.

Contents:

UNIT-I

Fundamentals of HR Management: Concepts and Perspectives; Corporate objectives and challenges of HR in a dynamic environment; Job Analysis; Job description and job Specification; Human Resource Planning: Demand and Supply; Downsizing and Retention.

UNIT-II

Recruitment and Selection potential assessment and competency development; Training and Development; Training process and methods; Compensation Management-Job Evaluation, Base Compensation and Supplementary Compensation; Innovations in Compensation Management-Pay Band System, ESOP, Flexi-time Schedules, etc.

UNIT-III

HRP & Compensation Management: Performance Appraisal: Concept, Objectives and Methods; Traditional and Modern Methods-MBO, 360 Degree Appraisal, Behaviourally Anchored Rating Scale, Potential Appraisal, Human Resource Audit. Employee Relations and Trade Unions.

UNIT-IV

Grievance Redressal, Dispute Resolution, Conflict Management and International Dimensions of HRM; Employee Empowerment Concept, importance, and models of International HRM; Challenges of International HR Managers; Global HR practices; E- HRM; HRIS (Human Resource Information System); Contemporary issues in Human Resource Management. Emerging Trends and Challenges in HRM.

Suggested Readings:

1. Dessler. (2020). *Human resource management*. Pearson Education.
2. Aswathappa, K., & Dash, S. (2023). *Human resource management: Text and cases (10th ed)*. Tata McGraw Hill.
3. De Cenzo, D. A., & Robbins. (2018). *Fundamentals of human resource management (10th ed)*. John Wiley & Sons.
4. Monappa, & Saiyaddin. (2010). *Personnel management (2nd ed)*. Tata McGraw Hill.
5. Rao, V. S. P. (2010): *Human resource management- text and cases (3rd ed)*. Excel Books
6. Mondy, R. W., & Noe, R. M. (2005). *Human resource management (13th ed)*. Pearson.

Note: Latest edition of readings may be used. The list of cases, references and relevant. articles will be provided by the faculty in the class.

ENTREPRENEURSHIP DEVELOPMENT AND STARTUPS

Course Code: SBMS MGT 01 206 C 3104

Course credit: 4

Core Course

Objective:

To empower students with the knowledge and skills necessary to embark on successful entrepreneurial journeys, create impactful startups, and contribute to economic growth and innovation.

Learning Outcomes:

After completion of the course, students are expected to:

- To gain a deep understanding of entrepreneurship theories, concepts, and frameworks relevant to startups and new ventures.
- To develop the ability to generate, evaluate, and validate innovative business ideas through market research and customer feedback.
- To create comprehensive business plans that outline clear goals, strategies, financial projections, and operational tactics for a startup.
- To acquire the skills to identify and secure funding and resources needed to launch and grow a startup successfully.
- To build a strong professional network and leverage mentorship and collaboration opportunities within the entrepreneurial community.
- To foster a culture of innovation, adaptability, and continuous improvement, enabling startups to thrive in dynamic environments.
- To gain practical skills in launching and managing a startup, with a focus on scalability and long-term sustainability.

Contents:

UNIT-I

Introduction: Concept of Entrepreneurship; Role of entrepreneurship in economic Development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of Entrepreneurs. Characteristics of successful entrepreneurs; Entrepreneurship process; Women Entrepreneurs; Social entrepreneurship; Entrepreneurial challenges.

UNIT II

Entrepreneurship Development and Leadership: Entrepreneurial Theories; Characteristics of entrepreneurial leadership, Components of Entrepreneurial Leadership; Intrapreneurship; International Entrepreneurship- Opportunities and challenges. Entrepreneurship Project Development: Idea generation, Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating ideas, Impediments to creativity; Developing a Marketing plan-customer analysis, sales analysis and competition analysis, steps in marketing research; Business Plan-benefits of drivers, perspectives in business plan preparation, elements of a business plan; Business plan failures

UNIT III

Entrepreneurial training, EDP Programmes; Govt. support to new enterprise; Role of Govt. and Promotional agencies in entrepreneurship development. Entrepreneurship Development Programmes and financing of new ventures;

UNIT-IV

Startups: Meaning and types, Role of digital technologies, Startup ecosystems, The startup movement in India, Various financing options, Self-financing, Angel investors, Venture Capital, etc., key managerial issues and Latest trends in Entrepreneurship.

Suggested Readings:

1. Dutta, B. (2009). *Entrepreneurship management (text and cases) (1st ed)*. Excel Book.
2. Khanka, S. S. (2020). *Entrepreneurial development*. S. Chand and Company Ltd.
3. Scarborough, N. M., & Cornwall, J. R. (2018). *Essentials of entrepreneurship and small business management (9th ed)*. Pearson.
4. Thiel, P. (2014). *Zero to one*. Random House.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

LEGAL ASPECTS OF BUSINESS

Course Code: SBMS MGT 01 207 SEC 3104

Course credit: 4

Skill Enhancement Course

Objective:

The objective is to enable students to understand the legal and regulatory framework for doing business in India. The emphasis will be on application rather than principles of laws.

Learning Outcomes:

After completing the course, the student shall be able:

- To understand basic aspects of contracts for making the agreements, contracts and subsequently enter valid business propositions.
- To be able to recognize and differentiate the special contracts and identify their appropriate usage at varied business scenarios.
- To equip the students about the legitimate rights and obligations under The Sale of Goods Act
- To understand the fundamentals of Internet based activities under The Information and Technology Act.

Contents:

UNIT-I

The Contract Act, 1872: Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies

UNIT-II

Sale of Goods Act, 1930: Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction.

UNIT-III

The Negotiable Instrument Act, 1881: Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonour of Negotiable Instrument – Noting and Protest..

UNIT-IV

The Consumer Protection Act, 1986, Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority. Information Technology Act, 2000, Digital Signature, Electronic Governance, Electronic Records E – Contracts, E – Business models, E – Commerce & Security, Cyber Crimes. Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs

Suggested Readings:

1. Jagota, R. (2019). *Business laws*. MKM publishers ScholarTech press.
2. Sharma, J. P., & Kanojia, S. (2019). *Business Laws (1ed.)*. Bharat Law House Pvt, Ltd.
3. Singh, A. (2018). *The principles of mercantile law*. Eastern Book Company.
4. Tulsian, P. C. (2018). *Business law*. Tata McGraw Hill.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

BUSINESS ETIQUETTES AND PRESENTATION SKILLS

Course Code: SBMS MGT 01 208 AEC 3104

Course credit: 4

Ability Enhancement Course

Objective:

The aim is to facilitate students in comprehending the fundamental tenets of business etiquette and professional conduct, with a view to enhancing the efficacy of business correspondence. This endeavor seeks to nurture skills in interpersonal communication and effective problem-solving, while also fostering an appreciation for the impact of communication on individual behavior and attitudes.

Learning Outcomes:

After completing the course, the student shall be able:

- Evince a comprehensive grasp of professionalism encompassing workplace demeanor and interpersonal dynamics.
- Assimilate attitudes and actions congruent with established workplace norms.
- Acquire adeptness in the application of interpersonal skills within the professional sphere.
- Attain proficiency in the art of successful negotiation through astute analysis of contextual factors.

Contents:

UNIT-I

Business Etiquettes- An Overview: Significance of Business Etiquettes in 21st Century Professional Advantage; Need and Importance of Professionalism. Workplace Etiquette: Etiquette for Personal Contact- Personal Appearance, Gestures, Postures, Facial Expressions, Eye-contact, Space distancing. E-Mail Etiquette: Significance of Netiquette, E-mail: Way of professional communication, Basic Email Etiquettes: Proper Grammar, Spelling, Punctuation, Styling and Formatting, Body of Email, Response, Privacy.

UNIT-II

Telephone Etiquette: Telephone Communication Techniques -Placing Telephone calls, Answering Calls, Transferring Calls, Putting Calls on Hold, Taking Messages, Handling Rude Callers, Tactful Responses, Leaving Professional Messages; Developing Cell Phone Etiquettes; Voicemail Etiquette; Telephonic Courtesies. Multi-Cultural Challenges: Cultural Differences and their Effects on Business Etiquette

UNIT-III

Interpersonal : Working individually and in a team, Leadership skills, Leadership Lessons, Team work and Team building, Feedback, Feed forward Interpersonal skills – Delegation, Humour, Trust, Expectations, Values, Status, Compatibility and their role in building team – work Conflict Management – Types of conflicts, How to cope with conflict.

UNIT-IV

Other Aspects of Personality Development: Body language - Problem-solving, Conflict and Stress Management, Decision-making skills, Leadership and qualities of a successful leader , Character building, Team-work, Time management, Work ethics –Good manners and etiquette.. Employability Quotient: Resume building, The art of participating in Group Discussion, Facing the Personal (HR & Technical) Interview, Frequently Asked Questions, Psychometric Analysis, Mock Interview Sessions.

Suggested Readings:

1. Krishnamacharyulu, C. S. G., & Ramakrishnan, L. (2019). *Personality development, interpersonal skills and career management (2nd ed)*. Himalaya Publishing.
2. Seglin, J. (2016). *The simple art of business etiquette*. Tycho Press.
3. Palat, R. (2015). *Indian business etiquette*. Jaico Books.
4. Kumar, N., & Shashidhar, C. (2016). *Personality development*. Himalaya Publishing.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

THIRD SEMESTER

SUMMER INTERNSHIP

Course Code: SBMS MGT 01 301 C 0444

Course credit: 4

Core Course

Objective:

After the completion of Second Semester Examination, every student is required to undergo Summer Training in any organization/institution (private /public/Government/Semi-government/Autonomous/cooperative/consultancy) under the supervision of his/her industry guide for a period of 4 to 6 weeks. Each student shall be attached with one internal faculty adviser to finalize the report before final submission. The summer training should start within one week of the completion of the last examination of the second semester.

The objective of the Summer Training is to get the students acquainted with first hand practical exposure to real-life business situations and enable them to relate it with the concepts and skills acquired in class room. Based on the training, each student will be required to submit a Summer Training Project Report (in duplicate), as per format supplied by the department, for the work undertaken during the Summer Training period within three weeks of the commencement of the third semester for evaluation.

The evaluation of the report of the seminar paper will be based on the criteria as per the following weightages:

1. Periodic presentation : 30%
2. Concise dissertation : 40%
3. Viva voce : 30%

BUSINESS POLICY AND STRATEGIC MANAGEMENT

Course Code: SBMS MGT 01 302 C 3104

Course credit: 4

Core Course

Objective:

The course aims at imparting knowledge of strategic intent. The course is also meant to make the students learn the process and importance formulation, implementation and evaluation of Business Strategies.

Learning Outcomes:

The course is designed to inculcate the basic understanding of business processes and strategies to be adopted at various stages of business. After completion of the course, students are expected to have a formidable understanding about the following:

- Understand the importance of Business Policy.
- Understand the importance of various components of Strategic Management.
- Understand and acknowledge the complexities and importance of strategic decision making.
- Understand the process of strategy formulation, strategy implementation and strategy evaluation.
- Understand the importance and process of strategic advantage.

Contents:

UNIT I

Strategy: Concept, History, Elements of Strategy; Strategic Management: Concept and Evolution; Business policy: Nature, Objective and importance of business policy; School of Thoughts; Strategic decision making: Issues in Strategic Decision Making.

UNIT II

Strategy formulation: Strategic Intent, Company's Vision, Mission, Business Definition, Business Model and Objectives; Environmental Appraisal: SWOT Analysis, Environmental Sectors and Environmental Scanning; Organizational Appraisal: Organization Capabilities, Strategic Advantage and Strategic Myopia.

UNIT III

Strategic Analysis and Choice: Alternatives, Tools of Strategic Analysis; Corporate Level Strategy: Internationalization, International Entry Mode, Digitalization, Expansion, Stability Strategy, Retrenchment Strategy, Ansoff Product Market Matrix, Porter Model of Competitive Advantage

UNIT IV

Strategy implementation: Activating Strategies, Managing Change, Achieving Effectiveness; Structural and Leadership Implementation: Designing organizational structure, Matching Structure and Corporate strategy; Behavioural and Functional Implementation; Strategy Evaluation and Control: Evaluation, Operational Control, Techniques of Evaluation and Control.

Suggested Readings:

1. Kazmi, A., & Kazmi, A. (2020). *Strategic management (5th ed)*. McGraw-Hill Education.
2. Dess, G., & Eisner, A. (2021). *Strategic management: Text and cases (9th ed)*. McGraw-Hill.
3. Srivastava, R. M. (2017). *Management policy and strategic management (3rd ed)*. Himalaya Publishing.
4. Kachru, U. (2017). *Strategic management (2nd ed)*. McGraw-Hill.
5. Pearce, J., Robinson, R., & Mital, A. (2017). *Strategic management (12th ed)*. McGraw-Hill.
6. Porter, M. E. (2011). *Competitive advantage: Creating and sustaining superior performance*. Simon & Schuster.

Note: Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

CONSUMER BEHAVIOR

Course Code: SBMS MGT 01 303 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

The objective of this course is to make the students proficient and knowledgeable about buyer behavior in a holistic manner (pre-purchase, purchase and post purchase), familiar with the advances in consumer research, in deciphering buyer motivation. Course will familiarise the student with impact of social and cultural variables on consumption decisions, equipped with frameworks to analyze consumer behavior and use them in designing marketing strategies.

Learning Outcomes:

The course is designed to inculcate the basic understanding of consumer decision making processes. After completion of the course, students are expected to have a formidable knowhow:

- To introduce and familiarize learners with important aspects of consumer behavior.
- To develop an understanding of the role of consumer as decision maker.
- To develop the capability to analyze the role consumer behavior plays in the marketing process
- To develop the competency to apply concepts of research for decoding consumer decision making process and to assess the impact of individual and external influencers on consumer behavior
- To prepare learners for critically analyzing the impact of Individual determinants and external factors that influences consumer behavior and observe how marketers are incorporating these in real life marketing operations.

Contents:

UNIT I

Introduction to Consumer Behaviour: Consumer Behaviour and Marketing Concept; Consumer Decision Making Process; Consumer Well Being: Consumers' Rights and Product Satisfaction, Issues of Consumer Behaviour; Dark Side of Consumer Behavior.

UNIT II

Consumer Perception: Dynamics of Perception, Subliminal Perception, Just Noticeable Difference, Differential Threshold, Gestalt psychology; Consumer Motivation: Need and Motivation, Information Processing Theories; Consumer Attitudes and Attitude Change: Models of Attitude, Changing the Attitude.

UNIT III

Personality and Behavior: Freud Theory, Neo-Freudian theory, Trait Theory, Psychoanalysis, Brand Personality, Anthropomorphism, Brand Personality Congruence, Optimum Stimulation Level; Self: Influence of Self Concept, Self Esteem, Self-Consciousness and behavior, Concept of Multiple selves and its congruence with behaviour.

UNIT IV

Learning: Behavioral and Cognitive Learning, Theories of Learning; Influence of Culture and social class: Indian Culture, Beliefs and Values; Reference Group Influence; Diffusion of Innovation and Opinion Leadership; Family Decision Making

Suggested Readings:

1. Schiffman, L. G., Wisenblit, J., & Kumar, S. R. (2019). *Consumer behavior (12th ed)*. Pearson Education.
2. Solomon, M. G. (2020). *Consumer behavior: Buying, having, and being (13th ed)*. Pearson Education.
3. Mothersbaugh, D. I., Hawkins, D. I., Kleiser, S. B., & Mookerjee, A. (2022). *Consumer behavior: Building marketing strategy (14th ed)*. McGraw-Hill.
4. Hoyer, W., Macinnis, D., & Pieters, R. (2018). *Consumer behavior (7th ed)*. Cengage Learning.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

MARKETING OF SERVICES

Course Code: SBMS MGT 01 304 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

The objective of this course is to impart knowledge about emerging issues, trends and challenges in service economy in India. This course aims to help participants appreciate the ever-increasing significance of services in the economies worldwide and specifically, in the marketers' scheme of things. The developed economies are dominated by services and all companies view 'services' as critical to sustained growth.

Learning Outcomes:

The course is designed to inculcate the basic understanding of marketing of services. After completion of the course, students are expected to have a formidable knowhow:

- To take a strategic and multi-disciplinary approach to the management of service businesses.
- To develop a framework for recognizing and analyzing management problems in service industries
- To design competitive strategies for services.
- To make students understand service organization from a point of view of investing or starting their own service business.

Contents:

UNIT I

Introduction to Service Marketing: The Emergence of Service Economy, Services in Indian Context; Nature of Services; Differences between Goods and Services Marketing; Marketing Challenges in Service Businesses; Services Marketing Mix.

UNIT II

Consumer Behavior in Service Encounters: Three Stage Model of Service Consumption; Creating the Services Product: Core Product, Supplementary Services, Delivery Process, New Service Development; Designing the Communication Mix for Services.

UNIT III

Designing and Managing Services: Blueprinting, Re-designing, Customer as Co- producer; Demand-Capacity Management; Service Environment and Servicescape: Environmental Psychology, Dimensions of Service Environment; Managing People: Service Culture, Service Triangle, Customers' Role

UNIT IV

Managing Relationship; Distribution of Services; Service Quality: Customer Expectation, Customer Perceptions, Components of Service Quality, Service Quality Models; Service Failure and Service Recovery: Service Recovery Paradox, Consumer Complaint Behavior.

Suggested Readings:

1. Wirtz, J., & Lovelock, C. (2021). *Services marketing (9th ed)*. World Scientific Publishing.
2. Zeithaml, V. A., Bitner, M. J., Gremler, D., & Pandit, A. (2018). *Services marketing: Integrating customer focus across the firm (7th ed)*. McGraw-Hill.
3. Wirtz, J., & Lovelock, C. (2017). *Services marketing (8th ed)*. Pearson India.
4. Fisk, R. P., Grove, S. J., & John, J. (2013). *Houghton Mifflin (4th ed)*. Interactive Service Marketing.
5. Verma, H. V. (2011). *Service marketing: Texts and cases*. Pearson Education.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: SBMS MGT 01 305 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

The aim of this course is to acquaint the students with concepts and techniques for developing effective Customer Relationship programmes.

Learning Outcomes:

The course is designed to inculcate the basic understanding of marketing of services. After completion of the course, students are expected to have a formidable knowhow:

- To take a strategic and multi-disciplinary approach to the management of relationships with customers.
- To develop a framework for recognizing, analyzing and selecting customers for better management of relationships.
- To design competitive strategies for customer relationship management.
- To make students understand customer relationship management from a point of view of investing or starting their own service business.

Contents:

UNIT-I

Customer Relationship Management (CRM): Concept, Emergence of CRM Practice, Nature, Scope and Importance of CRM; CRM Cycle; Customer Relationship Marketing: Strategic Issues in Relationship Marketing; CRM Success Factors; Customer Relationship Development Process: CRM Value Chain, Customer Satisfaction, Customer Loyalty, Service Quality.

UNIT-II

Planning and Implementation of CRM Programme: Designing a CRM Model; Sales Force Automation (SFA)-Objectives, Features, Strategic Advantage, Key Factors for Successful Sales Force Automation; Integrating Customer Data into CRM Strategy.

UNIT-III

Role of IT & Internet in CRM; Customer Care Management using IT, Data Mining and Data Warehousing for CRM; e-CRM: Features, Advantage, Functional Components; Customer Retention Strategies; Future of CRM.

UNIT-IV

Application of CRM - Travel, Airline, Health Care, Retail, Telecommunications, Banking & Insurance Industry, Education.

Suggested Readings:

1. Peelan, E. (2022). *Customer relationship management*. Pearson India.
2. Shainesh, G., & Sheth, J. (2016). *Customer relationship management*. Laxmi Publication.
3. Dyche, J. (2012). *The CRM handbook: A business guide to CRM*. Pearson Education Asia.
4. Gosney, J. W., & Boehm, T. P. (2013). *Customer relationship management essentials*. Prentice Hall.
5. Makkar, U., & Makkar, R. K. (2012). *Customer relationship management*. Tata McGraw Hill.
6. Rai, A. K. (2013). *Customer relationship management (2nd ed)*. New Delhi: Prentice Hall of India.
7. Stone, M., & Neil, W. (2009). *Relationship marketing*. Kogan Page.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

RURAL MARKETING

Course Code: SBMS MGT 01 306 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

The objective of the course is to explore the students to the rural market environment and the emerging challenges in the globalization of the economies.

Learning Outcomes:

After completing the course, the student shall be able:

- To acquaint with basic understanding of Rural Marketing.
- To identify the internal and external environmental factors that effect marketing in rural markets.
- To understand the various principles related to rural marketing.
- To understand the marketing mix for rural markets.

Contents:

UNIT-I

Rural Marketing: Definition, Nature, Characteristics and the Potential of Rural Markets in India, Rural Market Environment, Rural Population, Occupation, Income, Expenditure Pattern, Infrastructure Facilities, Distinction between Rural and Urban Societies.

UNIT-II

Rural Demand and Rural Markets: Market Segmentation, Services in Rural Areas, Factors Affecting Rural Markets; Changing Focus of Corporate towards Rural Markets; Demographic and Psychographic Profile of Rural Consumer; Marketing Mix for Rural Markets: Product, Price, Promotion, Distribution and Packaging as a Strategic Tool.

UNIT-III

Problems in Rural Markets; Under Developed Markets, Communication Facilities and Strategies to Tap Rural Market, Media for Rural Communication, Logistics and Storage in Rural Markets, Transport Facilities, Hierarchy of Rural Markets.

UNIT-IV

Market Initiatives by Corporate Sectors in Rural Markets; Developing Sales Force for Rural Markets; Career Perspectives in Rural Sales, Role of Rural Youth in Brand Promotion, Critical Evaluation of Present Distribution Channels for Rural Markets and Channel Modifications.

Suggested Readings:

1. Badi, V. R., & Badi, V. N. (2017). *Rural marketing (3rd ed)*. Himalaya Publishing House.
2. Krishnamoorthy, R. (2017). *Introduction to rural marketing*. Himalaya Publishing House.
3. Balram, D., & Ghuman, K. (2007). *Rural marketing: Concepts and practices*. McGraw-Hill.
4. Gopaldaswamy, T. P. (2009). *Rural marketing-environment, problems and strategies*. Vikas Publishing.
5. Krishnamacharyulu. (2010). *Rural marketing: Texts and cases (2nd ed)*. Pearson Education.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

COMPENSATION MANAGEMENT

Course Code: SBMS MGT 01 307 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objectives:

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analysing and restructuring reward management systems, policies and strategies

Learning Outcomes:

After completing the course, the student shall be able:

- To acquaint with basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes.
- To identify the internal and external environmental factors that have an impact on the pay structure of an organisation.
- To understand the various principles involved and premise of the grant of bonus, wages, and minimum wages to workers.
- To understand international compensation rules to meet requirements of the overseas workforce.
- To know various compensation laws to meet employee satisfaction.

Contents:

UNIT-I

Compensation Management : Concept and principles; Consequences of pay dissatisfaction; Job grading, broad banding and job design. Foundations of Compensation: Theories of compensation; Executive compensation; Challenges of compensation design; Developing strategic compensation alternatives; Compensation policies in India.

UNIT-II

Components of Compensation: Basic pay, dearness allowance, fringe benefits, incentive wage plans (individual, group, organisation wide), employee stock ownership, retirements benefits– (pension, gratuity, provident fund); Impact of collective bargaining and negotiation skills on compensation.

UNIT-III

International Compensation Management: Types of overseas employment, kinds of overseas workforce, components of expatriate compensation, approaches to international compensation. Emerging trends in compensation designing and challenges.

UNIT-IV

Compensation Laws : The Payment of Wages Act, 1936; The Minimum Wages Act, 1948; The Payment of Bonus Act, 1965. Social security: The Employees' State Insurance Act, 1948; The Employees' Provident Funds & Miscellaneous Provisions Act, 1952; The Maternity Benefit Act, 1961; The Employees' Family Pension Scheme, 1995.

NOTE: Latest Amendments of the Acts may be used.

Suggested Readings:

1. Newman, J. M., Yap, M., Gerhart, B. (2021). *Compensation*, 6th Edition. Canada: McGraw-Hill Ryerson.
2. Singh, B. D. (2017). *Compensation and reward management*. Excel Publication.
3. Aswathappa, K. (2013). *Human resource and personnel management (text and cases)*. New Delhi. McGraw-Hill.
4. Mamoria, C. B., & Gankar, S. V. (2003). *Personnel management (text and cases)*. New Delhi. McGraw-Hill.
5. Rao, T. V. (2016). *Performance Management: Toward organizational excellence*. Sage Publication.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

TRAINING AND DEVELOPMENT

Course Code: SBMS MGT 01 308 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

The objective of this course is to provide an in-depth understanding of various stages of the training process and implementation of tools and techniques of training and development for effective functioning of an organization.

Learning Outcomes:

After completing the course, the student shall be able:

- To learn the practical applications of training and development theories in recent times.
- To learn to design training programmes for diverse workforce.
- To understand the role of development officers.
- To evaluate training and development programmes.
- To recognize the mechanism of career development programmes.

Contents:

UNIT-I

Nature of Training and Development: Theories of management training and development and practical application of these theories in today's organisations, inputs and gaps in training; Training and development as a source of competitive advantage.

UNIT-II

Process of Training: Steps in Training; Identification of Job Competencies; Criteria for Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis); Assessment of Training Needs; Methods and Process of Needs Assessment

UNIT-III

Designing Training Programmes: Training process and practical application of designing programmes in today's environment, methods of training; Human re-engineering, managing change, workmen training, re-training, government initiatives, self-directed work teams, learning curves, managing a diverse workforce. Training for international assignments.

UNIT-IV

Evaluation of Training and Development Programmes: Evaluation of training and development programmes- statistical methods; Use of appropriate training and development software packages; Application of distance learning packages, effective training follow-up; Emerging challenges and latest trends.

Suggested Readings:

1. Bhattacharyya, D. K. (2015). *Training and development: Theories and applications (1st ed)*. SAGE Publications India Pvt. Ltd.
2. Lynton, R., & Pareek, U. (2011). *Training for development (3rd ed)*. Vistaar.
3. Phillips, J. J. (2016). *Hand book of Training Evaluation and Measurement Methods (4th ed)*. Gulf Publishing.
4. Moskowitz, M. (2008). *A Practical guide to training and development: Assess, design, deliver, and evaluate*. John Wiley.
5. Noe, R. A. (2023). *Employee training and development (9th ed)*. McGraw-Hill.
6. Kozlowski, S. W. J., & Slas, E. (2009). *Learning, training, and development in organisation (1st ed)*. Routledge.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

ORGANISATIONAL CHANGE AND DEVELOPMENT

Course Code- SBMS MGT 01 309 DCEC 3104

Course Credit: 4

Department Centric Elective Course

Objectives:

The course is to help the students understand the meaning of organizational change and Development.

Learning Outcomes:

After completing the course, the student shall be able to:

- Provide you with an opportunity to become familiar with the basic theories of “change management,”
- Develop an awareness and fundamental knowledge of the need for change, why Organizations change or fail to change, and how to plan for, manage and measure change.
- Develop an awareness of the leadership issues and role of the leader in organizational change
- Help further develop and expand your critical thinking and analytical skills.

Contents:

UNIT-I

Introduction to organizational change: Nature of change, forces of change, reinventing Kurt Levin, organizational routines and mental models, change need analysis, content of change, types and styles of change, building capability for change, providing leadership to change, action research and dialogue, External environment as drivers of change, business cycles, industry cycles, technology and strategic change, industry evolution and concentration, developing a change agenda, Cognition and organizational change, mental models, organizational learning, Senge’s five disciplines, business models and value propositions, refining the change agenda.

UNIT-II

Introduction to organizational Development: Theories of planned change; General model of planned change; different types of planned change and critique of planned change; OD practitioner role; Competencies and professional ethics.

UNIT-III

OD process: Contracting and diagnosing the problem; Diagnosing models; open systems; individual level group level and organizational level diagnosis; collection and analysis for diagnostic information, feeding back the diagnosed information.

UNIT-IV

Designing OD interventions: Organization confrontation meeting; intergroup relations intervention, and large group intervention; Techno structural interventions: Structural design, downsizing, re-engineering, employee involvement; work design; socio technical systems approach; HRM interventions; Strategic interventions; Special applications of OD.

Suggested Readings:

1. Nyla R. Branscombe, Robert A. Baron (2017). *Social Psychology, Global Edition* (14th ed.). New Delhi: Pearson Education.
2. Blanchard, P. Nick, Thacker, James, V. and Ram, V. Anand (2012). *Effective Training Effective training, systems, strategies, and practices* (4th ed.). New Delhi: Pearson Education.
3. Bhattacharyya, D.K. (2011), *Organizational Change and Development*, New Delhi: Oxford University Press.
4. Thomas G. Cummings, Christopher G. Worley, Paul Donovan (2019). *Organization Development and Change (11th ed.)*, Cengage Learning
5. Steve M. Jex, Thomas W. Britt (2014). *Organisational Psychology – A Scientist Practitioner Approach* (3rd ed.) New Delhi: Wiley India.
6. Kondalkar V. G. (2009), *Organization Effectiveness and Change Management*, New Delhi: PHI Learning Pvt. Ltd.
7. McKenna, Eugene F. (2020). *Business Psychology and Organisational Behaviour* (6th ed.). London: Routledge.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

NEGOTIATION AND CONFLICT MANAGEMENT

Course Code: SBMS MGT 01 3010 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

The primary aim of this course is to impart discernment in effectively addressing behavioural complexities within the workplace context through the cultivation of adept counselling proficiencies. Moreover, the course endeavours to foster a comprehensive comprehension of the intricate framework and fluid dynamics inherent in the realm of negotiation.

Learning Outcomes:

After completing the course, the student shall be able:

- Attain a profound comprehension of the intricate theories and application of negotiation, with a specific focus on conflict resolution within a broader context.
- Discern and articulate the multifaceted challenges inherent in navigating the domains of negotiation and conflict resolution.
- Empower students to cultivate the capability to collaborate effectively in matters encompassing conflict resolution, fostering tolerance, and facilitating social adaptation.

Contents:

UNIT-I

Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks

UNIT-II

Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

UNIT-III

Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

UNIT-IV

Conflict Analysis: issues, behavior, attitudes. Parties, needs, values, interests, Dealing with conflict: management, resolution and transformation strategies, Myriad of approaches to conflict resolution, Comparison of conflict management, conflict resolution and conflict transformation, Skills, Needed for Effective Conflict Resolution. Conflict Spiral Model of the Conflict. Stages of conflict.

Suggested Readings:

1. McShane, S., Glinow, M., & Rai, H. (2022). *Organisational Behavior (9th ed.)* New Delhi: Mc Graw Hill.
2. Lewicki, R., Saunders, D., & Barry, B. (2019). *Negotiation (7th ed.)*. New Delhi: Mc Graw Hill.
3. Kavita, S. (2015). *Counselling Skills for Managers (2th ed.)*. New Delhi: PHI
4. Kotler, J. A., & Shepard, D. S.(2014). *Introduction to counselling: voices from the field*. USA: Cengage Learning.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

FINANCIAL INNOVATIONS AND MODELLING

Course Code: SBMS MGT 01 3011 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objectives:

To acquaint the students with the fundamentals of various aspects of modelling in finance.

Learning Outcomes:

- Learners will develop understanding towards financial innovation
- Learners will develop the understanding towards financial instruments

Contents:

UNIT I

Conceptual foundations of financial innovation, Theories of financial innovation: Modigliani-Miller (MM) theorem, Black Scholes Merton's Option Pricing Theorem, Markowitz Theorem, Irving Fisher's Theory

UNIT II

Financial innovation and economic system: financial instruments, financial services, financial system, need for Financial Innovation, Types of financial innovation, Tools of financial innovation, Factors leading to break through in financial innovation

UNIT III

Financial modelling and financial engineering; Application of Excel in financial modelling; Formatting of sheets, extrapolation and histograms, data filter and sort, time value of money, cost of capital and financial statement analysis

UNIT IV

Financial Engineering; Financial Engineering process. Financial Product Development-Need-Direction, Design-Testing and Introduction-Recent Debt Market Innovations-Zero Coupon Securities-Repo and reverse Market- Financial Engineering Process and Strategies. Risk management and financial instruments, Financial derivatives,

Suggested Readings :

1. Hull, J. C. (2018). *Options, futures and other derivatives (9th ed)*. Prentice Hall.
2. Rees, M. (2018). *Financial modelling in practice: A concise guide for intermediate and advanced level*. Wiley finance.
3. Ross, S. M. (2011). *An introduction to mathematical finance*. Cambridge University Press.
4. Martin, P. G., & Michael, B. (1991). *Applied financial mathematics*. Prentice Hall.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

CORPORATE GOVERNANCE

Course Code: SBMS MGT 01 3012 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

To acquaint the students with the fundamentals and practices of corporate governance in India and other countries in the light of the prevailing legal provisions and codes of good governance.

Learning Outcomes:

- Learners will develop an understanding of banking services, institutions and products.
- Learners will develop an understanding of Insurance services, institutions and products.

Contents:

UNIT I

Genesis of Corporate Governance: Evolution, Principles and Main Drivers of corporate governance, Theories and Models of Corporate Governance. Indian values and ethos in corporate governance. Governance lessons from Shree mad bhagwat Geeta.

UNIT II

Structure and composition of Board of directors, directors: Appointment, Qualification and Remuneration; Role and responsibilities of the Directors; Chairman, CEO, Executive and Non executive chairman.

UNIT III

Board Committees and their role and functions: Finance, Audit, Compensation and other Statutory Committees. Independent Directors and their role. Women directors in Corporate boards :Issues and challenges in India.

UNIT IV

Legislative Framework of corporate Governance in India: the Companies Act, the SEBI Act and other laws, Reports and recommendations of Prominent Committees on Corporate Governance in India. Global Practices of Corporate Governance. Corporate Social Responsibility practices in India; Global Scenario in CSR practices.

Suggested Readings:

1. Mandal, S. K. (2012). *Ethics in Business and Corporate Governance (2th ed)*. New Delhi: McGraw Hill
2. Haynes, K., Murray, A. & Dillarel, J. (2013). *Corporate Social Responsibility*. Oxon: Routledge.
3. . Fernando, A.C. (2019). *Corporate Governance Principles, Policies and Practices*. New Delhi: Pearson Education in South Asia
5. Reed, D., & Mukherjee, S. (2016). *Corporate governance, economic reforms, and development: the India experience. (1st ed)*. New Delhi: Oxford University Press.
6. Sunder, Pushpa. (2013). *Business and Community*. New Delhi: Sage Publications.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

MANAGEMENT OF FINANCIAL SERVICES

Course Code: SBMS MGT 01 3013 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

The objective of this course is to make the students understand various financial services and their role in the financial system.

Learning Outcomes:

- Learners will have an overview of Indian Financial system
- Learners will understand the financial services scenario in India
- Learners will appreciate the legal aspects of various financial services in India

Contents:

UNIT I

Overview of the financial system in India: nature, features and evolution. An introduction to the ancient Indian Financial system. Basic concepts of state finance in *Kautilya Arthshashtra*. Financial Services: Nature and Types. Financial services in India. Leasing: Concept and Classification, Accounting, Legal and Tax Aspects of Leasing: Financial Evaluation of Leasing contract. Hire Purchase Finance and Consumer Credit: Conceptual Frame Work; Legal ; Taxation; Accounting and Reporting aspects.

UNIT II

Factoring: Characteristics and Types of Factoring arrangements, factoring in India, Factoring vs. Forfeiting. Credit Cards: Concept and Significance; Types of credit Cards, Credit Card business in India. Venture Capital: Meaning, Modes of Financing,

UNIT III

Depository: Concept, Depository participants; Functions of depository; Benefits of depository. Credit Rating: Meaning and different types of ratings; Benefits of Credit rating to investors and companies. Credit Rating companies in India: Issues and prospects. Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India.

UNIT IV

Financial Services in Primary market: Issue management services, Role and Functions of Merchant Bankers, Book building process; Concept and Mechanism, Significance and Benefits of Book Building.

Skill set for the financial services sector in India.

Suggested Readings:

1. Khan, M. Y. (2019). *Management of Financial Services (10th ed)*. New Delhi: McGraw Hill Publication.
2. Machhiraju, R. (2018). *Indian Financial system (5th ed)*. New Delhi: Vikas Publishing House Pvt Ltd.
3. Madura, Jeff. (2015). *Financial Institutions and Markets (10th ed)*. New Delhi: Cengage Learning
4. Naina, Lal Kidwai .(2012). *Contemporary Banking in India* . New Delhi: Business world Press
5. Paul, Justin., & S. Padmalatha. (2017). *Management of Financial and Banking Services. (4th ed)* .New Delhi: Pearson Education

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

BANKING AND INSURANCE

Course Code: SBMS MGT 01 3014 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

The objective of this course is to apprise the students with the principles of banking and insurance and current law and practices.

Learning Outcomes:

After completing the course, the student shall be able:

- To understand the meaning and scope of Banking with functions of Banks and their role into banking
- To familiarize with regard to operations of Banking and various services and benefits.
- To develop insights on lending operations of banking and causes of NPA into the banking sector.
- To acquaint yourself with the concept of Insurance through functions and fundamental principles of Insurance.
- To understand the types of Insurance and Regulatory framework of Insurance.

Contents:

UNIT I

Origin of Banking : Definition and function of banks, Types of Deposits: Types of banks in India; Role of Foreign Banks in India; Advantages and Disadvantages of Foreign banks, Road Map for Foreign Banks in India; India's approach to Banking Sector reforms; Achievements of financial sector reforms and areas of concern, banker and customer relationship, general and special types of customers. Credit Allocation Policies of Commercial banks, Credit Market Reforms.

UNIT II

Cheque: definition, features and types of cheque; Endorsement: meaning and essentials of a valid endorsement, types of endorsement; Era of Internet Banking and its benefits, Mobile Banking, Home banking, Virtual Banking, Electronic Clearing System (ECS), E-payments, Electronic Fund Transfer (EFT), Safeguard for internet banking, Critical comparison of traditional banking methods and e-banking; Balance Sheet of a Bank, special items of a Balance Sheet, off Balance Sheet Items; Anti-money Laundering Guidelines.

UNIT III

Concept of Insurance: Characteristics, Functions of Insurance, Fundamental Principles of Insurance: Indemnity, Insurable Interest, Utmost Good faith, Proximate Cause, Contribution, Subrogation, Economic Function; Reinsurance and Coinsurance: features, objectives, methods; Bancassurance: features, merits.

UNIT IV

Types of Insurance: Life and Non-Life; Features, needs, policies of different types of Insurance, Regulatory Framework of Insurance: IRDA Act; Objectives of IRDA, Composition of IRDA, Duties, Powers and Functions of IRDA. Employability in the insurance and banking sector.

Suggested Readings:

1. Insurance Institute of India. (2023) *Principles of insurance (I.C.01) Mumbai*.
2. Jr.Black, Kenneth & Jr. Skipper, Harold. (2015) *Life and health insurance (15th ed)*. Pearson Education
3. Vaughan, E. J., & Vaughan, T.(2018) *Fundamentals of risk and insurance (11th ed)*. Wiley & Sons.
4. Mishkin, F. S., & Eakins, S. G. (2018) *Financial markets and institutions (9th ed)*. Prentice Hall of India.
5. Tripathy, N., & Prava. (2011) *Insurance: Theory and practice (3rd ed)*. Prentice – Hall of India.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

FOURTH SEMESTER

RESEARCH PROJECT DISSERTATION

Course Code: SBMS MGT 01 401 C 0444

Course credit: 4

Core Course

Each student of the Fourth Semester MBA Programme has to carry out project work as a core course in the IV Semester. It will be a Semester long course with six credits. It will be guided by a faculty of the Department. After completion of the Project work, the students will have to submit a Dissertation in proper format.

Objective:

- To make the students learn how to define a problem and hypothesise
- To make the students learn advances in various functional areas of management
- To make the students develop a broader understanding of various functional areas of management in a multidisciplinary context
- To make the students apply tools and techniques by adopting proper research methodology for solving a problem of area related to the specialization offered
- To make the students learn connect theory and practice of managerial principles for better solutions to the problem
- To develop the analytical, report writing and presentation skills

SCOPE OF THE PROJECT

The project study is to be based on the functional area of Management (such as Marketing, Finance, HRM etc.) which the student opted as specialization in third and fourth semester. Before commencement of project study each student is to develop a synopsis in consultation with his/her guide in the chosen functional area covering the broad aspects on which the data is proposed to be collected and analysis is to be conducted. Each student is required to carry out the work and submit the report in form of a Dissertation individually.

EVALUATION CRITERIA

Project Work will be evaluated as per University ordinance of PG Programmes as per the following weightage:

Evaluation Criteria Weightage

1. Dissertation Evaluation: 40%
2. Periodic Presentations: 30%
3. Viva Voice: 30%

Note: Comprehensive guidelines for project work will be shared with student in forth semester.

INTEGRATED MARKETING COMMUNICATION

Course Code: SBMS MGT 01 402 C 3104

Course credit: 4

Department Centric Elective Course

Objective:

The objective of this paper is to acquaint the students with the conceptual and practical dimensions of the contemporary forms of communications and their integration to get desired results in communication programmes.

Learning Outcomes:

The course is designed to inculcate the basic understanding of integrated marketing communication. After completion of the course, students are expected to have:

- Understand the fundamentals of communication.
- Understand the challenges towards communicating to consumer and there solutions.
- Understand and Review various media available.
- Understand the overall dynamics of IMC.

Contents:

UNIT I

Integrated Marketing Communication: Basics, Dissolution of Traditional Media, New Marketing Realities; Role of IMC in Marketing Process; IMC and Consumer Behavior; The Communication Model: Communication Process, Traditional Response Hierarchy Models, Alternate Response Hierarchy Models, FCB Grid

UNIT II

Source, Message and Channel Factors: Source Selection, Message Structure; Establishing Communication Objective: Marketing vs Communication Objectives, DAGMAR Approach; Budgeting for Promotional Program: Sales Response Models and Budgeting Approaches; Brands and IMC; Developing IMC Program: Planning and Development, Creative Strategy, Determinants of Creativity, Creative Process, Account Planning, Unique Selling Proposition.

UNIT III

IMC Programme: Implementation and Evaluation, Appeals and Execution Styles; Media Planning and Strategy; Components of IMC: Advertising – Agencies, Campaigns; Direct Marketing – Database, Strategies, Media; Sales Promotion - Methods, Sales Promotion and Brand Equity, Consumer Oriented and Trade Oriented Sales Promotion.

UNIT IV

Public Relations & Publicity – Marketing Public Relation Functions, Planning, Development and Execution, Measuring Effectiveness; Internet Marketing and IMC; Below the Line Communication, Above the Line and Through the Line Communication; Social, Ethical and Economical aspects of Promotion.

Suggested Readings:

1. Batra, R. (2023). *Advertising management (5th ed)*. Pearson India.
2. Percy, L. (2023). *Strategic integrated marketing communications (4th ed)*. Routledge.
3. Batra, R., Aaker, D., Myers, J., & Swaminathan, F. (2022). *Advertising management (5th ed)*. Pearson India.
4. Belch, G. E., Belch, M., & Purani, K. (2021). *Advertising and promotion: An integrated marketing communications perspective (SIE) (12th ed)*. McGraw-Hill.
5. Hackley, C., & Hackley, R. A. (2021). *Advertising and promotion (5th ed)*. SAGE Publication.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

DIGITAL MARKETING

Course Code: SBMS MGT 01 403 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

The objective of this paper is to acquaint the students with the conceptual and practical dimensions of the marketing using digital platform for all the dimensions of marketing.

Learning Outcomes:

The course is designed to inculcate the understanding of digital marketing in students so that they can comfortably navigate through the complexities of digital world. After completion of the course, students are expected to have:

- Understand the conceptual and practical aspects of digital marketing.
- Understand the behavior of consumer across digital platforms.
- Understand to develop the digital strategy.
- Understand, Review and use the various digital media available.

Contents:

UNIT I

Digital Marketing: Concept, Evolution, Framework; Factors Impacting Digital Marketplace; Value Chain Digitalization; Digital Marketing Business Models; Consumer of Digital Marketing: Consumer Behavior in Digital Market, Managing Consumer Demand; Integrated Marketing Communication

UNIT II

Digital Marketing Strategy Development: Elements of Assessment Phase, Macro-Micro Environment Analysis, Marketing Situation Analysis, Internal Analysis, Objectives Planning; Understanding Digital Marketing Strategy; Digital Marketing Mix; Digital Marketing Strategy Roadmap

UNIT III

Digital Marketing Communications Mix: Mass Market to Customized Offering, Developing Communications Messages, Communication Mix Across Digital Channels; Digital Marketing Channels: Search Marketing, Display Marketing, Social Media Marketing

UNIT IV

Digital Marketing Execution: Digital Marketing Campaign, Elements of Digital Campaign, Implementing Search Marketing, Implementing Display Marketing and Social Media Marketing; Campaign Analytics; Marketing ROI in Digital Marketing

Suggested Readings:

1. Gupta, S. (2022) *Digital Press Marketing(3rd ed.)*. McGraw-Hill.
2. Bhatia, P. (2020). *Fundamentals of digital marketing (2nd ed)*. Pearson India
3. Kotler, P., Kartajaya, H., & Setiawan, I. (2017). *Marketing 4.0 – Moving from traditional to digital*. Wiley India.
4. Ryan, D., & Jones, C. (2014). *Understanding Digital Marketing-Marketing strategies for engaging the digital generation (3rd ed)*. Kogen. Page.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

ADVANCED MARKETING ANALYTICS

Course Code: SBMS MGT 01 404 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

The objective of this paper is to introduce the students to the advanced techniques of marketing research. Students will learn various methods of research in marketing and will understand its application and implications in marketing research.

Learning Outcomes:

The course is designed to inculcate the basic understanding of methods adopted in business research. After completion of the course, students are expected to have:

- Understand the application of research in marketing.
- Understand the various methods and tools adopted in marketing research.
- Understand and Review the planning and conceptualisation of research from beginning to end in marketing.
- Understand and have working knowledge of applying tools using software in marketing research.

Contents:

UNIT I

Why Marketing Research?; Connection of Statistics and Marketing Research; Marketing Research Process; Research Design: Exploratory, Descriptive and Causal Research Design; Experimental Research; Qualitative vs Quantitative Research

UNIT II

Scales of Measurement; Development of Questionnaire Using Statistical Method; Statistical Approach of Sample Size Determination; Preparation of Data: Editing, Coding, Transcribing, Data Cleaning; Hypothesis Testing; t-test: Levene Statistic; ANOVA:F Statistics, Welch & Brown Forsythe Statistic, Post Hoc Tests, Contrasts.

UNIT III

Regression Analysis: Bi Variate, Multiple, Stepwise Regression, Multicollinearity; Factor Analysis: Concept, Principal Component Analysis, Exploratory Factor Analysis, Application, Misuse of Factor Analysis, Confirmatory Factor Analysis; Cluster Analysis: Concept, Hierarchical Clustering, Non-Hierarchical Clustering, Two Step Clustering

UNIT IV

Discriminant Analysis: Concept and Application; Structural Equation Modelling and Path Analysis: Concept, Measurement Model, Structural Model, Second Order Factor Model, Composite Reliability; Ethics in Marketing Research; SPSS Software: Defining Variable, Application of Various Analysis Using SPSS; Writing Marketing Research Report; Writing Marketing Research Article

Suggested Readings:

1. Malhotra, N., & Dash, S. (2021). *Marketing Research – An Applied Orientation (7th ed)*. Pearson Education.
2. Tabachnick, B., & Fidell, L. (2021). *Using Multivariate Statistics (7th ed.)*. Pearson Education.
3. Johnson, A., & Wichern, D. (2007). *Applied multivariate statistical analysis (6th ed)*. Pearson Education
4. Burns, A., Veeck, A., & Bush, R. (2022). *Marketing Research (8th ed)*. Pearson Education.
5. Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A., & Griffin, M. (2012). *Business research methods: A South-Asian perspective (8th ed)*. New Delhi: Cenage Learning.
6. Aaker, A., Kumar, V., Day, G., & Leone, R. (2019). *Marketing Research*. John Wiley & Sons.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

RETAIL AND SUPPLY CHAIN MANAGEMENT

Course Code: SBMS MGT 01 405 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

The course will focus on manufactures' perspective on retail operations and understanding of the retail business.

Learning Outcomes:

The course is designed to inculcate the basic understanding of methods adopted in business research. After completion of the course, students are expected to have:

- Understand the importance of retail management.
- Understand the various methods and tools adopted in management of retail space.
- Understand and Review the planning and conceptualisation of marketing in retail.
- Understand, review and planning of supply chain

Contents:

UNIT-I

An Introduction to Retailing: Retailing Formats and Mix; Social Forces, Economic Forces, Technological Forces, Competitive Forces; Retailing Definitions, Structure of Retailing Formats; Retailing Strategy: Retail Store Location, Traffic Flow and Analysis, Population and its Mobility.

UNIT-II

Merchandise Planning: Assortments, Exteriors and Layouts; Customer Traffic Flows and Patterns, Creative Display. Stock Turns, Credit Management. Retail Pricing Policies and Strategies; Branding Strategies, Merchandise Presentations.

UNIT-III

Supply Chain Management; Warehousing; Franchising, Direct Marketing/Direct Selling; Building Customer Relationship; Exclusive Shops, Destination Stores, Chain Stores, Discount; Communication and Inter-Functional Coordination.

UNIT-IV

Managing Supply Chain Risks, Use of IT applications in Supply Chain; Bullwhip Effect in Supply Chain; Technological advancement in Supply Chain. Radio Frequency Identification its uses and benefits.

Suggested Readings:

1. Levy, M., Weitz, B., & Grewal, D. (2023). *Retailing management (10th ed)*. McGraw-Hill.
2. Fatima, K., & Sheikh, A. (2022). *Retail management*. Himalaya Publishing House.
3. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., & Shankar, R. (2022). *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*. McGraw-Hill.
4. Tate, W. (2020). *The definitive guide to supply management and procurement*. Pearson
5. Pradhan, S. (2020). *Retailing management (6th ed)*. McGraw-Hill.
6. Vedamani, G. G. (2018). *Retail management (5th ed)*. Pearson Education.
7. Berman, B., Evans, J., Chatterjee, P., & Srivastava, R. (2017). *Retail management (5th ed)*. Pearson Education.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

HUMAN RESOURCE ANALYTICS

Course Code: SBMS MGT 01 406 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objectives:

This course introduces the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting.

Learning Outcomes:

After completion of the course, students are expected to have:

- To be proficient in collecting, cleaning, and managing HR data, ensuring data quality and security.
- To develop strong analytical skills, enabling students to analyze HR data and draw actionable insights to support decision-making.
- To understand and apply key HR metrics and KPIs to evaluate HR effectiveness and workforce performance.
- To understand how HR analytics can promote diversity and inclusion, and develop strategies to reduce bias in hiring and promote a more inclusive workplace.
- To apply HR analytics techniques to real-world HR scenarios, demonstrating the ability to solve HR challenges with data-driven solutions.

Contents:

UNIT-I

Understanding HR indicators, metrics and data: Research and analyze appropriate internal and external human resource metrics, benchmarks, and indicators; Tools for compiling HR Data and HR metrics (e.g. Balance Score Card, Employee Surveys, Employment Test Scores, etc. HR Functional/process related metrics: Workforce planning metrics, HR Deployment metrics, Recruitment metrics; Selection metrics, Performance metrics, Training / Learning metrics, Compensation and Benefits metrics, Employee Relations metrics; Qualitative and Quantitative HR outcome metrics (Attrition, Absenteeism, Job satisfaction, employee engagement, perceptions and attitude, HRD climate, Safety, wellness, and employee health); Social, Demographic and Occupational metrics (Diversity); Making HR measurement strategic, The LAMP Framework.

UNIT-II

Analytical Foundations of HR Measurement: Traditional Vs Contemporary HR Measures, Fundamental analytical Concepts from Statics and Research, Data collection tracking, entry of relational databases, Assessing IT requirements to meet HR needs Employ appropriate software to

record, maintain, retrieve and analyse human resources information (e.g., staffing, skills, performance ratings and compensation information).

UNIT-III

Relational databases and HR systems; Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods for analyzing Hidden Costs of absenteeism, Cost Employee separation, Employee Health, Wellness and Welfare, Employee Attitudes and Engagement, Financial Effects of Work Life Programes, Costs and Benefits of HR Development Programs. Planning and implementing a new HRIS, Security and privacy considerations.

UNIT-IV

Statistical analysis for HR (regression analysis, measures of central tendency) - Graphs, tables, spreadsheets, data manipulation (using Excel). Benchmarking and best practices Manage information technology to enhance the efficiency and effectiveness of human resource functions within the organization; Emerging Challenges and the latest trends.

Suggested Readings:

1. Bassi, L., Carpenter, R., & McMurrer, D. (2012). *HR analytics handbook*. New York: Mc Bassii Co.
2. Becker, B. E., Huselid, M. A., & Ulrich, D. (2021). *The HR scorecard: Linking people, strategy, and performance*. Harvard Business Press.
3. Cascio, W., & Boudreau, J. (2016). *Investing in people financial impact of human resource initiatives (2nd ed)*. Pearson Education, Inc.
4. Edwards, M. R., & Edwards, K. (2019). *Predictive HR analytics: Mastering the HR metric*. Kogan Page.
5. Fitz-Enz, J., & Davison, B. (2016). *How to measure Human Resources management*. McGraw-Hill.
6. Fitz-Enz, J., & Mattox, J. (2014). *Predictive analytics for human resources*. Wiley.
7. Kinley, N, and ben-Hur S. (2013). *Talent Intelligence: What you need to know to identify and measure talent*. Jossey-Bass. Platform.
8. Lahey, D. (2014). *Predicting success: Evidence-based strategies to hire the right people and build the best team*. Wiley.
9. Levenson, A. (2014). *Employee surveys that work: Improving design, use, and organizational impact*. Berrett-Koehler Publishers.
10. Pease, G., & Beresford, B. (2014). *Developing human capital: Using analytics to plan and optimize your learning and development investments*. Wiley.
11. Phillips, J., & Phillips, P. P. (2019). *Making human capital analytics work: Measuring the ROI of human capital processes and outcomes (2nd ed)*. McGraw-Hill.
12. Sesil, J. C. (2017). *Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration*. Pearson Education.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

CROSS CULTURAL MANAGEMENT

Course Code: SBMS MGT 01 407 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

The objective of this course is to acquaint the students with the cultural and social environment of the world so that they can understand the management of global organizations.

Learning Outcomes:

After completing the course, the student shall be able:

- To acquaint the students with national values and beliefs with international culture and competence.
- To critically evaluate the potential effects of organisation culture and stress on behaviour in organisation so as to direct the same towards predetermined goals.
- To articulate aspects of organizational culture and interpret cultural diversity.
- To determine the right behaviour for business and multicultural events.

Contents:

UNIT-I

International Cultural Environment: The Concept of Culture, Comparison of Cross-cultural Behaviour, Self-reference Criterion and Ethnocentrism; Major Obstacles in International Business Decisions; Cultural Orientation in International Business, Emic vs. Etic Dilemma: Cultural Uniqueness vs. Pan-culturalism.

UNIT-II

Global Business, Growth and Evolution; Environmental Variables in Global Business; Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organizations.

UNIT-III

Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Process and International-Negotiation hurdles; Human Resource Management in Global Organizations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context; Diversity at Work: Managing diversity: Causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging people, intra company cultural difference in employee motivation.

UNIT-IV

International Business Intelligence: Information Requirements, Sources of Information, Types of Research, Phases of a Research Project, Methods of Data Collection, Sampling, Research Agencies, Problems in International Research.

Suggested Readings:

1. Browaeys, M. J. (2019). *Understanding the Cross Cultural management (4th ed)*. Pearson.
2. David, T. (2021). *Cross cultural management*. Sage Publication.
3. Adler, N. J. (2008). *International dimensions of organizational behaviour*. Boston: Kent.
4. Barlett, C., & Ghoshal, S. (2018). *Managing across borders: The transnational solution*. Harvard Business School Press.
5. Leaptrott, N. (2012). *Rules of the games: Global business protocol*. Thomson Executive Press.
6. O'Hara-Deveraux, M., & Johnson, R. (1994). *Global work: Bridging distance, culture and time*. Jossey-Bass Publishers.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

TALENT ACQUISITION AND PERFORMANCE MANAGEMENT

Course Code: SBMS MGT 01 408 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

This course aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance. This course also intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.

Learning Outcomes:

After completing the course, the student shall be able:

- To acquaint about the performance Management.
- To identify the internal and external environmental factors that have an impact on performance of an employee.
- To understand the various aspects of Talent Management.
- To understand and drive the inner talent strategies to meet requirements of the overseas workforce.

Contents:

UNIT-I

Talent Acquisition: Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process, Recruitment Process, Selection process, selection errors & minimize selection errors Strategic Trends in Talent Acquisition

UNIT - II

Talent Management: Concept and approaches; Framework of talent management; Talent identification, integration, and retention. Talent Management Practices and Process: Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; Using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research; Emerging challenges and latest trends.

UNIT-III

Conceptual Framework of Performance Management: Performance management process; Objectives of performance management system; Historical development in India; Performance planning; Ongoing support and coaching; Performance measurement and evaluation;

Performance management and performance appraisal; Methods of performance appraisal; Appraisal Communication; Counselling, identifying potential for development; Linking pay with performance. Linkage of performance management system with other HR practices.

UNIT-IV

Implementation and Issues in Performance Management: Implementing performance management system- Strategies and challenges; Characteristics of effective performance metrics; Role of HR professionals in performance management; Performance management as an aid to learning and employee empowerment; Performance management documentation; Performance management audit; Ethical and legal issues in performance management; Use of technology and e-PMS, Performance management practices in Indian organizations.

Suggested Readings:

1. Armstrong, M., Baron, A. (2007). *Performance management and development (3rd ed)*. Jaico Publishing House.
2. Bhattacharyya, D. K. (2011). *Performance management, systems and strategies (1st ed)*. Pearson.
3. Black, R. J. (2003). *Organizational culture: Creating the influence needed for strategic success*. UK: London.
4. Chadha, P. (2011). *Performance management (1st ed)*. Macmillan.
5. Pulakos, D. E. (2009). *Performance Management: A New approach for driving Business Result (1st ed)*. Wiley-Blackwell.
6. Rao, T. V. (2008). *Performance management and appraisal system (1st ed)*. SAGE.

Note: Latest edition of readings may be used. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

LEADERSHIP AND TEAM DYNAMICS

Course Code: SBMS MGT 01 409 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objectives:

This course is designed to orient the students of management towards the art and science of influence and Leadership in organizations and how to build the team dynamics.

Learning Outcomes:

- To understand the art and science of leadership and attain new insights about the most suited leadership style.
- To gain insights on how to develop young leaders and their leadership skills and behaviours.
- To develop perspectives on how to adapt and lead teams more effectively whilst creating a top-line perspective on strategy and implementation

Contents:

UNIT I

Leadership: Types of Leadership, Roles of different kinds of leadership; Leadership theory paradigms, analysis of leadership theory; Leadership traits and ethics: Personality traits and leadership, Leadership attitudes, ethical leadership.

UNIT II

Leadership Skills: Managing Power, Conflict, Problem Solving, Negotiation, Creativity, Leadership development through self-awareness and self-discipline, Succession, Coaching – Mentoring – Ginnett's Team Leadership Model.

UNIT III

Developing Leadership: Global leadership and global career, Evaluation of leadership development efforts, Indian cases on leadership. Development of Leadership and Management Development The Nature of Leadership and Management- Types of Leadership–Historical Strategy, Planning and Goal Setting Leadership and Systems Thinking, Values, Culture Building Contemporary Issues in Leadership and Management Development –Developing Ethical Leaders and Managers– Developing Leaders and Managers with a Global Competence.

UNIT IV

Definition of Team Dynamics– Team composition, formation and development– Impact of Team dynamics on Performance– Team Performance and Motivation-Team decision making: Pitfalls and Solutions- team morale.

Suggested Readings

1. Yukl, G. A. (2019). *Leadership in organizations*- 9th edition. Pearson Education.
2. Northouse, P. G. (2021). *Leadership: Theory and practice*. 9th edition Sage publications.
3. Schein, E. H. (2017). *Organizational culture and leadership*-5th Edition. John Wiley & Sons.
4. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2014). *Leadership: Enhancing the lessons of experience* (8th ed.). McGraw-Hill Professional.
5. Ibarra, H. (2015). *Act like a leader, think like a leader*. Harvard Business School Press.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

FINANCIAL DERIVATIVES

Course Code: SBMS MGT 01 4010 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

The objective of this course is to impart knowledge of financial derivatives and risk mitigating techniques.

Learning Outcomes:

- Learners will develop an understanding of Financial risk and its management
- Learners will be in position to apply risk management tools in real life situation

Contents:

UNIT I

Genesis of derivatives, Derivatives: nature and features of derivative instruments, Types of derivative instruments, role and Importance of derivative instruments. Myths about derivative instruments. Types of Traders: speculators, hedgers and arbitrageurs, Indian traditional form of Badla system and risk management.

UNIT II

forward contract and Futures Contracts;; Forward and Futures contracts, Basic concepts of futures contract, contract specification of futures, Settlement of futures contract, Futures Markets and the use of Futures for Hedging risk.

UNIT III

Options Markets; features and types of Options: stock options, index options, pricing of options: Black-Scholes option pricing models; Binomial option pricing model. Option trading Strategies: Strangle, straddle, Covered Put etc.

UNIT IV

Currencies Futures Contracts: ; Currency Derivatives Market in India: An overview, contract specification of currency futures, General Approach to Pricing Currency Derivatives; Commodity Derivatives and its contract specification, Introduction to Commodity Derivative in India: Introduction to International derivative exchanges and status of Indian Exchanges in global derivative trading exchanges. Employability in derivative trading.

Suggested Readings:

1. Hull, J. C. & Basu, S. (2022). *Options, futures and other derivatives (11th ed)*. Pearson.
2. Brennet, M. (2008). *Option pricing: Theory and applications*. Lexington Books.
3. Cox, J. C. & Rubinstein. (2002). *Options markets (4th ed)*. Prentice Hall Publications.
4. Bansal & Bansal. (2010). *Derivatives and financial innovation (6th ed)*. McGraw-Hill.
5. Marshall, J.F., Bansal, V. K. (2015). *Financial Engineering: A complete guide to financial innovation (1st ed)*. Pearson Education.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

INTERNATIONAL FINANCE

Course Code: SBMS MGT 01 4011 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

The objective of this course is to acquaint students with the principles and practices in international financial management.

Learning Outcomes:

- Learners will develop basic understanding of international financial systems, institutions and agreements
- Learners will be able to apply different tools to manage international forex risk.

Contents:

UNIT I

International financial management- introduction; International Financial management and Domestic financial management; International Monetary system; The Gold Standard, The Bretton Woods System, The Flexible Exchange, Alternative Exchange Rate Systems, Balance of Payment. Foreign trade practices and payment mechanism in ancient india

UNIT II

The Foreign exchange markets: Functions of the Foreign Exchange Market, The Foreign Exchange rates –direct and indirect quotations, Spot market and Forward market: forward premiums and discounts, Bid - ask spread, Interest Arbitrage; Participants in foreign exchange market.

UNIT III

Theories of Foreign Exchange rate determination; Management of Foreign Exchange Risk – Economic, Transaction and Translation exposure, Management of exposure. Risk exposure management practices in India.

UNIT IV

Financial Management of the Multinational Firm - Cost of Capital of the Multinational Firm, Capital Structure for the multinational firm; Capital Budgeting – Problems and issues in international capital budgeting. Employability in derivative trading.

Suggested Readings:

1. Apte, P. G. (2020). *International financial management (8th ed)*. McGraw-Hill.
2. Brigham, E. F., & Daves, P. R. (2021). *Intermediate financial management (14th ed)*. Thomson Learning.
3. Eun, C. , Resnick, B., Chuluun, T. (2021). *International financial management (9th ed)*. McGraw-Hill.
4. Levi, M. D. (2009). *International finance (5th ed)*. Routledge Publications.
5. Madura, J. (2014). *Financial Institutions and Markets (10th ed)*. Cengage Learning.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

FINANCIAL REPORTING

Course Code: SBMS MGT 01 4012 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

The course is designed to allow student to gain ability to analyse financial statements including consolidated financial statements of group companies and financial reports of various types of entities and to familiarize with recent developments in financial reporting.

Learning Outcomes:

- Learners will understand contemporary global reporting scenario
- Learners will be able to manage reporting aspect of an MNC

Contents:

UNIT I

Overview of international Accounting Standards (IAS), International Financial Reporting Standards (IFRS), Interpretations by International Financial Reporting Interpretation Committee (IFRIC), Indian Accounting Standards (Ind AS). Understanding of US GAAP, Convergence of IFRS in India.

UNIT II

Corporate Financial Reporting – Issues and problems with special reference to published financial statements. Accounting for Corporate Restructuring (including inter-company holdings). Consolidated Financial Statements of Group Companies Concept of a Group, purposes of consolidated financial statements minority interest, Goodwill, Consolidation procedures – Minority interests, Goodwill, Treatment of pre-acquisition and post acquisition profit.

UNIT III

Consolidation with subsidiaries, consolidation with foreign subsidiaries. Consolidated profit and loss account, balance sheet and cash flow statement. Treatment of investment in associates in consolidated financial statements. Treatment of investments in joint ventures in consolidated financial statements.

UNIT IV

Financial Reporting by Mutual funds, Non-banking finance companies, Merchant bankers, Stock and commodity market intermediaries. Developments in Financial Reporting - Value Added Statement, Economic Value Added, Market Value Added, Shareholders' Value Added.

Suggested Readings:

1. Ernst & Young. (2019). *International GAAP under IFRS*. Wiley India Pvt Ltd.
2. Fridson, M., & Alvarez, F.(2015). *Financial Statement Analysis: A practitioner guide (4th ed)*. John Wiley & Sons.
3. Palepu, K. G., Peek, E., & Healy, P. M. (2022). *Business analysis and valuation*. Cengage Learning.
4. Revsine, L. (2021). *Financial reporting and analysis (8th ed)*. McGraw-Hill Education.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: SBMS MGT 01 4013 DCEC 3104

Course credit: 4

Department Centric Elective Course

Objective:

The objective of this course is to impart theoretical and practical knowledge to students about risk and return of individual security as well as portfolio.

Learning Outcomes:

- Learners will develop basic understanding of different types of investment alternatives and their risk profile
- Learners will be able to plan, manage and revise portfolio.

Contents:

UNIT I

Financial Securities: Meaning, nature and classification of financial securities, Investment alternatives; Security analysis: concepts and objectives of security analysis; Security and non-security forms of investment.

UNIT II

Valuation of Securities: Valuation theories of fixed and variable income securities. Risk and return analysis: Concept and measurement. fundamental and technical analysis, efficient market theory

UNIT III

Introduction to Portfolio Management: concept, risk & return determination of a portfolio, Portfolio Selection, Optimal Portfolio Mix, Theories of Portfolio Management: Markowitz portfolio theory, Optimal portfolio: selection & problems; Efficient Frontier: Meaning & Construction; Sharpe single index model .

UNIT IV

Security market line; capital market line; characteristic line; Portfolio revision - meaning, need and constraints: formula plan; constant-dollar-value plan, constant ratio plan, variable ratio plan. Bond portfolio management strategies - passive portfolio strategies, active portfolio strategies; portfolio performance evaluation, risk adjusted performance measures. Employability in stock market trading.

Suggested Readings:

1. Alexander, G. J., & Bailey, J. V. (2015). *Investment analysis and Portfolio Management (2nd ed)*. Dryden Press, Thomson Learning.
2. Chandra, P. (2017). *Investment Analysis and Portfolio Management (5 ed)*. McGraw-Hill.
3. Fischer, D. E., & Jordan, R. J. (2005). *Security analysis and portfolio management (6th ed)*. Public Health Institute Learning.
4. Kevin, S. (2022). *Security analysis and portfolio management (3rd ed)*. Public Health Institute Learning Pvt, Ltd.
5. William, F. S., Gordon, J. A., & Jeffery, V. B. (2000). *Investments (3rd ed)*. Public Health Institute Learning.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.