

DAV University, Jalandhar
Department of Commerce & Business Management



Scheme and Syllabi
for
Master of Business Administration (SAP)

2023 Batch

(Program ID-434)

Program Educational Objectives for MBA SAP program:

PEO1: Graduates of the MBA SAP program should demonstrate proficiency in planning, executing, and managing SAP implementations in various organizations, enabling them to contribute effectively to the successful integration of SAP systems.

PEO2: Graduates should possess the ability to analyze business processes and identify opportunities for optimization using SAP solutions, leading to enhanced efficiency, reduced costs, and improved overall business performance.

PEO3: Develop graduates who can leverage SAP data and insights to make informed, strategic decisions, enabling businesses to achieve their goals and maintain a competitive edge in dynamic markets

Program Outcomes (POs)

PO1- Business Environment and Domain Knowledge: Economic, legal and social environment of Indian business. Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolution of business enterprises and exploring the entrepreneurial opportunities.

PO2- Critical thinking, Business Analysis, Problem Solving and Innovative Solutions: Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.

PO3- Global Exposure and Cross-Cultural Understanding: Demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.

PO4- Social Responsiveness and Ethics: Developing responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviours.

PO5- Effective Communication: Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).

PO6-Leadership and Teamwork: Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

Program-Specific Objectives for MBA SAP

PSO1: Develop a deep understanding of various SAP modules enabling graduates to effectively configure, customize, and utilize SAP systems in real-world scenarios.

PSO2: Gain hands-on experience in integrating SAP solutions with existing business processes, and lead SAP implementation projects from initiation to post-implementation support, ensuring seamless integration and optimized use of SAP technologies.

PSO3: Acquire skills in utilizing SAP data analytics tools to derive meaningful insights, generate comprehensive reports, and support data-driven decision-making processes for business analysis and strategy formulation.

Mapping of POs with PEOs

POs \ PEOs	PEO1	PEO2	PEO3
PO-1	Y	Y	Y
PO-2	Y	Y	Y
PO-3	Y	Y	Y
PO-4			Y
PO-5	Y	Y	Y
PO-6	Y	Y	Y

Mapping of PEOs with PSOs

PEOs \ PSOs	PSO-1	PSO-2	PSO-3
PEO-1	Y	Y	Y
PEO-2	Y	Y	Y
PEO-3	Y	Y	Y

Semester I

S. No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGT501	Business Environment and Indian Ethos	4	0	0	3	Core Discipline
2	ECO501	Managerial Economics	4	1	0	3	Core Discipline
3	ECO502	Quantitative Methods	4	1	0	3	Core Discipline
4	MGT502	Accounting for Decision Making	4	1	0	3	Core Discipline
5	MGT503	Management Process and Organizational Behaviour	4	1	0	3	Core Discipline
6	MGT517	Sales in SAP S/4 HANA Part 1	4	0	2	5	SAP
7	MGT523	Workshop on Business Computing	0	0	4	2	Skill Enhancement Course (SEC)
8	MGT504A	Workshop on Business Communication	0	0	4	3	Ability Enhancement Course
		Total	24	4	10	25	

L: Lectures T: Tutorial P: Practical Cr: Credits

Semester II

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGT505	Human Resource Management	4	0	0	4	Core Discipline
2	MGT511B	Management Science	4	0	0	4	Core Discipline
3	MGT509A	Business Research	4	0	0	4	Core Discipline
4	MGT508	Marketing Management	4	0	0	4	Core Discipline
5	MGT507	Financial Management	4	0	0	4	Core Discipline
6	MGT517	Sales Academy part 2/ Sales in SAP and S/4 HANA Part 2	4	0	2	5	Core Discipline
7	CEC101	Community Engagement	1	0	1	2	Skill Enhancement Course
8	CEC102	Community Engagement	0	0	1	1	Skill Enhancement Course
		Total	25	0	4	28	

L: Lectures T: Tutorial P: Practical Cr: Credits

Semester III**Pathway 1:**

S. No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGT603	Seminar on Summer Training	0	0	0	7	Skill Enhancement Course (SEC)
2	MGT601	Strategic Management	4	0	0	3	Core Discipline
3	MGT611	Project Management	3	0	0	3	Core Discipline
4		SAP S-4 HANA overview	1	0	2	2	SAP
5		Business processes in financial Accounting	2	1	2	4	SAP
6		Business processes in sourcing and procurement	2	0	2	3	SAP
7		Business processes in Sales	2	0	2	3	SAP
8	MGT604	Business Legislations	4	0	0	3	Core Course
			18	1	8	28	

Pathway 2:

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGT601	Strategic Management	4	0	0	3	Core Discipline
2	MGT602	Workshop on Business Simulation	0	0	3	2	Skill Enhancement Course (SEC)
3	MGT603	Seminar on Business Exposure	0	0	2	2	Skill Enhancement Course (SEC)
4	MGT604	Business Legislations	4	0	0	3	Core Course
5		Specialization Elective -1*				3	Discipline Specific Elective (DSE)
6		Specialization Elective -2*				3	Discipline Specific Elective (DSE)
7		Specialization Elective -3*				3	Discipline Specific Elective (DSE)
8		Specialization Elective -4*				3	Discipline Specific Elective (DSE)
9		Specialization Elective -5*				3	Discipline Specific Elective (DSE)
			8	0	5	25	

SPECIALIZATION ELECTIVE GROUPS (for Semester 3)**GROUP (A) Marketing**

Paper Code	Course Title	L	T	P	Cr
MGT621	Consumer Behaviour	3	1	0	3
MGT622	Sales and Distribution Management	3	1	0	3
MGT625	Integrated Marketing Communication	3	1	0	3
MGT663	Industrial Marketing and Rural Marketing	3	1	0	3
MGT613	Marketing for Non-Profit Organisations	3	1	0	3
MGT998	Workshop on Digital Marketing	0	0	4	3

GROUP (B) Finance

Paper Code	Course Title	L	T	P	Cr
MGT626	Security Analysis and Portfolio Management	3	1	0	3
MGT627	Management of Financial Services	3	1	0	3
MGT628	Strategic Financial Management	3	1	0	3
MGT629	Strategic Cost Management	3	1	0	3
MGT630	Project Appraisal and Finance	3	1	0	3

GROUP (C) Human Resource Management

Paper Code	Course Title	L	T	P	Cr
MGT631	Organisational Change and Development	3	1	0	3
MGT632	Manpower Planning and HRD	3	1	0	3
MGT633	Negotiating Skills and Participative Decision Making	3	1	0	3
MGT634	Training and Development	3	1	0	3
MGT635	Labour Legislations	3	1	0	3

Semester IV**Pathway 1:**

S. No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGT699	On Job Training with SAP (MBA)	0	0	0	25	SAP

Pathway 2:

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGT605	Workshop on Entrepreneurship	0	0	3	1	Skill Enhancement Courses (SEC)
2	MGT610	Business Analytics	2	0	2	3	Core Discipline
3	MGT611	Project Management	3	0	0	3	Core Discipline
4	MGT607	Comprehensive Viva-Voce**	0	0	0	1	Skill Enhancement Course (SEC)
5	MGT608	Workshop on Case Writing	0	0	3	2	Skill Enhancement Course (SEC)
6		Specialization Elective -6***				3	Discipline Specific Elective (DSE)
7		Specialization Elective -7***				3	Discipline Specific Elective (DSE)
8		Specialization Elective -8***				3	Discipline Specific Elective (DSE)
9		Specialization Elective -9***				3	Discipline Specific Elective (DSE)
10		Specialization Elective -10***				3	Discipline Specific Elective (DSE)
		Total	5	0	8	25	

L: Lectures T: Tutorial P: Practical Cr: Credits

*** Pathway 2 – Only for those who are unable to qualify SAP Global Certification**

SPECIALIZATION ELECTIVE GROUPS (for Semester 4)**GROUP (A) Marketing**

Paper code	Course Title	L	T	P	Cr
MGT661	Marketing of Services	3	1	0	3
MGT662	Retail Management	3	1	0	3
MGT623	Marketing Research	3	1	0	3
MGT664A	E-Business	0	0	4	3
MGT624	Product and Brand Management	3	1	0	3
MGT997	Workshop on Social Media Marketing	0	0	4	3

GROUP (B) Finance

Paper code	Course Title	L	T	P	Cr
MGT665	Management Control Systems	3	1	0	3
MGT666	Derivatives and Risk Management	3	1	0	3
MGT667	Corporate Tax Planning	3	1	0	3
MGT668	Valuation for Mergers and Acquisitions	3	1	0	3
MGT614	Personal Financial Planning	3	1	0	3
MGT612	Workshop on Financial Modelling	0	0	3	3

GROUP (C) Human Resource Management

Paper code	Course Title	L	T	P	Cr
MGT669	Industrial Relations and Labour Policy	3	1	0	3
MGT670	Performance Management System	3	1	0	3
MGT671	Industrial Psychology and Sociology	3	1	0	3
MGT672	Knowledge Management	3	1	0	3
MGT615	Managing Innovation and Creativity	3	1	0	3
MGT999	Global Human Resource Management	3	1	0	3



In hours			
L	T	P	Credit
4	0	0	3

Course Code	MGT501		
Course Title	Business Environment and Indian Ethos		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Understand the different business environmental variables and their impact on business decision making.</p> <p>CO2. Learn the dynamics of balance of payment and international trade flows and their relevance to aggregate output of economy.</p> <p>CO3. Learn the exchange rate mechanism, theories and reasons for currency appreciation and depreciation with relevant facts.</p> <p>CO4. Get familiar with formative human values and ethics required in management world.</p>		
Syllabus		CO Mapping	
Unit A	Significant of Environment Scanning for Business Managers- Tools of Internal and External Environment Scanning – SWOT, Value Chain Analysis and Porter's 5 Forces Analysis	1	
•	Political, Economic, Social, Technological and Legal Environment of Business in Indian Context.	1	
•	Economic System, Planning Process, Trends in Macro-Economic Variables	1	
•	Inflation- Types of inflation, Effects of inflation and Control of Inflation	1	
•	Fiscal Policy – Objectives, Types, Instruments, Financing of Fiscal Deficit	1	
•	Monetary Policy – Objectives, Instruments of monetary policy	2	
Unit B	Balance of Payment- Constituents of BOP, Implications of Large Current Account Deficit.	2	
•	Trade Flows, International Linkages and External Environment, Arguments for and against Protectionist Policies	2	
•	Capital Flows, Growth and Macroeconomic Instability, Arguments for and against free flow of foreign capital.	2	
Unit C	Exchange Rate Regimes and Currency Convertibility- current account convertibility and capital account convertibility	3	
•	Financial System, Financial Crisis and Reforms	3	
•	Corporate Governance Policy and Issues, Corporate Social Responsibility	3	
Unit D	Model of Management in Indian Socio-Political Environment, Work Ethos, Heritage in Production and consumption	4	

•	Indian Insight into TQM, Problems relating to stress in Corporate Management – Indian Perspective.	4
•	Ethical Dilemmas in Business	4
•	Trans cultural Human Values in Management Education, Relevance of values in management, need for values in global change Indian perspective, values for managers, Holistic Approach for Managers in Decision Making	4
•	Secular Vs Spiritual Values in management, Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.	4
Text Book/s	Paul, Justin. Business Environment: Text and Cases. New Delhi: McGraw-Hill, Latest Edition	
Reference Book/s	<ol style="list-style-type: none"> 1. Fernando, A C. Business Environment. Chennai: Pearson, Latest Edition 2. Aswathappa, K. Essentials of Business Environment. Mumbai: Himalaya Pub.House, Latest Edition 	



In hours			
L	T	P	Credit
4	1	0	3

Course Code	ECO501		
Course Title	Managerial Economics		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Learn about dynamics of demand and supply factors prevails in the market along with different theories supporting the key evidence</p> <p>CO2. Get familiar with key concepts related to revenue, cost, and production in different time horizons to facilitate economies of scale</p> <p>CO3. Get practical insights of different market structure and relative profits and losses in time intervals based on well-research-based assumptions.</p> <p>CO4. Learn about macroeconomic theory and its practical applications in market</p>		
Syllabus			CO Mapping
Unit A	Demand and Supply		1
•	Introduction: meaning, nature and scope of managerial economics.		1
•	Demand analysis: meaning and determinants of demand, law of demand and the exceptions; classification of goods, movements along and shift in demand curve, individual and market demand curve.		1
•	Elasticity of demand: concept (price, income and cross) and the methods of measurement, degrees, determinants of elasticity of demand.		1
•	Utility analysis: Cardinal versus ordinal, law of diminishing marginal utility, Law of Equi-marginal utility, indifference curve and its properties, marginal rate of substitution, consumer equilibrium, price effect and its decomposition.		1
•	Supply Analysis: meaning, determinants of supply, supply curve, law of supply and its exceptions, Movements along and shift in supply curve, elasticity of supply.		1
•	Equilibrium analysis: concept of market equilibrium and comparative statistics, change in demand and supply.		1
Unit B	Production, Cost and Revenue		
•	Production: definition, factors of production, types of inputs, production function – short run and long run, law of variable proportions, stages of production,		2
•	Isoquant and its properties, marginal rate of technical substitution, returns to scale, expansion path.		2

•	Cost: concepts, types of cost, short run cost curves, shape of cost curves – relation between production and cost, long run cost curves, economies and diseconomies of scale	2
•	Revenue: concept, relationship between total, average and marginal revenue.	2
Unit C	Market Forms	
•	Market: Meaning, market structure, features and classification, economic agents and their roles.	3
•	Perfect Competition: characteristics, price determination, demand curve and supply curve for an individual firm, Short-run and long-run equilibrium of firm	3
•	Monopoly: characteristics, equilibrium price-output determination in shortrun and long run, price discrimination and its degrees.	3
•	Monopolistic Competition: characteristics, product differentiation and selling cost, short run and long run equilibrium.	3
•	Oligopoly - Meaning of collusive and non-collusive oligopoly; Managerial Theories of the Firm.	3
Unit 4	Macroeconomic Theory and Applications	
•	Meaning and scope, difference between micro and macro, circular flow of income.	4
•	Models: Classical, Keynesian – two sectors, three sector and four sector, aggregate demand and its components, concept of multiplier.	4
•	Role of Government: Great Depression (1930s), Global Financial crises(2008-2009) and Emerging Economies.	4
Text Book/s	Salvatore, D. Managerial Economics: Principles and Worldwide Application, New Delhi: Oxford University Press, Latest Edition	
Reference Book/s	<ol style="list-style-type: none"> 1. Froeb, Luke M., Brian T. McCann, Mikhael Shor and Michael R. Ward. <i>Managerial Economics: A Problem-Solving Approach</i>, USA: South Western, Cengage Learning. Latest Edition 2. Kouts Yiannis, A. <i>Modern Microeconomics</i>. London: Macmillan, Latest Edition 3. Venged Salam, D. and Karunagaran Madhavan. <i>Principles of Economics</i>, Malaysia: Oxford Fajar Sdn. Bhd., Latest Edition 	



In hours			
L	T	P	Credit
4	1	0	3

Course Code	ECO502		
Course Title	Quantitative Methods		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1.Manage applications of progression series in context to business and economy.</p> <p>CO2.Know the application of measure of central tendency and dispersion to condense large data in meaning information for decision making.</p> <p>CO3.Know the application of correlation, regression and time series concepts to study the relationship between quantitative factors of business for decision making.</p> <p>CO4.Know the practical implications of probability to frame expected future outcomes of business to attain sustainability.</p>		
Syllabus			CO Mapping
Unit A	Progression Series		1
•	Arithmetic Progression; Definition nth term of an A.P, sum of n terms		1
•	Arithmetic mean, A.M. between two numbers		1
•	Managerial application of A.P. series		1
•	Geometric Progression; Definition, nth terms of G.P. series, sum of n terms		1
•	Geometric mean between two numbers, managerial application of G.P. series		2
Unit B	Measures of Central Tendency; Arithmetic Mean; Calculation of mean in individual, discrete and continuous series, Properties of arithmetic mean, combined mean, Median; Calculation of median in individual, discrete and continuous series, Mode; Calculation of mode in individual, discrete and continuous series, Comparison of mean, median and mode		2
•	Measures of Dispersion; Range, Quartile deviation, coefficients of range and quartile deviation, Mean Deviation; Calculation of mean deviation in individual, discrete and continuous series		2
•	Standard deviation; Calculation of standard deviation in individual, discrete and continuous series, Combined standard deviation, Variance, Coefficient of variation		2
Unit C	Correlation; Meaning, Types of correlation, Properties of correlation, Correlation and causation		3
	Karl Pearson method, Covariance. Probable error, coefficient of determination, Spearman's Rank method.		3

	Regression Analysis: Regression lines, Types of regression analysis, Properties of regression, Relationship between correlation and regression	3
	Estimation of regression coefficient, standard error	3
	Time Series Analysis; Meaning, Components of time series; Trend, seasonal, cyclical and irregular	3
Unit D	Probability Theory	
•	Basic concepts of probability, Addition theorem with numerical problems	4
•	Multiplication theorem with numerical problems, Binomial distribution; Properties of Binomial distribution, Parameters of binomial distribution with numerical problems	4
•	Poisson distribution; meaning, properties of Poisson distribution, Parameters of Poisson distribution with numerical problems	4
•	Normal distribution; Meaning, properties of normal distribution Parameters of normal distribution, Numerical problems.	4
Text Book/s	Ken Black, (2013), Applied Business Statistics Making Better Business Decisions, Wiley Publication, New Delhi.	
Reference Book/s	<ol style="list-style-type: none"> 1. Bajpai Naval, (2013), Business Statistics, Pearson Publication, New Delhi. 2. Anderson, Sweeney and Williams, (2014), Statistics for Business and Economics, Cengage Publication. 3. Kazmier, L. J. and N. F. Pohl Basic Statistics for Business and Economics. New York, Mc Graw Hill 	



In hours			Credit
L	T	P	
4	1	0	3

Course Code	MGT502		
Course Title	Accounting for Decision Making		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Prepare and analyze the financial statements of companies.</p> <p>CO2. Prepare the cost sheet and the techniques to be applied for the material, labour and overhead control.</p> <p>CO3. Prepare and use the different types of budgets along with applications of marginal costing for rational decision making for inputs and outputs.</p> <p>CO4. Set and calculate the standard cost for different inputs and calculating the variance for future course of action.</p>		
Syllabus			CO Mapping
Unit A	Accounting as an Information system. Uses of Accounting Information for the decision Makers		1
•	Meaning, Scope, Functions, Branches of Accounting		1
•	Differences between Management, Cost and Financial Accounting.		1
•	Generally accepted Accounting Principles and Accounting Standards (Basics)		1
•	Accounting Cycle and preparation of Journal, Ledger, Trial balance		1
•	Statements of Financial Information, Profit and loss account and Balance sheet)		1
•	Financial Statements Analysis: Advantages and Disadvantages of comparative and Common Size statements, Preparation of Common Size and Comparative Statements		1
•	Types, Importance and Limitations of Ratio Analysis		1
Unit B	(Cost Concepts and Management Needs)		
•	Meaning, classification and determinants of cost. Cost Components relating to income measurement, Control and Decision Making		2
•	Cost Sheet and Components of Cost Sheet		2
•	Costing and Control of Materials (Cost of Inventory and Costing Methods, Just in Time Approach)		2
•	Costing and Control of Labour: Accounting for Labour, Special Problems Relating to Labour, Labour Turnover, Efficiency Rating Procedures		2
•	Costing and Control of Manufacturing Overheads: Factory Overhead Costs, Cost Allocation, Under and Over Absorption of Factory overheads		2

•	Activity Based Costing System: Traditional V/S Activity Based Costing System, ABC for Different Functional Areas	2
Unit C	(Variable Costing and Budgeting)	
•	Meaning and Scope of Variable Costing, Comparison between Variable Costing and Absorption Costing.	3
•	Volume-Cost-Profit Analysis, Contribution Margin; Break – Even Analysis; Profit Volume (P/V) Analysis	3
•	Applications of variable Costing: Multiple-Product Analysis, Optimal use of Limited Resources, Role of Variable Costing in Decision Making	3
•	Advantages and Limitations of Variable costing	3
•	Nature and Functions of Budgeting, Preparation of Different Types of Functional Budgets.	3
•	Techniques of Budgeting: Fixed Versus Flexible Budgeting, Zero Based Budgeting	3
Unit D	(Standard Costing and Responsibility Accounting)	
•	Meaning and Establishment of Cost Standards, Components of Standard and Quality Cost	4
•	Meaning and Significance of Quality Costs, Steps in Determination of standard cost, Types of Standards	4
•	Cost Variance Analysis; Materials, Labour and Overheads (Meaning, Types and Significance)	4
•	Revenue and Profit Variance Analysis: Sales and Profit Variances (Types and Significance), Actual and Budgeted Profits	4
•	Variance Reporting and Repositioning the Variances	4
•	Managerial Uses of Variances.	4
•	Concept and Importance of Responsibility Accounting; Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre.	4
Text Book/s	Khan, M Y, and P K. Jain. Management Accounting and Financial Management: Problems and Solutions. New Delhi: Tata McGraw-Hill, Latest Edition	
Reference Book/s	<ol style="list-style-type: none"> 1. Needles, Belverd E, and Marian Powers. Financial Accounting. Boston: Houghton Mifflin, Latest Edition 2. Horngren, Charles T, Gary L. Sundem, and William O. Stratton. Princeton, N.J.: Introduction to Management Accounting. Latest Edition 3. Sekhar, R C, and A V. Rajagopalan. Management Accounting. New Delhi: Oxford University Press, Latest Edition 	



In hours			Credit
L	T	P	
4	1	0	3

Course Code	MGT503		
Course Title	Management Process and Organisational Behaviour		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Understand the conceptual & historical & modern framework of business management & planning process.</p> <p>CO2. Appreciate the decision making & controlling process & understanding of organization structures & its designing.</p> <p>CO3. Understand the conceptual framework of organisation behaviour and different aspects of individual behavior.</p> <p>CO4. Understand the dimensions of group behavior.</p>		
Syllabus			CO Mapping
Unit A	Management- Meaning, its nature, scope and significance, functions, roles of a manager, skills of manager, professionalism of management, management as art, science & profession.		1
•	Schools of Management Thought: Classical, Neo Classical and Modern School.		1
•	Planning- Meaning, process, Planning Premises, Types of plans, MBO.		1
Unit B	Decision making: Meaning, Process, Types of decisions, Techniques, Rationality in decision making.		2
•	Designing Organizational Structure- Work Specialization, departmentalization, chain of command, span of control, centralization and decentralization, formalization. Common organizational designs, contemporary organizational designs.		2
•	Controlling- Meaning, process, types, techniques – traditional and modern.		2
Unit C	Introduction to organizational behavior- concept and significance, foundations, contributing disciplines to OB, OB Model- independent and dependent variables.		3
•	Introduction to Individual human behavior- Ability, Learning and its theories. Perception, Attitude formation, relationship between attitude and behavior, Major Job Attitudes.		3
•	Concepts of Personality- Meaning, The Myers-Briggs Type Indicator, The Big Five Model, Other significant personality traits.		3
	Foundations of Group Behavior- Types of groups, five stage group development model punctuated equilibrium model, Group Properties- Roles, Norms, Status, Size and Cohesiveness. Group Think, Group Shift. Difference between group and team, types of teams.		3

Unit D	Concept of Leadership- Meaning, Traits Theory, Behavioral theories, Contingency theories. Charismatic and Transformational Leadership	4
•	Work stress: causes, organizational and extra organizational stressor, individual and group stressor, effect of stress, stress coping strategies.	4
•	Organisational Culture- Meaning, Uniformity in cultures, Strong versus Weak Culture. Functions of culture, Culture as Liability. Concept of Emotional Intelligence	4
Text Book/s	Robbins, S. P. & Judge, T.A. Organizational Behavior. New Delhi, Prentice Hall, Latest Edition	
Reference Book/s	1. Rudani, R.B. Management and Organisational Behaviour. New Delhi, McGraw Hill, Latest Edition.	
	2. Luthans, Fred. Organizational Behaviour. New York: McGraw-Hill, Latest Edition	
	3. Koontz, Harold, and Heinz Weihrich. Essentials of Management. New York Montréal: McGraw-Hill, Latest Edition.	



In hours			Credit
L	T	P	
4	0	2	5

Course Code	MGT517		
Course Title	Sales in SAP S/4 HANA Part 1		
Course Outcomes	Course Outcomes: On the completion of the course the student will be able to CO1: Gain a detailed knowledge of Navigation, Enterprise Structures, Sales Processes CO2: Will gain knowledge on Business Partner Master Data, Automatic Data Determination, Product Availability Check, Customer Complaints Processing, Monitoring Sales CO3: Learn about Sales Order, Sales Documents, Data Flow, Business Transactions CO4: Knowledge on Partner Functions, Agreements, Free Goods, Sales Workshop		
Syllabus			CO Mapping
Unit 1	Navigation with SAP Fiori		1
•	Identifying Key Features of SAP Fiori		1
•	Enterprise Structures: Identifying Enterprise Structures in SAP S/4HANA Sales		1
•	Overview of Sales Processes		1
•	Executing SAP S/ 4HANA Sales Processes, Processing Sales Documents, Processing Outbound Deliveries, Shipping Goods, Processing Billing Documents		1
Unit 2	Master Data		
•	Maintaining Business Partner Master Data: Maintaining Material Master Data, Maintaining Customer-Material Info Records, Maintaining Condition Master Data for Pricing, Explaining Additional Master Data Topics		2
•	Automatic Data Determination and Scheduling: Analyzing the Results of Automatic Data, Determination, Scheduling		2
Unit C	Availability Check: Performing an Availability Check – Basics, Availability Check Deliveries Collective Processing: Executing Collective Processing		3
•	Additional Processes in Sales: Using Presales Documents, Executing Make-to-Order Production, Selling Service Products		3
•	Complaints Processing: Creating Credit Memo Requests, Cancelling Billing Documents, Creating Returns		3
•	Monitoring and Sales Analytics: Utilizing the Sales Order Fulfilment App, Managing Sales Plans, Using Analytical Apps		3
•	Controlling Sales Documents: Controlling Sales Documents - Sales Document Type, Controlling Sales Documents - Item Category, Controlling Sales Documents - Schedule Line Categories		

	Data Flow: Data Flow in the Application, Copying Control	
•	Special Business Transactions: Consignment Process, Free of Charge Delivery Incompletion: Incompletion Check and its Configuration	3
Unit D	Partner Functions in SD: Function and Significance of Partner Functions, Configuration of Partner Functions and Partner Function Determination	4
•	Outline Agreements: Scheduling Agreements and Quantity Contracts, Value Contracts	4
•	Material Determination, Listing and Exclusion: Material Determination, Material Listing and Exclusion, Free Goods	4
•	Sales Workshop: Sales-to-Employee Scenario, Bill of Material Scenario, Material Determination Scenario.	4



In hours			
L	T	P	Credit
0	0	4	2

Course Code	MGT523
Course Title	Workshop on Business Computing
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Utilize the business writing process and strategies to create effective messages, including emails, memos, letters, reports, and proposals</p> <p>CO2. Develop an effective job search strategy, create an effective cover message and resume, and prepare for an effective interview</p> <p>CO3. Enhance credibility via workplace interactions</p> <p>CO4. Design and deliver effective business presentation</p>
Syllabus	<p>Topics to be covered</p> <ul style="list-style-type: none"> • Defining Career Goals • Developing Curriculum Vitae • Developing LinkedIn Profile • Fundamentals of Business Writing • Letter-writing • Report-writing • Writing an Email • Developing Effective Presentation Skills • Introducing themselves • Handling group discussion • Facing a personal interview • Managing successful meetings • Non-verbal communication • Cross-cultural communication in International Business • Reading, Writing, Listening and Speaking Activity related to HRM, Marketing Management, Entrepreneurship, Business Abroad and CRM
Reference Book:	<ol style="list-style-type: none"> 1. Business Benchmark by Guy Brook-Hart, Cambridge University Press, Noida, Latest Edition 2. Business Communication – A Practice-Oriented Approach by Shalini Kalia and Shailja Agarwal, Wiley India, New Delhi 3. Kalia, S. and Agarwal, S. Business Communication – A Practice-Oriented Approach, New Delhi: Wiley India, Latest Edition



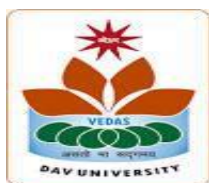
In hours			Credit
L	T	P	
0	0	4	3

Course Code	MGT504A
Course Title	Workshop on Business Communication
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1.Utilize the business writing process and strategies to create effective messages, including emails, memos, letters, reports, and proposals</p> <p>CO2.Develop an effective job search strategy, create an effective cover message and resume, and prepare for an effective interview.</p> <p>CO3.Enhance credibility via workplace interactions.</p> <p>CO4.Design and deliver effective business presentations.</p>
Syllabus	Topics to be covered <ul style="list-style-type: none"> • Defining Career Goals • Developing Curriculum Vitae • Developing LinkedIn Profile • Fundamentals of Business Writing • Letter-writing • Report-writing • Writing an Email • Developing Effective Presentation Skills • Introducing themselves • Handling group discussion • Facing a personal interview • Managing successful meetings • Non-verbal communication • Cross-cultural communication in International Business • Reading, Writing, Listening and Speaking Activity related to HRM, Marketing Management, Entrepreneurship, Business Abroad and CRM



In hours			Credit
L	T	P	
4	0	0	4

Course Code	MGT505	
Course Title	Human Resource Management	
Course Outcomes	After completion of this course student will be able to: CO1. Understand the fundamentals of Human Resource Management, HR planning & Job analysis function. CO2. Understand the procurement and compensation function of HRM. CO3. Understand & analyse the developmental functions of HRM. CO4. Understand the approaches to maintain industrial relations & contemporary functions of HRM.	
Syllabus		CO Mapping
Unit A	Introduction to HRM Meaning, Scope. Definition and Objectives of HRM Functions of HRM and Models of HRM Activities of HRM, Challenges of HRM Role of HR Manager, Human Resource Planning, HR Planning process, Job analysis, Job description and Job specification Job Rotation, Job enlargement and Job enrichment	1
Unit B	Recruitment and Selection Recruitment Process and Methods of Recruiting, Selection process – type of tests and types of interviews, Designing and conducting the effective interview, Reference, background verification and medical evaluation, HR interview, Job offer, Induction and Placement. Wage and Salary administration. Principles and techniques of wage fixation, job evaluation, incentive schemes	2
Unit C	Appraising and Managing Performance, Appraisal process methods, and potential problems in performance Evaluations, The appraisal interview and feedback interview. Methods to improve performance, Career Planning and Development Training and Development Nature of Training, Methods of Training, Training Need Assessment Training Design Training Evaluation	3
Unit D	HR outsourcing Management of Turnover and retention Workforce Rationalization and international HRM Quality of work life Industrial Relations, Industrial Disputes and causes Remedial measures Collective Bargaining Grievance Management	4
Text Book/s	DeCenzo, David A, and Stephen P. Robbins. Fundamentals of Human Resource Management. Hoboken, NJ: Wiley, Latest Edition	
Reference Book/s	1.Noel, Raymond A. Fundamentals of Human Resource Management. Boston: McGraw-Hill/Irwin, Latest Edition 2. Dessler, Gary. Human Resource Management. Upper Saddle River, NJ: Prentice Hall, Latest Edition 3.Bernardin, H J, and Joyce E. A. Russell. Human Resource Management: An Experimental Approach. New York [etc.: McGraw-Hill. Latest Edition	



In hours			Credit
L	T	P	
4	0	0	4

Course Code	MGT511B		
Course Title	Management Science		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1: Acquaint with various quantitative techniques like LPP Graphic and Simplex.</p> <p>CO2: Apply technique of Duality and Transportation techniques in business decision making.</p> <p>CO3: Understand the technique of Assignment, Sequencing and Queuing theory.</p> <p>CO4: Acquire required skills to solve various problems of Game theory and Network PERT-CPM.</p>		
Syllabus		CO Mapping	
Unit A	Introduction to OR- Introduction and history of OR, Operations research in India, Nature of Operations research, Definition of operation research, Features of OR, Limitations of OR, Types of OR models and Techniques/ tools of operations research.		1
•	Linear Programming: Problem Formulation & Graphical Method- Linear programming problems, History of LP, Definitions of LP, Basic requirements, Terminology of LP, Basic assumptions of LP, General form of LP problem, Applications of LP methods, Solution procedure of LPP, Formulation of LPP, Merits of LPP, Limitations of LPP, Convex set, Graphic method of solving LPP, Unbounded problem, Infeasible problem, Multiple optimal solutions		1
•	Simplex Method- Introduction, Steps in the solution of LPP by simplex method, Minimization problem by Big M method/Penalty method, Rules for simplex method for minimization problem, Simplex problem (Mixed constraints), Special cases in applying the simplex method.		1
Unit B	Two phase simplex Method- Introduction to the Two-Phase Simplex Method, Finding the optimal solution using the Simplex Algorithm and Identifying the optimal basic variables and their values.		2
•	Duality- Concept of duality in LPP, Formulation of the dual problem, Rules for constructing the dual problem, Primal-Dual relationship, Interpreting the Primal-Dual relationship, Dual of the Dual is Primal		2
•	Transportation Problems- Introduction, Terminology used in Transportation model, Basic assumptions of model, Tabular presentation of model, Optimal solution of Transportation problem, Methods for initial basic feasible solutions- NWCM, LCEM, VAM, Optimality Tests- Modified distribution method, Degeneracy in Transportation problem, Profit maximization in Transportation problem, Unbalanced Transportation problems		2

Unit C	Assignment Problems: Hungarian method [Minimization case]/HAM, Steps to follow, Maximization case in Assignment Problems, Travelling salesman Problems, Un-balanced Assignment Problem	3
•	Queuing Theory- Introduction, Features of Queuing system, Service system, Basic Notations, Queuing Models	3
Unit D	Game Theory- Introduction, Significance of Game theory, Essential features of Game theory, Limitations Game theory, Strategy & Types of strategy, The Maximin-Minimax Principle, Saddle point, Types of problems-Games with pure strategies, Games with mixed strategies, Limitations of Game theory	4
•	Network Analysis- PERT and CPM- Introduction, History of PERT & CPM analysis, Objectives of Network Analysis, Applications of Network Model, Terminology or Concepts used, Rules to frame a Network, Fulkerson's Rule to numbering of events, Stages of project management, Activity Times & Critical Path Computation of Critical Path Slack & Float, PERT- Steps & computing variance, Merits & demerits of PERT, CPM- Time estimating & Limitations, Comparison between PERT & CPM	4
Text Book/s	<ol style="list-style-type: none"> 1. Kalavathy, S. Operations Research. New Delhi: Vikas Publishing House 2. Kapoor, V.K. Operations Research. New Delhi: Sultan Chand & Sons. 	
Reference Book/s	<ol style="list-style-type: none"> 1. Panneerselvam, R. Operations Research. New Delhi: Prentice Hall of India. 2. Sharma, J.K. Operations Research: Theory and Applications. New Delhi: Macmillan India Ltd., 3. Taha, H.A. Operations Research: An Introduction. New Delhi: Prentice Hall of India. 4. Vohra, N.D. Quantitative Techniques in Management, Tata McGraw Hill Publishing Company Ltd 	



In hours			
L	T	P	Credit
4	0	0	4

Course Code	MGT509A		
Course Title	Business Research		
Course Outcomes	<p>After completion of this course, students will be able to:</p> <p>CO1.Develop aptitude for business research, and enable them to take efficient business decisions.</p> <p>CO2.Choose right sampling methods for conducting research, and enhance their knowledge related to secondary and primary data collection.</p> <p>CO3.Develop data analytical skills through hypothesis formulation and use of different statistical tools.</p> <p>CO4.Analyze categorical data and present it in the form of research report.</p>		
Syllabus		CO Mapping	
Unit A	Business Research Methods-Introduction: Introduction to Research-Basic, Applied and Business Research Methods, Road Map to Learn Business Research Methods,Business research methods: A Decision-Making Tool, Use of Software in Data Preparation and Analysis, Introduction and Business Research Process Design		1
•	Introduction and Scales of Measurement, Four Levels of Data Measurement, The Criteria for Good Measurement, Factors in selecting an appropriate Measurement Scale, Questionnaire: Introduction and Design Process		1
Unit B	Introduction to Sampling- Importance and Sampling Design Process, Random Sampling Methods and Non-Random Sampling, Central Limit Theorem and Sampling distribution. Classification of Secondary Data Sources, Road Map to Use Secondary Data, Survey and Observation: Classification of Survey Methods, Observation Techniques and Classification of Observation Methods		2
Unit C	Hypothesis Testing for Single Population: Introduction, Hypothesis Testing Procedure, Two-Tailed Test of Hypothesis and One - Tailed Test of Hypothesis, Type-I and Type-II Error		3
•	Hypothesis Testing for a Single Population Mean Using the Z and T statistic, Hypothesis Testing for a Population Proportion, Hypothesis Testing for Two Populations, Hypothesis Testing for the Difference Between Two Population Means Using the z and t-Statistic		3
•	Statistical Inference About the Difference between the means of Two Related Population, One way ANOVA- Introduction and Application in Business Research		3

Unit D	Hypothesis testing for Categorical data (Chi-square test), non-parametric statistics, Correlation- Karl Pearson and Spearman's Rank Correlation, Introduction of Simple Linear Regression and Determining the Equation of a Regression Line	4
•	Presentation of Result: Report Writing, Organization of Written Report, Tabular and	4
•	Graphical Representation of Data, Oral Presentation	4
Text Book/s	Bajpai, N., Business Research Methods, New Delhi: Pearson Education, Latest Edition	
Reference Book/s	<ol style="list-style-type: none"> 1. Nargundkar, R., Marketing Research: Text and Cases, New Delhi: Tata McGraw Hill, Latest Edition 2. Malhotra, N., Marketing Research, New Delhi: Pearson Education, Latest Edition 	



In hours			Credit
L	T	P	
4	0	0	4

Course Code	MGT508		
Course Title	Marketing Management		
Course Outcomes	After completion of this course, students will be able to: CO1. Understand the dynamics of marketing in business CO2. Formulate strategies for developing new and/or modified products CO3. Formulate effective pricing strategy for the products CO4. Develop an integrated marketing communications plan for existing or new products CO5. Apply the theoretical marketing concepts to the practical situations		
Syllabus		CO Mapping	
Unit A	Understanding Marketing Management: Defining Marketing for the 21st Century, Developing Marketing Strategies and Plans		1
•	Assessing Market Opportunities and Customer Value: Scanning the Marketing Environment, Forecasting Demand, and Conducting Marketing Research, Creating Customer Value and Customer Relationships, Analysing Consumer Markets, Analysing Business Markets		1
•	Choosing Value: Identifying Market Segments and Targets, Competitive Dynamics, Crafting the Brand Positioning, Creating Brand Equity		1
Unit B	Designing Value: Setting Product Strategy, Designing and Managing Services, Developing Pricing Strategies and Programs		2
•	Delivering Value: Designing and Managing Integrated Marketing Channels, Managing Retailing, Wholesaling, and Logistics		2
Unit C	Communicating Value: Designing and Managing Integrated Marketing Communications, Managing Mass Communications, Managing Personal Communications		
•	Sustaining Growth and Value: Introducing New Market Offerings, Tapping into Global Markets		3
Unit D	Managing a Holistic Marketing Organization for the Long Run		4
Text Book/s	Kotler, P., Keller, K. L., Koshy, A., and Jha, M. Marketing Management: A South Asian Perspective. New Delhi, Pearson Education. Latest Edition		



In hours			Credit
L	T	P	
4	0	0	4

Course Code	MGT507		
Course Title	Financial Management		
Course Outcomes	<p>After completion of this course, students will be able to:</p> <p>CO1.Get the introduction regarding theory, concepts of financial management. They will know about the fundamentals of financial decision making taking into consideration time value for money and cost of Capital</p> <p>CO2.Understand the decision making regarding the sources of capital to be raised based upon capital structure approaches and dividend decisions based upon quantifications</p> <p>CO3.Understand the decision-making regarding investments by applying various techniques for evaluations</p> <p>CO4.Calculate and manage the working capital requirement with respect to cash, inventory and receivables for the companies.</p>		
Syllabus			CO Mapping
Unit A	Financial management: an overview, nature, scope and objectives of financial management.		1
•	Financial decision making and types of financial decisions, agency problem		1
•	The time value of money: concept and significance, calculation of rate of interest, present value and future value.		1
•	Sources of short term and long-term finance		1
•	Concepts and tools used in measuring risk and return		1
•	Cost of capital: cost of debentures, cost of equity. Cost of preference shares and cost of retained earnings, WACC and its practical application		2
Unit B	Valuation of Bonds and Stocks: Types and pricing of bonds, Features of equity and methods of valuation of equity.		2
•	Capital Structure: Introduction, Relevance and irrelevance of Capital Structure (Net Income, net operating income Traditional Views and MM hypothesis), Trade off Theory, Pecking Order Theory.		2
•	Capital Structure Decisions: Optimal capital structure. Determinants of Capital structure in practice		2
•	Dividend Decision. Relevance of dividend policy under market imperfections. Traditional and Radical position on dividend. Issues in dividend policy.		2
•	Theories of relevance and irrelevance of dividend in firm valuation (Walter's model, Gordon's Model, MM Hypothesis)		2

Unit C	Capital Budgeting: meaning, significance and process. Estimation of Project Cash Flows	3
•	Techniques of Decision making: Non-discounted and Discounted Cashflow Approaches	3
•	Risk Analysis in Capital Budgeting	3
	Relevance and conflict among different techniques of capital budgeting	3
•	Leasing and Hire Purchase: Types of leases, Leasing V/s buying decisions, Evaluating financial lease, Need and importance of hire purchase. Lease V/S hire Purchase	3
Unit D	Transfer Pricing: meaning methods and practical implications.	4
•	Concept and types of working capital. Operating and cash cycle, Estimation of working capital requirement. Working capital financing. Determinants of working capital	4
•	Forecasts of working capital requirements	4
•	Cash Management (Baumol's Model Miller-Orr Model of managing cash)	4
•	Inventory Management: Significance, tools and techniques used in inventory Management.	4
•	Receivable Management: Dimensions of credit policy of a firm and evaluation of credit policies; credit analysis	4
Text Book/s	Jain, K., Khan, Y. M., Jain, Financial Management. New Delhi: Tata McGraw-Hill Education, Latest Edition	
Reference Book/s	1. Srivastva, R., Misra, N, Financial Management. New Delhi: Oxford University Press., Latest Edition 2. Van Horne, J. C. and Dhamija, S. Financial Management and Policy. New Delhi: Pearson Education. Latest Edition	



In hours			Credit
L	T	P	
4	0	2	5

Course Code	MGT524		
Course Title	Sales in SAP S/4 HANA Part 2		
Course Outcomes	<p>On the completion of the course the student will be able to</p> <p>CO1: Gain detailed knowledge on Product Sale Pricing, pricing functions, condition types in statistical.</p> <p>CO2: Apply the theory of Billing Documents, Billing Process, Settlement, Billing plans.</p> <p>CO3: Learn how to Integrate between Sales & Distribution and Financial Accounting, Delivery process, Goods issue, Delivery with embedded EWM.</p> <p>CO4: Understand the concepts of Organizational elements, Concept of copy control, Text control, Output management, Material master records, Enhancement Technology.</p>		
Syllabus		CO Mapping	
Unit A	Condition Technique in Pricing: Introducing Pricing, Introducing the Condition Technique	1	
•	Pricing Configuration: Configuring Pricing, Further options for Price Control	1	
•	Condition Records: Working with condition records Reports with condition records	1	
•	Special Functions: Applying special pricing functions	1	
•	Condition Types: Using special condition types Using statistical condition types	1	
•	Analysing the determination of taxes Introducing Condition Contract Management, Maintaining of Condition Contracts, Process of Condition Contract Settlement, Using special condition types Using statistical condition types	1	
Unit B	Pricing Workshop	2	
•	Billing Documents in Sales and Distribution Processes: Integrating billing documents in Sales and Distribution process	2	
•	Organizational Units: Setting up organizational units	2	
•	The Billing Process: Controlling the billing process	2	
•	Special Billing Types: Processing special billing types	2	
•	Data Flow: Setting up the data flow for billing documents	2	
•	Billing Document Creation: Creating billing documents in different ways	2	

•	Types of settlement: Analysing invoice combination and invoice split, Understanding special types of settlement	2
•	Special business processes: Setting up billing plans, Processing down payments, Processing instalment payments	2
Unit C	Account Determination: Setting up account determination	3
•	Interface between Sales & Distribution and Financial Accounting: Adjusting the interface between Sales & Distribution and Financial Accounting	3
•	Idea and function of the delivery document: Idea and function of the delivery document, Concept and structure of the delivery document	3
•	Basic organizational units for the delivery process; Maintaining organizational units for delivery processes	3
•	Controlling Deliveries: Controlling delivery documents	3
•	Goods issue process based on the delivery: Adjusting auto determination of relevant fields for outbound delivery creation, adjusting delivery and transportation scheduling, processing outbound deliveries, Using the outbound delivery monitor	3
•	Processes and functions based on delivery with embedded EWM: Picking outbound deliveries with EWM, Posting Goods Issue, Creating inbound deliveries in EWM, Using special functions in deliveries	3
Unit D	Organizational Structures: Creating organizational elements, Applying shared master data and cross-division sales	4
•	Copy Control: Understanding the concept of copy control, modifying copy control for sales documents, analysing copy control for delivery documents, Analysing copy control for billing documents	4
•	Text Control: Identifying text sources, Configuring text control	4
•	Output Control: Configuring SAP S/4HANA output management, using output determination with condition technique, understanding basic principles of processing printed output	4
•	Material Master Record field selection: Concept of field selection for material master records	4
•	Enhancements and Modifications: Using Enhancement Technology, performing system modifications using classic enhancement technology, performing system modifications using enhancement framework	4
•	Organizational Structures: Creating organizational elements, Applying shared master data and cross-division sales	4
•	Copy Control: Understanding the concept of copy control, modifying copy control for sales documents, analysing copy control for delivery documents, Analysing copy control for billing documents	4
Text Book/s	<p>1. TS462 Sales in SAP/S4 HANA Part 2 – 1/2 https://saplearninghub.plateau.com/learning/user/deeplink.do?OWASP_CSRFTOKEN=RJOI-OXAR-I3U9-3XVS-59SK-30ZT-1WS1&linkId=ITEM_DETAILS&componentID=TS462_2_EN_Col23&componentTypeID=e-book&fromSF=Y&revisionDate=1357992000000#/08810E41141FC36E18005C42AF8E090B</p> <p>2. TS462 Sales in SAP/S4 HANA Part 2 – 2/2 https://saplearninghub.plateau.com/learning/user/deeplink.do?OWASP_CSRFTOKEN=4F92-PVC3-8MDJ-OLBT-NB0P-1UE1-LV2N-1SPG&linkId=ITEM_DETAILS&componentID=TS462_2_EN_Col23&componentTypeID=e-book&fromSF=Y&revisionDate=1357992000000#/08810E41141FC36E18005C42AF8E090B</p>	



In hours			
L	T	P	Credit
1	0	2	3

Course Code	CEC101/CEC102		
Course Title	Community Engagement		
Course Outcomes	After completion of this course student will be able to: CO1.Gain an understanding of rural life, culture and social realities. CO2.Develop a sense of empathy and bonds of mutuality with local community CO3.Appreciate significant contributions of local communities to Indian society and economy CO4.Learn to value the local knowledge and wisdom of the community CO5.Identify opportunities for contributing to community's socio-economic improvements		
Syllabus		CO Mapping	
Unit A	Appreciation of Rural Society	1	
•	Rural lifestyle, rural society, caste and gender relations, rural value s with respect to community, nature and resources, elaboration of “soul of India lies in villages’ (Gandhi), rural infrastructure	1	
•	Practical assignment	1	
•	Prepare a map (physical, visual or digital) of the village you visited and write an essay about inter-family relations in that village.	1	
Unit B	Understanding rural and local economy & livelihood	2	
•	Agriculture, farming, landownership, water management, animal husbandry, non-farm livelihoods and artisans, rural entrepreneurs, rural markets, migrant labour	2	
•	Practical assignment	2	
•	Describe your analysis of rural household economy, its challenges and possible pathways to address them Circular economy and migration patterns focus	2	
Unit C	Rural and local Institutions	3	
•	Traditional rural & community organisations, Self-help Groups, Panchayati raj institutions (Gram Sabha, Gram Panchayat, Standing Committees), Nagarpalikas & municipalities, local civil society, local administration	3	
•	Practical assignment	3	
•	How effectively are Panchayati Raj & Urban Local Bodies (ULBs) institutions functioning in the village? What would you suggest to improve their effectiveness? Present a case study (written or audio-visual)	3	

Unit – D	Rural & National Development Programmes	4
•	History of various /development in India, current national programmes: Sarva Shiksha Abhiyan, Beti Bachoo, Beti Padhao, Ayushman Bharat, Swatchh Bharat, PM Awaas Yojana, Skill India, Gram Panchayat Decentralised Planning, NRLM, MNREGA, SHRAM, Jal Jeevan Mission, SFURTI, Atma Nirbhar Bharat, etc	4
•	Practical assignment: Describe the benefits received and challenges faced in the delivery of one of these programmes in the local community; give suggestions about improving implementation of the programme for the poor. Special focus to urban informal sector and migrant households.	4



In hours			Credit
L	T	P	
4	0	0	3

Course Code	MGT601		
Course Title	Strategic Management		
Course Outcomes	After completion of this course student will be able to: CO1. Learn the process of corporate strategy formulation CO2. Learn the nuances of grand strategic choices/corporate level strategies CO3. Learn the allocation of resources and design of portfolio of businesses CO4. Learn the strategy implementation and strategy evaluation skills CO5. Develop the ability to understand and appreciate the interlinkages between the functional areas of management		
Syllabus		CO Mapping	
Unit 1	Introduction to Strategic Management and Business Policy		1
•	Hierarchy of Strategic Intent		1
•	Environmental Appraisal, Organisational Appraisal		1
UNIT-B	Corporate-Level Strategies: Concentration, Integration, and Diversification		2
•	Corporate-Level Strategies: Internationalization, Cooperation, and Digitalization		
•	Corporate-Level Strategies: Stability, Retrenchment and Restructuring		2
UNIT-C	Business-Level Strategies		2
•	Strategic Analysis and Choice		
•	Activating Strategies		3
UNIT-D	Structural Implementations		3
•	Behavioural Implementation		
•	Functional and Operational Implementation		4
•	Strategic Evaluation and Control		4
Text Book/s	David R. F. Strategic Management: Concepts and Cases. New Delhi, PHI Learning, Latest Edition		
Reference Book/s	1. Pearce, J., Robinson, R. Mital, A. Strategic Management. New Delhi, Tata McGrawHill, Latest Edition 2. Hill, C. and Jones, R. G. Strategic Management. Cengage Learning, Latest Edition. 3. Kazmi, A. Strategic Management. New Delhi, Tata Mc Graw Hill. Latest Edition		



In hours			
L	T	P	Credit
0	0	3	2

Course Code	MGT602		
Course Title	Workshop on Business Simulation		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Understand the business operations from introduction to maturity.</p> <p>CO2. Learn the dynamics of competition and role of strategy in business.</p> <p>CO3. Get used to data analysis and report generation for business decision making.</p> <p>CO4. Learn the importance of team work in the success of business ventures.</p>		
Syllabus	<p>Virtual Business Simulation Platform will be used for this workshop. Students will compete against peers in simulated business environment.</p> <p>Students (in groups of 4-6 each) will work within a multifunctional business setting where they start up and manage a new venture. They will be responsible for managing all of their business' functional areas such as:</p> <ul style="list-style-type: none"> ▪ Marketing ▪ Sales and Distribution ▪ Human Resource Management ▪ Manufacturing ▪ Accounting and Finance ▪ Strategic Planning <p>Your students will be provided with the seed capital to start up their business. They will be a totally integrated company that does it all from marketing to production to human resource management. They will have limited financial resources and complete accounting responsibility. They will build a production facility, open stores and launch a web site, design brands and advertising campaigns. They will hire sales people and decide on the compensation packages, deal with demand projections and a simple production scheduling process. After several quarters in business, your students' firms will be able to receive additional funding from the Venture Capitalists. They will invest this money in new R&D, bring out improved products, and expand their distribution and production capacity in order to maximize their performance.</p> <p>Time Frame: 6 rounds spread over one full semester</p> <p>Grading</p> <p>Grading is based on the balanced scorecard that measures profitability, customer satisfaction, market share in the targeted market segments, human resource management, asset management, financial risk, preparedness for the future and wealth.</p>		



In hours			
L	T	P	Credit
0	0	2	2

Course code: MGT603

Course Title: Seminar on Business Exposure

GUIDELINES FOR SUMMER INTERNSHIP PROGRAM

All the students have to connect with their faculty mentors on Zoom or Google meet every week for 15 minutes as per the convenience of the mentors.

Each week student has to submit the report online and there will be 25 marks for Regular reporting on tinyurl.com/davusip2023

SEQUENCE OF THE FINAL REPORT TO BE SUBMITTED

1. Title
2. Certificate by the organization
3. Acknowledgement
4. Table of contents
5. Executive summary
6. Internship details (format on page 2 of the guidelines)
7. Daily dairy (format on page 3 of the guidelines)
8. Industry guides feedback (format on page 4 of the guidelines)

Final Report- Table of contents

In case research project allocated by the organization the report should have the following contents

1. Introduction-Purpose and Objectives
2. Literature Review and Research Methodology
3. Data Analysis, Data Interpretation, Findings, Recommendations and References

In case of routine or special work being performed in the organization

1. Introduction to organization
2. Concepts or process followed
3. Data presentation, Recommendations, References etc

Report print

1. Font Size : 12 Times New Roman
2. Line Spacing : 1.5
3. Paper Size : A4
4. Margins : One inch on all sides of the page

Students shall also maintain a daily dairy



In hours			Credit
L	T	P	
4	0	0	3

Course Code	MGT604		
Course Title	Business Legislation		
Course Outcomes	After completion of this course student will be able to: CO1. Articulate legal provision related to Indian Contract act. CO2. Acquaint with the discharge and breach of contract and bailment. CO3. Gain insight about special contract of sales of goods act CO4. Develop knowledge on contract of agency, partnership and negotiable instruments.		
Syllabus		CO Mapping	
Unit A	Indian Contract Act 1872: Classification and Essentials of Contracts		1
•	Offer and Acceptance- Legal Rules as to Offer and Acceptance, Communication and Revocation of Offer and Acceptance		1
•	Consideration- Meaning, Legal Rules as to Consideration, Meaning of Stranger to Contract, Contracts without Consideration.		1
•	Capacity to Contract- Minors, Persons of Unsound Mind, Persons Disqualified by any Law.		1
•	Free Consent- Meaning of Free Consent, Coercion, Undue Influence, Misrepresentation, Fraud and Mistake.		1
•	Legality of Object and Consideration.		1
Unit B	Performance -Meaning, Offer to Perform, Effect of Refusal of a Party to Perform a Contract, Contracts which need not to Perform, By Whom must Contracts be Performed, who can Demand Performance, Time and Place of Performance.		2
•	Bailment- Meaning, Classification of Bailment, Rights and Duties of Bailor and Bailee.		2
•	Discharge of Contract- Meaning, Discharge by Performance, Consent, Impossibility, Laps of Time, Operation of Law, Breach of Contract.		2
•	Remedies for Breach of Contract- Rescission of the Contract, Suit for Damages, Suit upon Quantum Merit, Suit for Specific Performance of the Contract, Suit for Injunction.		2
Unit – C	Indemnity and Guarantee- Meaning of Contracts of Indemnity and		3
•	Guarantee, Kinds of Guarantee, Difference between Indemnity and Guarantee, Rights and Liabilities of Surety and Discharge of Surety.		3

•	Sales of Goods Act- Essentials of Contract of Sale, Distinction between Sale and Agreement to Sale, Classification of Goods, Effect of Destruction of Goods.	3
•	Conditions and Warranties- Meaning and Difference between Conditions and Warranties, Express and Implied Conditions and Warranties, Caveat Emptor	3
•	Unpaid seller- Definition, Rights of Unpaid Seller against the Goods and Buyer Personally.	3
Unit – D	Agency- Definition of Agent and Principal, Test of Agency, Type of Agents, Creation and Termination of Agency	4
•	Indian Partnership Act, 1932- Definition, Law of Partnership- Duration of Partnership, Registration of Firms, Difference between Dissolution of Firm and Dissolution of Partnership, Dissolution of Firm, Definition of Limited Liability Partnership (LLP)	4
•	Negotiable Instruments Act, 1881- Meaning, Characteristics and Types of Negotiable Instruments. Meaning and Essential Elements of Promissory Notes, Bill of Exchange and Cheques, Crossing of Cheques, Parties to Negotiable Instruments, Meaning of Negotiation, Endorsement, Kinds of Endorsement	4
Text Book/s	Mathur, Satish. Business Law, Tata McGraw Hill Education.	
Reference Book/s	1. Kumar, R. Legal Aspects of Business, Cengage Learning. 2. Pathak, A. Legal Aspects of Business, Tata McGraw Hill Education. 3. Tulsian, P.C. Business Law, Tata McGraw Hill Education.	



In hours			Credit
L	T	P	
0	0	6	3

Course Code			
Course Title	SAP S-4 HANA overview		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Gain Knowledge in Practical Navigation, Operate the SAP Fiori, Using SAP Logon (GUI)</p> <p>CO2. Learn to Describe Organizational Units, Master Data Concepts, Practical on Purchase-to-Pay & Order-to-Cash process</p> <p>CO3 Theory and Practical example how to use Financial Accounting, Customer Master Record, Accounts Receivable, Accounts Payable Income Statement, HCM and SAP SuccessFactors in Sales point of view</p> <p>CO4. Understand the Concepts of Analytics on Incoming Sales Orders, Query Browser, Best Practices & SAP Service</p>		
Syllabus			CO Mapping
Unit A	SAP S/4HANA Overview: Describing SAP S/4HANA		1
•	Navigation: Using SAP Fiori		1
•	Exercise 1: Discover SAP Fiori Applications		1
•	Exercise 2: Operate the SAP Fiori Launchpad Home Page and SAP Fiori Applications, Using the SAP Business Client - Optional		1
•	Exercise 3: Log On to an SAP System Using the SAP Business, Client - Optional Exercise, Using SAP Logon (GUI)		1
•	Exercise 4: Navigate in SAP S/4HANA		1
Unit B	System-Wide Concepts		
•	Describing Organizational Units, Describing Master Data Concepts		2
•	Exercise 5: Display a Business Partner		2
•	Exercise 6: Display a Product/Material Master Record		2
	Logistics: Using Purchase-to-Pay Processing		2
•	Exercise 7: Create a Purchase Order		2
•	Exercise 8: Create the Goods Receipt for the Purchase Order		2
•	Exercise 9: Perform Invoice Verification		2
Unit 4	Using Plan-to-Produce Processing		2
•	Exercise 10: Create Planned Independent Requirements (PIRs)		2

•	Exercise 11: Execute the MRP Live Planning Run	2
•	Exercise 12: Execute a Discrete Production	2
•	Using Order-to-Cash Processing	2
•	Exercise 13: Create a Sales Order	2
•	Exercise 14: Create an Outbound Delivery	2
•	Exercise 15: Create a Billing Document	2
Unit C	Accounting: Using Financial Accounting (FI)	3
•	Exercise 16: Understand a Customer Master Record	3
•	Exercise 17: Work with Accounts Receivable	3
•	Exercise 18: Understand Reconciliation Accounts	3
•	Exercise 19: Display a Balance Sheet / Income Statement	3
•	Exercise 20: Work with Accounts Payable	3
•	Exercise 21: Understand the Impact of Accounts Payable on the Balance Sheet / Income Statement Using Management Accounting (CO)	3
•	Exercise 22: Understand the Integration between FI and CO	3
•	Human Capital Management (HCM) and SAP SuccessFactors	3
•	Using SAP ERP HCM and SAP SuccessFactors	3
•	Exercise 23: Work with Human Capital Management	3
Unit D	Embedded Analytics: Using Embedded Analytics	4
•	Exercise 24: Analyze Incoming Sales Orders	4
•	Exercise 25: Apply the Query Browser	4
•	SAP Activate and Best Practices	4
•	Describing SAP Activate and Best Practices	4
•	SAP Services	4
•	Accessing SAP Service	4
Text Book/s	<p>1. S4H00 SAP S/4 HANA Overview https://saplearninghub.plataeu.com/learning/user/deeplink.do?OWASP_CSRFTOKEN=GS2L-3I0T-7PWW-3L2L-VG9I-NHVI-BL39-BVDN&linkId=ITEM_DETAILS&componentID=S4H00_EN_Col23&componentTypeID=E-Learning&fromSF=Y&revisionDate=1357992000000#/16CB21093B8498C318005D42C60A1A34</p> <p>2. S4F10 Business Processes in Financial Accounting https://saplearninghub.plataeu.com/learning/user/deeplink.do?OWASP_CSRFTOKEN=4F92-PVC3-8MDJ-OLBT-NB0P-1UE1-LV2N-1SPG&linkId=ITEM_DETAILS&componentID=S4F10_EN_Col20&componentTypeID=E-Learning&fromSF=Y&revisionDate=1357992000000</p> <p>3. S4500 Business Processes in sourcing and procurement https://saplearninghub.plataeu.com/learning/user/deeplink.do?OWASP_CSRFTOKEN=4F92-PVC3-8MDJ-OLBT-NB0P-1UE1-LV2N-1SPG&linkId=ITEM_DETAILS&componentID=S4500_EN_Col23&componentTypeID=E-Learning&fromSF=Y&revisionDate=1357992000000</p> <p>4. S4600 Business Processes in Sales https://saplearninghub.plataeu.com/learning/user/deeplink.do?OWASP_CSRFTOKEN=4F92-PVC3-8MDJ-OLBT-NB0P-1UE1-LV2N-1SPG&linkId=ITEM_DETAILS&componentID=S4600_EN_Col23&componentTypeID=E-Learning&fromSF=Y&revisionDate=1357992000000#/A5D72D9A89FF8B9F18005D422DC4CD03</p>	



In hours			Credit
L	T	P	
0	0	3	1

Course Code	MGT605					
Course Title	Workshop on Entrepreneurship					
Course Outcomes	After completion of this course student will be able to: CO1. Think and act like entrepreneur. CO2. learn the identification of a viable business idea. CO3. Develop/draft a professionally written B-Plan. CO4. learn the art of pitching a business plan for funding.					
Syllabus	<p>Students will be organized in groups and evaluated as per the following scheme:</p> <p>1. Instructor Driven Activity to Develop Entrepreneurial Mindset (Marks: 05) All student groups will participate in evaluative activity to be conducted by the instructor</p> <p>2. Business Plan Development (Marks: 50) Students are required to prepare a business plan on the approved business idea (YUKTI) presented by the group of students. They are required to make group presentations of the Operations Plan, Marketing Plan and Financial Plan, as per the following evaluation scheme for each presentation. The group will submit the final Business Plan Report before MSE.</p> <table><tr><td>Business Idea (YUKTI) (10)</td><td>Operations Plan Presentation (10)</td><td>Marketing Plan Presentation (10)</td><td>Financial Plan Presentation (10)</td><td>Business Plan Report Submission (10)</td></tr></table> <p>3. Entrepreneurship Case Study Presentation / Meet an Entrepreneur Session (Marks:20) Student groups are required to analyze and present a comprehensive case on entrepreneurship assigned to them. They are required to submit the write up of the case analysis by an assigned date. The presentations will be held in the class after the MSE.</p> <p style="text-align: center;">OR</p> <p>The Student Group has to identify and coordinate with a successful entrepreneur for ‘Meet an entrepreneur’ session with all the participants, with the prior approval of the instructor.</p> <p>4. Participation in Business Plan Contest (Marks: 20) Before the ESE, all student groups will pitch their business plans to external evaluators for fund raising, in a Business Plan Contest.</p> <p style="text-align: center;">OR</p> <p>Student group may participate in any external Business Plan Contest, with the prior approval of the instructor.</p> <p>5. Attendance and Class Participation (Marks: 05)</p>	Business Idea (YUKTI) (10)	Operations Plan Presentation (10)	Marketing Plan Presentation (10)	Financial Plan Presentation (10)	Business Plan Report Submission (10)
Business Idea (YUKTI) (10)	Operations Plan Presentation (10)	Marketing Plan Presentation (10)	Financial Plan Presentation (10)	Business Plan Report Submission (10)		



In hours			Credit
L	T	P	
2	0	2	3

Course Code	MGT610		
Course Title	Business Analytics		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Learn financial analytics for strategic framework and better decision making</p> <p>CO2. Learn customer analytics to predict and respond to consumer behaviour to facilitate sales</p> <p>CO3. Get familiar with HR analytics to enhance relationship and productivity at workplace</p> <p>CO4. Learn overall business analytics by integrating various functions of business</p>		
Syllabus			CO Mapping
Unit A	Financial Analytics-Explore financial statement data and non-financial metrics and link them to financial performance to assess financial performance of business and to forecast likely future financial scenarios. Deploying financial data for delivering insight in other business areas like consumer behaviour predictions, corporate strategy, risk management, optimization, and more. Understand how financial data and non-financial data interact to forecast events, optimize operations, and determine strategy, Making better business decisions about the emerging roles of accounting analytics, applying financial analytics to make business decisions and create strategy using financial data.		1
Unit B	Customer Analytics- Overview of key areas of customer analytics: descriptive analytics, predictive analytics, prescriptive analytics, and their application to real-world business practices Major methods of customer data collection used by companies and understand how this data can inform business decisions. Tools to predict customer behaviour and identify the appropriate uses for each tool. Communicate key ideas about customer analytics, the history of customer analytics and latest best practices at top firms		2
Unit C	<p>People Analytic- Creating a data-driven approach to managing people at work. Making decisions about people based on deep analysis of data rather than the traditional methods of personal relationships, decision making based on experience, and risk avoidance. Exploring the state-of-the-art techniques used to recruit and retain great people, and demonstrate how these techniques are used at cutting-edge companies. Introduction to the theory of people analytics.</p> <p>Operation Analytics- Improvements in data-collecting technologies, using data to profitably match supply with demand in various business settings. Modelling the future demand uncertainties and predicting the outcomes of competing policy choices and how to choose the best course of action in the face of risk. Introducing frameworks and ideas that provide insights into a spectrum of real-world business challenges and tackling these challenges quantitatively</p>		3

Unit D	Business Analytics Capstone Project, applying learning's to make data-driven decisions to a real business challenge faced by global technology companies Understanding cutting-edge techniques to use data to optimize marketing, maximize revenue, make operations efficient, and make hiring and management decisions for businesses	4
Text Book/s	<ol style="list-style-type: none"> 1. Business Intelligence for dummies- Swain Scheps (2019 edition) 2. Business Analytics- James R. Evans- Pearson 3rd edition 	
Reference Book/s	<ol style="list-style-type: none"> 1. Too Big to Ignore: The Business Case for Big Data by award - winning author P. Simon 2. Performance Marketing with Google Analytics by Sebastian Tonkin, Caleb Whitmore & Justin Cutroni 	



In hours			
L	T	P	Credit
3	0	0	3

Course Code	MGT611		
Course Title	Project Management		
Course Outcomes	After completion of this course student will be able to: CO1. Understanding basic foundations and fundamental of Project management CO2. To make student acquaint with Project schedule, scope and Integration management CO3. To make student acquaint with Project resource, quality, costs and communication management CO4. To make student acquaint with Project risks, procurement and stakeholder management		
Syllabus			CO Mapping
Unit A	Foundational Elements of Projects: Projects, Importance, Relationship of Projects, Program, Portfolio and Operations Management.		1
•	The environment in which projects operate: Enterprise Environmental factors, Organisational Process assets and systems		1
•	The role of the project manager: Sphere of Influence, Competencies, Performing Integration		1
Unit B	Project integration management: Developing project charter, Management plan, project work and knowledge, Monitoring, controlling, Integrating and closing project.		2
•	Project scope management: Planning, requirements, Scope, Creating WBS and validating Project schedule management: Planning, Defining, sequencing, estimating durations, scheduling.		2
Unit C	Project cost management: Planning, estimating cost, Budgeting and controlling cost. Project quality management: Planning, Managing and Controlling		3
•	Project resource management: Planning, Estimating, acquiring resources, Developing and managing teams Project communications management: Plan, Manage and Monitor		3
Unit D	Project risk management: Identifying risks, Risk analysis, Risk responses and monitoring risks		4
•	Project procurement management: Planning, conducting and controlling procurements Project stakeholder management: Identification and engagement of stakeholders		4
Text Book/s	A Guide to the Project Management Body of Knowledge: PMBOK® Guide, PMI Sixth Edition-2017		
Reference Book/s	1. Parasanna Chandra, Projects: Tata McGraw Hill, 9 th Edition 2019 2. Gregory Horine, Project Management Absolute Beginner's Guide, 4 th Edition 2017		

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| | <ol style="list-style-type: none">3. Paul Roberts, Guide to Project Management: Getting it right and achieving lasting benefit, Edition 20134. Stephen Barker and Rob Cole, Brilliant Project Management: What the best project managers know, do, and say. 3rd Edition 2014 | |
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In hours			Credit
L	T	P	
0	0	3	2

Course Code	MGT608
Course Title	Workshop on Case Writing
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Dig deep into the business news and develop a habit for following biz-news.</p> <p>CO2. Student will develop the skill of writing crisp and insightful report / business story.</p> <p>CO3. learn the importance of objectivity and relevance of data/information for strategic decision making.</p> <p>CO4. learn the importance of team work.</p>
Syllabus	<p>This is a hands-on workshop on writing business cases for better understanding of the business situations and strategies of the companies, especially the Indian Public Limited Companies.</p> <p>Theme Presentation (10 Marks): Students (in groups of 3-5 each) will identify and present the themes for the case writing. The case theme should be selected from the events which happened during the last one year. The selected company/companies for the case should be Indian company listed on BSE/NSE. The theme presentation should specify the theoretical anchor/s and the proposed objective/s of the case.</p> <p>Presentation of the 1st Draft (25 Marks): After doing thorough research on the case and writing the case as per the directions of the course instructor, the student groups will present the first draft of the case for the suggestions of the peers and recommendations of the instructor for modification of the case content.</p> <p>Presentation of the 2nd and Final Draft (25 Marks): The student groups will present the modified and final version of the case for evaluation by the instructor.</p> <p>Presentation of the Proposed Solution (20 Marks): The student groups will distribute the case to the class for discussion and also share their proposed solutions to the questions posed in the case. They also need to propose the additional readings and supplementary resources in the Proposed Solution Document (PSD).</p> <p>Video Presentation / Presentation of the Case in a Case Competition (20 Marks)</p>

GROUP-A (Elective)

Marketing



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT621		
Course Title	Consumer Behaviour		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Understand the concept consumer behaviour and market segmentation.</p> <p>CO2. Gain insight on different psychological factors influencing consumer behaviour</p> <p>CO3. Learn about external factors influencing consumer behaviour.</p> <p>CO4. Conceptualize consumer research and post purchase behaviour</p>		
Syllabus			CO Mapping
Unit A	Introduction to Consumer Behaviour: Consumer Culture, Consumer Behaviour, Consumer and society, Market Segmentation: meaning and bases of segmentation, criteria for effective targeting, implementing segmentation strategies, Individual Determinants of Consumer Behaviour: Personality: Theories, Product Personality, Self, Self-image, Vanity		1
Unit B	Motivation: Nature and Types of Motives, Dynamics of motivation, Types of Needs, Motivational theories, Consumer Perception: Concept and Elements of Perception, Dynamics of perception, Consumer Imagery, Perceived Risk, Consumer Learning: Elements of learning, Behavioural and Cognitive Learning Theories, Consumer Attitude: Functions of Attitude, Attitude Theories: Tricomponent, Multi attribute and Cognitive Dissonance, Attitude formation, Attitude Change Strategies		2
Unit C	External Influences on Consumer Behaviour: Group behaviour: Meaning and types of group, Influence of Reference Groups, group appeals, Family: Functions of family, Family decision making, Family Life Cycle, Culture: Values and Norms, Characteristics and Affect on Consumer Behaviour, Types of sub culture, Cross cultural consumer, Social Class: Categories, Measurement and Applications of Social Class		3
Unit D	Consumer Research: Introduction, process, types. Consumption and Post purchase behaviour: Level of consumer decision making, model of consumer decision making, Type of purchase decisions, Consumer satisfaction, and Customer loyalty.		4
Text Book/s	1. Schiffman, L.G. and Kanuk, L.L., 'Consumer Behavior', Pearson Education 2. Kumar, Dinesh., 'Consumer Behaviour', Oxford University Press		
Reference Book/s	1. Loudon, D. and Bitta, D., 'Consumer Behaviour', Tata McGraw Hill 2. Assael, H., 'Consumer Behaviour in Action', Cengage Learning 3. Blackwell, R.D., Miniard, P.W. and Engel, J.F., 'Consumer Behaviour', Cengage Learning		



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT622		
Course Title	Sales and Distribution Management		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Understand the basics of sales management, sales territory and quota.</p> <p>CO2. Integrate human resource practices for sales force of a company.</p> <p>CO3. Design distribution strategies and logistics management.</p> <p>CO4. Underline other supporting functions of sales management and emerging issue in managing sales force</p>		
Syllabus			CO Mapping
Unit A	Introduction to sales management, The selling process, Sales organization, Management of sales territory, Management of sales quota		1
Unit B	Recruitment and selection of the sales force, Training the sales force, Sales force motivation, Sales force compensation, Sales force control, Evaluation of sales force		2
Unit C	Introduction to distribution channel management, Designing Customer-oriented marketing channels, Customer-oriented logistics management		3
Unit D	Managing Channel member behaviour, Managing Wholesalers and Franchisees, Retail Management		4
Reference Book/s	<ol style="list-style-type: none"> 1. Panda, T.K. and Sahadev, S., Sales and Distribution Management, New Delhi, Oxford University Press, Latest Edition 2. Havaladar, K., Sales and Distribution Management, New Delhi, Tata McGraw Hill, Latest Edition 		



In hours			
L	T	P	Credit
3	1	0	3

Course Code	MGT625		
Course Title	Integrated Marketing Communications		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Understand the fundamental concepts of Integrated Marketing Communications</p> <p>CO2. Develop advertising strategy for a brand</p> <p>CO3. Formulate strategies for various promotional tools of a brand</p> <p>CO4. Develop a Media plan matching the IMC strategy</p> <p>CO5. Formulate the promotional objectives, budget and ways to measure the results of IMC tools</p>		
Syllabus			CO Mapping
Unit A	Challenges and Opportunities of Promotions Career, Introduction of Integrated Marketing Communication: Introduction, IMC as integral part of marketing mix, Understanding Consumer Behavior, Understanding Communications Process		1
Unit B	Advertising: Advertising Research and Strategy, Finding the Big Idea, Creative Execution in Advertising, Creative Execution and design in Print, Creative Execution on Broadcast		2
Unit C	Managing Other Promotional Tools: Sales Promotion, Direct Marketing, Public Relations and Publicity, Communication in the New Age: Online and Mobile Media		3
Unit D	Media Planning and Strategy: Broadcast Media, Developing Media Plan, Promotion Objectives and Budget Determination, Measuring IMC Performance.		4
Reference Book/s	<ol style="list-style-type: none"> 1. Shah Kruti, Advertising and Integrated Marketing Communication, Tata McGraw-Hill, New Delhi, Latest Edition. 2. Schultz, Don E, and Heidi F. Schultz. Imc, the Next Generation: Five Steps for Delivering Value and Measuring Returns Using Marketing Communication. New York: McGraw-Hill, Latest Edition. 3. Duncan, Tom, and Tom Duncan. Principles of Advertising and Imc. Chicago, IL: McGraw-Hill/Irwin, Latest Edition. 4. Dahlén, Micael, Fredrik Lange, and Terry Smith. Marketing Communications: A Brand, Narrative Approach. Chichester, U.K: Wiley, Latest Edition. 5. Belch, George E, and Michael A. Belch. Advertising and Promotion: An Integrated Marketing Communications 		

	<p>Perspective. New York: McGraw-Hill/Irwin, Latest Edition.</p> <p>6. Murthy, S N, and U Bhojani. Advertising: An Imc Perspective. New Delhi: ExcelBooks, Latest Edition.</p> <p>7. Clow, Kenneth E, and Donald Baack. Integrated Advertising, Promotion andMarketing</p> <p>8. Communications. Upper Saddle River, N.J: Pearson Prentice Hall, Latest Edition.</p> <p>9. Aaker, David A, Rajeev Batra, and John G. Myers. Advertising Management.Englewood Cliffs, N.J: Prentice Hall, Latest Edition.</p> <p>10. Gaur, Sanjaya S, and Sanjay V. Saggere. Event Marketing and Management. NewDelhi: Vikas Pub. House, Latest Edition.</p>	
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In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT663		
Course Title	Industrial Marketing and Rural Marketing		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1.Develop understanding about purchase organizations and differentiate between industrial and consumer goods.</p> <p>CO2.Interpret various buying motives by understanding factors influencing buying behaviour in industries.</p> <p>CO3.Conceptualize about rural markets and rural consumers with help of segmentation, targeting and positioning.</p> <p>CO4.Articulate product promotion strategies for rural markets and role of co-operative societies in serving rural customers.</p>		
Syllabus			CO Mapping
Unit A	Introduction to Industrial Marketing: Definition of Industrial and Consumer Product, Basis of Classification, Difference between Industrial and Consumer Marketing, Concept of Derived Demand, Classification of Industrial Consumers, Industrial goods, Key Characteristics of Organizational Buying Process.		1
	Purchasing Organization: Structure / Functions, Commercial Enterprises - Government / Institutional Markets Industrial Buying Process.		1
Unit B	Marketing Strategies: Buying Situation Analysis with Marketing, Buying Motivations of Organizational Buyers Rational / Emotional Motives, Purchaser's Evaluation of Potential Suppliers, Environmental Influences on Organizational Buying.		2
	Segmenting the Industrial Market, Targeting and Positioning.		2
	New Industrial Product Development, Managing Business Marketing Channels, Industrial Pricing Process, Industrial Advertising, Managing Industrial Personal Selling Function.		2
Unit C	Introduction to Rural Marketing: Definition, Concept, Scope, Nature,Size and Nature of Indian Rural Markets Rural Demand, Buying Characteristics, Decision Process, Behaviour and Evaluation.		3
	Segmenting the Rural Market, Targeting and Positioning.		3
	Product Strategy: Significance, concepts and product mix decisions,Pricing Strategy: Objectives, Policies and Strategies.		3
Unit D	Promotion Strategies: Advertising, Sales Promotion, Communication in Rural Marketing - Language and Culture Distribution Strategies for rural Marketing and channels of distribution.		4

	Role of Co-operative , Government, Financial Institutions, Public sector undertakings, Regulated markets and public distribution systems, Intervention of IT in Rural Markets.	4
Reference Book/s	<ol style="list-style-type: none"> 1. Havaladar, Krishna K., Industrial Marketing: Text and Cases. New Delhi: Tata McGraw-Hill, Latest Edition 2. Cherunilam, F., Industrial Marketing: Text and Cases. New Delhi: Himalaya Pub. House, Latest Edition 3. Reeder, Robert R, Edward G. Brierty, and Betty H. Reeder. Industrial Marketing: Analysis, Planning, and Control. Englewood Cliffs, N.J: Prentice Hall, Latest Edition 4. Mukerjee, Hory S. Industrial Marketing. New Delhi: Excel Books, Latest Edition 5. Gopalswamy, T P. Rural Marketing: Environment, Problems and Strategies. Allahabad, India: Wheeler Pub, Latest Edition 6. Krishnamacharyulu, C S. G, and Lalitha Ramakrishnan. Rural Marketing: Text and Cases. New Delhi, India: Pearson Education/Dorling Kindersley, Latest Edition 7. Dogra, Balram, and Karminder Ghuman. Rural Marketing: Concepts and Practices. New Delhi: Tata McGraw Hill, Latest Edition 	



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT613		
Course Title	Marketing for Non-Profit Organisations		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Understand the concept of non-profit organizations.</p> <p>CO2. Develop plans for market research and focus on branding and marketing services</p> <p>CO3. Gain insight about fundraising, social marketing and marketing of higher education institutions.</p> <p>CO4. Learn the marketing of healthcare services and public sector and social entrepreneurship.</p>		
Syllabus		CO Mapping	
Unit A	Introduction to Marketing		1
•	Scope and Challenges of Non-profit Sector		1
•	Development of Non-profit Sector		1
•	Developing a Societal and Market Orientation		1
Unit B	Marketing Planning		2
•	Marketing Planning: The Operating Environment and Marketing Audit		2
•	Marketing Research		2
•	Marketing Objectives and Strategy		2
•	Branding		2
•	Marketing Programmes and Services: The Operational Mix		2
Unit C	Specific Applications		3
•	Social Marketing: the Marketing of Ideas		3
•	Fundraising		3
•	Arts Marketing		3
•	Marketing in Higher Education		3
Unit D	Other Applications		4
•	Healthcare Marketing		4
•	Social Entrepreneurship		4
•	Volunteer Support and Management		4
•	Public Sector Marketing		4
Text Book/s	Sargeant, A. Marketing Management for Nonprofit Organizations, New Delhi:Oxford, Latest Edition		
Reference Book/s	<p>1. Neumann, C ; Kedra, M. and Scharf Schwerdt, R. Marketing for Non-Profit Organisations, Grin Verlag, Latest Edition</p> <p>2. Kotler, P.R. and Andreasen, A.R. Strategic Marketing for non-</p>		

profit Organisations, Pearson, Latest Edition



In hours			Credit
L	T	P	
0	0	4	3

Course Code	MGT998
Course Title	Workshop on Digital Marketing
Course Outcomes	After completion of this course student will be able to: CO1. Understand the basics of digital marketing CO2. Design professional blog on wordpress CO3. Write Blog article after researching keywords CO4. Design social media channels and strategy for the business
Syllabus	Concepts to be covered through the practicals in the computer laboratory <ul style="list-style-type: none"> • Creating a Buyer Persona • Identifying USP • Conducting Online survey • Building a Blog/ Website • Copywriting for digital media • Search Engine Optimization • Creating Advertisements on Google Adwords • Analyzing data through Google Analytics
Reference Book/s	Dodson, Ian. <i>The art of digital marketing</i> . Wiley, 2016



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT661		
Course Title	Marketing of Services		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Get in depth knowledge about service industry, consumer perception and expectations in services.</p> <p>CO2. Develop service blueprint by gaining knowledge on service designs and importance of service-recovery.</p> <p>CO3. Discover the role of employees and customers in service delivery</p> <p>CO4. Interpret pricing and promotion strategy to be adopted for services</p>		
Syllabus			CO Mapping
Unit A	Introduction to Services: meaning, importance, growth and characteristics of services, difference between goods and services, challenges for service marketers, Services marketing mix		1
•	The gaps model of service quality: the customer gap, the provider gaps, closing the gaps, Consumer behaviour in services: consumer choice, service purchase, consumer experience, evaluation, customer expectations of service: meaning and type of service expectations, zone of tolerance, factors influencing expectations, various issues of service expectations, customer perceptions of service: customer satisfaction, service quality, service encounters.		1
•	Building customer relationships: relationship marketing, value of customer, relationship development strategies, relationship challenges		1
Unit B	Service recovery: the recovery paradox, customer's response to service failure, customer's recovery expectations, recovery strategies, service guarantees.		2
•	Service development and design: new service development, types of new services, stages in new service development, service blueprinting,		2
•	Physical evidence and service scape: Physical evidence, types and roles of service scape, framework for understanding service scape, environmental dimensions of the service scape, and guidelines for physical evidence strategy.		2
Unit C	Employees' role in service delivery: service culture, critical importance of service employees, boundary-spanning roles, strategies for delivering service quality through people, customer-oriented service delivery		3
•	Customers' roles in service delivery: importance of customer in service delivery, customers' roles, self-service technologies- the ultimate in customer participation, strategies for enhancing customer participation, recruit, educate and reward customers, manage the customer-mix.		3

Unit D	Integrated services marketing communications: need for coordination in marketing communication, key reasons for service communication, four categories of strategies to match service promises with delivery	4
●	Pricing of services: three key ways that service prices are different for consumers. approaches to pricing services, pricing strategies that link to the four-value definition,	4
Reference Book/s	<ol style="list-style-type: none"> 1. Zeithmal A Valarie and Bitner Mary, Services Marketing, Tata McGraw Hill, New Delhi. 2. Adrian Paye: The Essence of Services Marketing, Prentice Hall India. 3. Sanjay P. Palankar: Services Marketing, Himalaya Publishing House. 4. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing: People, Technology, Strategy, Pearson Education. 5. K. Rama Mohana Rao: Services Marketing, Pearson Education. 6. J.N. Jain and P.P. Singh: Modern Marketing of Services- Principles and Techniques, Regal Publications. 7. Deepak Bhandari and Amit Sharma: Marketing of Services, Vrinda Publications. 8. Bidhi Chand: Marketing of Services, Rawat Publications. 9. Nimit Chowdhary and M. Chowdhary: Textbook of Marketing of Services, MacMillan India. 	



In hours			
L	T	P	Credit
3	1	0	3

Course Code	MGT662		
Course Title	Retail Management		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Understand the concepts of retailing by listing various retail formats and analysis of challenges and opportunities available for retail industry in present scenario.</p> <p>CO2. Discover consumer behaviour with reference to retail business and setting up the retail strategy by considering different market segment.</p> <p>CO3. Develop retail mix strategies for different types of retail formats and concept of store design.</p> <p>CO4. Elaborate the other aspects of retail such as supply chain management, human resource management, inventory management and store operations.</p>		
Syllabus			CO Mapping
Unit A	Retailing Environment: An overview: Introduction, Evolution and Challenges of Retailing; Types of Retailers.		1
•	Ethical and Security Issues in retailing, Retailing in other countries, opportunity in Retailing, multichannel retailing.		1
Unit B	Strategic Retail Planning: Strategic Retail Planning Process; Understanding the Retail Customer; Delivery value through retail formats; Role of Customer services and Relationship Marketing in Retail,		2
•	Retail location and Site decision. Retail buying. Retail Market Segmentation, Evaluating Areas for location.		2
Unit C	Retail Mix: Product Merchandise; Pricing decisions in retailing; Promotion and Communication Mix in Retail and Multi-channel retailing, managing retail services; Category management.		3
•	Merchandise management process overview, considerations in setting up retail prices; Store design objectives.		3
Unit D	Retail Operations: Supply chain management and vendor relation's role in Retail; Management of Human Resources; Financial Management Issues in Retail; The strategic profit model, the profit path.		4
•	Store operations - size and place allocation, Store Maintenance, Inventory Management; FDI in Retailing.		4
Reference Book/s	1. Berman, B.R. and Evans, J.R. Retail Management, New Jersey, Prentice Hall, Latest Edition 2. Levy, M. and Wertz, B. A., Retailing Management. USA, McGraw Hill/Irwin, Latest Edition 3. Dunne, P.M, Lusch, R.F. and Carver, J.R., Retailing. Mason, OH, South Western Cengage Learning, Latest Edition.		

	<p>4. Bajaj, C., Tuli R., Srivastava, N. Retail Management, New Delhi, Oxford University Press, Latest Edition</p> <p>5. Pradhan, S. Retailing Management, New Delhi, Tata McGraw Hill, Latest Edition.</p> <p>6. Varley, R. and Rafiq M., Principles of Retail Management. Basingstoke, Hound mills, Palgrave Macmillan, Latest Edition</p>	
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In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT623		
Course Title	Marketing Research		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Discover knowledge on marketing research, research problem and research designs</p> <p>CO2. Gain insight about scaling and sampling designs and other tools used in data collection.</p> <p>CO3. Develop knowledge on data analysis and statistical tools used for data analysis.</p> <p>CO4. Work on interpretation of results by apply more statistical tools such as factors analysis, cluster analysis and multi-dimensional scaling.</p>		
Syllabus			CO Mapping
Unit A	Introduction to Marketing Research: Meaning of marketing research, Objectives of marketing research, Types, Research Approaches, Significance of Research, marketing research Process, Criteria of Good Research, Problems Encountered by Researchers in India.		1
•	Defining the Marketing Research Problem: What is a Research Problem? Selecting the Problem, Necessity of Defining the Problem, Technique Involved in Defining a Problem		1
•	Research Design: Meaning of Research Design, Need for Research Design, Features of a Good Design, Important Concepts Relating to Research Design, Different Research Designs, Basic Principles of Experimental Designs, factors affecting RDs, Relation among RDs, Developing a Research Plan.		1
Unit B	Sampling design and Procedures: Sample or Census, The Sampling Design Process, A Classification of Sampling Techniques, Choosing Nonprobability Versus Probability Sampling, Uses of Nonprobability Versus Probability Sampling.		2
•	Measurement and Scaling: Non-comparative Scaling Techniques, Continuous Rating Scale, Itemized Rating Scale, Non-comparative Itemized Rating Scale Decisions, Multi-item Scales, Scale Evaluation, Choosing a Scaling Technique.		2
•	Methods of Data Collection: Collection of Primary Data, Observation Method, Interview Method, Collection of Data through Questionnaires, Collection of Data through Schedules, Some Other Methods of Data Collection, Collection of Secondary Data, Selection of Appropriate Method for Data Collection.		2

•	Questionnaire and form design: questionnaire and observation forms, questionnaire design process.	2
Unit C	Data preparation: editing, coding, transcribing	3
•	Data analysis: tests of significance based on t, f and z distribution and chi-square test; cross tabulation	3
•	Multiple Regression: Overview of Multiple Regression, Statistics Associated with Multiple Regression, Conducting Multiple Regression, Stepwise Regression, Multicollinearity	3
•	Discriminant Analysis: Discriminant Analysis Model, Statistics Associated with Discriminant Analysis, Conducting Discriminant Analysis	3
•	Conjoint Analysis: Basic Concepts in Conjoint Analysis, Statistics Associated with Conjoint Analysis, Conducting Conjoint Analysis, Assumptions and Limitations of Conjoint Analysis, Hybrid Conjoint Analysis	3
Unit D	Multi-Dimensional Scaling: Basic Concepts in Multidimensional Scaling (MDS), Statistics Associated with MDS, Conducting Multidimensional Scaling, Selecting an MDS Procedure, Deciding on the Number of Dimensions, Labeling the Dimensions and Interpreting the Configuration, Assessing Reliability and Validity, Assumptions and Limitations of MDS, Scaling Preference Data	4
•	Correspondence Analysis, Relationship between MDS, FA, and DA.	4
•	Factor Analysis: Factor Analysis Model, Statistics Associated with Factor Analysis, Conducting Factor Analysis, Applications of Common Factor Analysis	4
•	Cluster Analysis: Statistics Associated with Cluster Analysis, Conducting Cluster Analysis, Applications of Non-hierarchical Clustering, Clustering Variables.	4
•	Research Report Writing: Contents of Report, Executive Summary, Bibliography format. Presentation of Report.	4
Reference Book/s	<ol style="list-style-type: none"> 1. Malhotra, N. Marketing Research: An Applied Orientation, Upper Saddle River, NJ:Prentice Hall, Latest Edition 2. Proctor, T. Essentials of Marketing Research. Harlow, England: Financial Times, Latest Edition 3. Aaker, David A, V Kumar, and George S. Day, Marketing Research. New York:Wiley, Latest Edition 	



In hours			Credit
L	T	P	
0	0	4	3

Course Code	MGT664A		
Course Title	E-Business		
Course Outcomes	After completion of this course student will be able to: CO1. Develop a comprehensive digital marketing strategy. CO2. Make use of search engines and social networking sites for e-business promotion. CO3. Apply measurement techniques to evaluate the digital marketing efforts. CO4. Evaluate the social media platforms and formulate social media marketing strategies		
Syllabus			CO Mapping
Unit A	Marketing in the Digital world E-marketing, Online marketing mix, The online consumer, CRM in a Web 2.0 world		1
Unit B	Business Drivers in the Virtual World Creating E-business Plan, Design and Development of Business Website, social media, Online Branding, Traffic Building, Web Business Models, E-commerce		2
Unit C	Online Tools for Marketing Engagement Marketing through Content Management, Online Campaign Management, STP Using Online Tools, Market Influence Analytics in Digital Ecosystem, Online Communities and Co-creation, The World of Facebook		3
Unit D	Issues in E-business Online Security, Online Payment Systems, Implementing E-Business Initiatives		4
Reference Book/s	1. Schneider Gary, E-Marketing, Cengage Learning, Latest Edition 2. Kulkarni Parag, Jahirabadkar and Chande Pradip, E-Business, Oxford University Press, Latest Edition 3 Ahuja Vandana, Digital Marketing, Oxford University Press, Latest Edition		



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT624		
Course Title	Product and Brand Management		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Understand the concept of product management and underline various product mix strategies by examining the factors influencing product designs.</p> <p>CO2. Discover the methods to analyze customers and competitors to plan and design product.</p> <p>CO3. Elaborate the basics of branding and strategic brand management series and highlight brand resonance model and brand elements.</p> <p>CO4. Evaluate the brand value and formulate strategies for brand portfolio, hierarchy and rebranding.</p>		
Syllabus			CO Mapping
Unit A	Product Management meaning and objectives- Define Product, Levels and Classification of Products, Factors influencing design of the Product, Product Hierarchy, Product Mix decisions- Product Line, Product Length, Product Width, Product Depth and Consistency.		1
Unit B	Product planning and development- Customer Analysis, Competitor Analysis, New Product Development process, Product strategy over the Lifecycle, Product Differentiation and Positioning Strategies, Product Strategies for Leaders, Challengers and Followers.		2
Unit C	Brand Management- What is a Brand- Why branding, scope of Branding, Branding Challenges and Opportunities, Product Vs Brands, Brand Equity concept, Strategic Brand Management Process, Brand Positioning and Brand Resonance Model, Defining and Establishing Brand Values, Brand Elements and Brand Leveraging.		3
Unit D	Brand development- Understanding Brand Equity Measurement System and Brand Equity Management System, Brand Portfolio and Hierarchy, Brand Rejuvenation, Re-launch, Rebranding and Repositioning, Brand Extension- Managing brand over time.		4
Reference Book/s	<ol style="list-style-type: none"> 1. Keller, Kevin Lane, Strategic Brand Management, Pearson Education 2. Kotler, Keller, Marketing Management, Pearson Education 3. S. A. Chunawalla, Product Management, Himalaya Publishing House 4. Tapan K. Panda, Product and Brand Management, Oxford University Press. 		



In hours			
L	T	P	Credit
0	0	4	3

Course Code	MGT997
Course Title	Workshop on Social Media Marketing
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Understand the fundamentals of social media marketing</p> <p>CO2. Design social media strategy for the business</p> <p>CO3. Design You tube channel for the business</p> <p>CO4. Design Facebook and Instagram account and strategy for the business</p>
Syllabus	<p>Concepts to be covered through the practicals in the computer laboratory</p> <ul style="list-style-type: none"> • Marketing through Youtube • Facebook Marketing • Marketing through Instagram • Twitter Marketing • Quora Marketing • Marketing through LinkedIn • Marketing through Whatsapp • Email Marketing
Reference Book/s	Singh, Shiv, and Stephanie Diamond. <i>Social media marketing for dummies</i> . JohnWiley & Sons, 2012

GROUP-B (Elective)

FINANCE



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT626		
Course Title	Security Analysis and Portfolio Management		
Course Outcomes	After completion of this course student will be able to: CO1. Understand the financial securities, markets and process of trading CO2. Learn the techniques of fundamental and technical analysis for security evaluation CO3. Learn the process of portfolio management, evaluation and control CO4. Learn the different theories for construction of optimal portfolio CO5. Develop the ability to manage a portfolio of securities		
Syllabus			CO Mapping
Unit A	The Investment Environment		1
•	The investment decision process, Types of Investments, Investment attributes, Investment Vs speculation		1
•	Securities Market: Participants in securities market, Role and regulation of primary market, Modes and methods of floating new issues		1
•	Secondary Market: Introduction to stock exchanges in India, Regulators, Trading and settlement Mechanism, Types of orders, Stock market indices		1
Unit B	Security Analysis (Fundamental and Technical Analysis)		2
•	Risk and Return: Concepts of risk and return, Measurement of risk: standard deviation and variance, the relationship between risk and return		2
•	Fundamental Analysis: Economy analysis, Industry analysis and Company Analysis - Analysis of Financial statements, Weaknesses of fundamental analysis		2
•	Technical Analysis: Introduction, Principles, Difference from fundamental analysis, Basic Tenets of Dow Theory, Critical Appraisal of Dow theory,		2
•	Different Types of charts, Chart patterns		2
Unit C	Portfolio Management		3
•	Efficient Market Hypothesis and Behavioural Finance		3
•	Portfolio Construction		3
•	Portfolio Markowitz Model (Mean Variance Analysis)		3
•	The Sharpe Single Index Model		3
Unit D	Portfolio Theories		4
•	Capital Asset Pricing Model - assumptions of CAPM; Inputs required for applying CAPM, Limitations of this Model		4

•	Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model.	4
•	Portfolio Evaluation	4
•	Portfolio Revision	4
Text Book/s	Chandra, P. Investment Analysis and Portfolio Management. New Delhi: TataMcGraw-Hill Education, Latest Edition	
Reference Book/s	<ol style="list-style-type: none"> 1. Bodie, Z., Alex K., and Alan J. M. Investments. Boston, Mass: McGraw-Hill Irwin, Latest Edition 2. Fischer, Donald E., and Ronald J. Jordan. Security Analysis and Portfolio Management. Englewood Cliffs, N.J: Prentice-Hall, Latest Edition 3. Reilly, Frank K. Investment Analysis and Portfolio Management. Chicago: Dryden Press, 2007. Latest Edition 	



In hours			
L	T	P	Credit
3	1	0	3

Course Code	MGT627	
Course Title	Management of Financial Services	
Course Outcomes	After completion of this course student will be able to: CO1. Gain knowledge on the entire structure of financial system which are applicable in India. CO2. Understand the linkages of NBFC, Hire purchase and Lease assistance to micro small, medium and large-scale business units. CO3. Comprehend the mechanism of different financial services like Banking, Insurance, Factoring, Forfeiting Bills Discounting, Housing Finance, credit rating, and corporate restructuring and their relevance for individuals and corporate sector. CO4. Know the role of different financial intermediaries in delivering distinct financial services such as Issue management.	
Syllabus		CO Mapping
Unit A	Non-Banking Financial Companies	1
●	Theoretical and Regulatory framework of Leasing	1
●	Hire Purchase Finance and Consumer Credit	1
●	Factoring and Forfeiting	1
Unit B	Bills Discounting	2
●	Housing Finance	2
●	Insurance services and Products	2
Unit C	Venture Capital Financing	3
●	Banking Products and services	3
●	Mutual funds: Services and Products.	3
Unit D	Issue Management: Intermediaries and Activities/Procedures	4
●	Corporate Restructuring	4
●	Credit Rating	4
Text Book/s	Khan, M Y. Financial Services. New Delhi: Tata McGraw Hill, Latest Edition	
Reference Book/s	Bhole, L.M. Financial Institutions and Markets. Victoria: Tata McGraw- Hill, Latest Edition	



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT628		
Course Title	Strategic Financial Management		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Gain knowledge regarding various aspects of corporate valuation & corporate governance.</p> <p>CO2. Make valuations of shares, bonds and various finance options.</p> <p>CO3. Understand Investment Banking, Financial Restructuring & IPOs.</p> <p>CO4. Articulate the various concepts of Bankruptcy, reorganization, liquidation, Mergers & LBOs.</p>		
Syllabus			CO Mapping
Unit A	Introduction to Strategic Financial Management and Corporate Valuation		1
•	An Overview of Financial Management		1
•	An Overview of Financial Environment		1
•	Corporate Valuation		1
•	Value-Based Management		1
•	Corporate Governance		1
Unit B	Unit- B (Securities and Their Valuation)		2
•	Bonds and Their Valuation		2
•	Stocks and Their Valuation		2
•	Financial Options		2
•	Valuation of Financial Options		2
Unit C	Unit- C (Strategic and Tactical Financing Decisions)		3
•	Distribution to Shareholders: Dividends and Repurchases		3
•	Initial Public Offerings		3
•	Investment Banking,		3
•	Financial Restructuring		3
Unit D	Unit- D (Special Topics)		4
•	Derivatives and Risk Management		4
•	Bankruptcy		4
•	Reorganization		4
•	Liquidation		4
•	Mergers		4
•	LBOs		4
•	Divestitures		4
•	Holding companies		4

Text Book/s	Brigham, E.F. and Ehrhardt, M.C. Financial Management- Text and Cases. Fort Worth: Cengage Learning, Latest Edition	
Reference Book/s	1. Grinblatt, Mark, and Sheridan Titman. Financial Markets and Corporate Strategy. Boston: McGraw-Hill Irwin, Latest Edition	



In hours			
L	T	P	Credit
3	1	0	3

Course Code	MGT629		
Course Title	Strategic Cost Management		
Course Outcomes	After completion of this course student will be able to: CO1. Know the concept and relevance of SCM in practical world CO2. Know the techniques associated with CVP, variance and cost analysis CO3. Get familiar with key measurement and valuations under strategic cost management CO4. Learn performance and evaluations under strategic cost management		
Syllabus			CO Mapping
Unit A	Strategic Cost Management		1
•	Meaning, Nature and Significance of Strategic Cost Management		1
•	Limitations of Traditional Costing, Difference between Conventional Cost Analysis and Strategic Cost Analysis		1
•	Financial, Operational and Strategic Views of Cost, Contemporary Cost Management Tools		1
•	Activity Based Costing		1
•	Treatment of Cost, Steps, Advantages, Disadvantages		1
Unit B	Performance, Variances and Cost Analysis		2
•	Value Analysis: Meaning of Value Analysis and value addition, Strategic Application of Value Chain Analysis.		2
•	Variance Analysis: Basics of Standard Costs, Material Variances, Labour Variances, Overhead Variances,		2
•	Strategic Positioning Analysis: Critical Success Factors and SWOT Analysis.		2
•	Cost Volume Profit Analysis: Cost Behaviour Pattern, Cost Estimation Methods, Assumptions of CVP Analysis, Applications of CVP, Break Even Analysis, CVP Analysis in the choice of Cost Structure, Multiple Product Analysis.		2
Unit C	Measurements and Valuations		3
•	Difficulties in Measuring Variances, Evaluation of Control based on Standard Costing, Numerical Problems		3
•	Valuation of Intangible Assets: Meaning of Intangible Assets, Acquired and Generated Assets, Importance,		3
•	Methods of Valuation for Goodwill, Human Resource, Brands, Patent, Relevant Indian and International accounting standards, Current Scenario in India, Numerical Problems.		3

Unit D	Performance and Evaluations	4
•	Responsibility Accounting: Activity based Responsibility Accounting	4
•	Behavioural aspects of responsibility accounting, Transfer Pricing. Performance Evaluation: Traditional Framework of Performance Evaluation, Performance Measurement System	4
•	Balanced Scorecard, Implementation, Strengths and Weaknesses of Balance Scorecard, Behavioral Views	4
•	Productivity improvement: Various tools and techniques including Kaizen and Six Sigma.	
Text Book/s	1. Shank, John K, and Vijay Govindarajan. Strategic Cost Management: The New Tool for Competitive Advantage. New York: Free Press, Latest Edition	
Reference Book/s	1. Kaplan, Robert S, and Robin Cooper. Cost and Effect: Using Integrated Cost Systems to Drive Profitability and Performance. Boston: Harvard Business School Press, Latest Edition 2. Blocher, Edward. Cost Management: A Strategic Emphasis. Boston: McGraw- Hill/Irwin, Latest Edition 3. Shank, John, and Vijay Govindarajan. Strategic Cost Management: The Value Chain Perspective. , Latest Edition	



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT630		
Course Title	Project Appraisal and Finance		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1.Get an in-depth understanding of concept of project along with methodology to be followed for idea generation to final screening of a project idea.</p> <p>CO2.Practically conduct marketing and technical appraisal of a project.</p> <p>CO3.Know the practical application of scheduling tools for ensuring the completion of a project within time and cost constraints.</p> <p>CO4.Conduct risk analysis and evaluation of financial feasibility of a project.</p> <p>CO5.Become more responsive towards the social impacts of a project with the thorough understanding of SCBA approaches.</p>		
Syllabus		CO Mapping	
Unit A	Introduction to Project Management	1	
•	Project Management: Overview of Project management, Types of Projects	1	
•	Project Life cycle	1	
•	Project Management Framework	1	
•	Project Planning: Strategy and Resource allocation, Generation and screening of project ideas	1	
Unit B	Market and Technical Appraisal of the project	2	
•	Marketing appraisal: Overview, Market Survey	2	
•	Demand Forecasting, Uncertainties in Demand Forecasting, Methods of Demand forecasting: Time series projection methods & causal methods	2	
•	Technical Appraisal: Meaning, Components of analysis	2	
•	Network Analysis in Project management: PERT and CPM	2	
Unit C	Risk and Financial Appraisal	3	
•	Risk Management in Projects	3	
•	Measures of Risk, Sensitivity Analysis	3	
•	Financial appraisal of Project: Time Value of Money	3	
•	Financial appraisal of Project: Capital Budgeting	3	
Unit D	Financing for the projects and Environment Analysis	4	
•	Determination of Project Cost,	4	
•	Financing decision in Project: Short term financing (Working capital requirements)	4	
•	Financing decision in Project: Long term financing	4	

•	Project Statements in Projects: profitability projections, projected cash flow statement and projected balance sheet.	4
•	Environmental Appraisal: SCBA	4
•	SCBA Approaches: UNIDO Approach, LM Approach, SCBA by Financial Institutions	4
Text Book/s	1. Chandra, Prasanna. Projects: Planning, Analysis, Selection, Financing, Implementation and Review. New Delhi: Tata McGraw-Hill, Latest Edition	
Reference Book/s	1. Patel, Bhavesh M. Project Management: Strategic Financial Planning, Evaluation and Control. New Delhi: Vikas, Latest Edition 2. Wysocki, Robert K. Effective Project Management: Traditional, Agile, Extreme. Indianapolis, IN: Wiley Pub, Latest Edition	



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT665		
Course Title	Management Control Systems		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1.Acquire knowledge and skills to excel in the area of management control systems.</p> <p>CO2.Equip the students with analytical and evaluation abilities to evaluate the management controls and budgetary systems.</p> <p>CO3.Make the students to apply different management styles in the organization for an efficient and effective control.</p> <p>CO4.Understand the various control Techniques used by MNC's, Non-Profit organisations, service organisations and others along with the Management audit.</p>		
Syllabus		CO Mapping	
Unit A	Introduction to Management Control Systems: nature of management control- purpose of MCS-the organizational context of MCS-the formal systems the informal systems- the subsystems and the components of the control systems- use of information technology on control systems, Designing the Control Process and Managerial Control: introduction-schools of thoughts in control (contingency approach, cybernetics approach) – designing management controls- the control process hierarchy-communication and reporting structures in the control systems. Ethical dimensions in MCS, corporate culture of MCS, organization structures. Behaviour in Organizations: goal congruence, action control, result control, types of organizations, functions of controller.		1
Unit B	Responsibility Centres: responsibility accounting, different types of responsibility centres (investment centres, revenue centres, expense centres, administrative and support centres, R & D centres, marketing centres, profit centres), general considerations/business units as Profit centres/measuring loose coupling between inter profit centres. Key Success Variables and Measures of Performance: identifications of key success variables-key success variables and the control paradigm-performance indicators-Eva and profitability measures.		2
Unit C	Budget Preparations and Financial Reporting: nature of a budget, operating and other budgets, flexible and fixed budgets, budget preparation process, behaviour aspects. Analysing financial performance reports: calculating variances like material, labour and profit: Limitations of variance analysis, tools like standard costing, target costing, life cycle costing and activity-based costing. (appropriate numerical examples should be given). MCS in service and non-profit organizations: characteristics, professional service organizations, financial service organizations, healthcare organizations, non-profit organizations		3

Unit D	MCS in Multinational Corporation: control issues, cultural differences, exchange rates, transfer pricing-objectives, methods, administration of transfer prices. (appropriate numerical examples should be given) MCS in projects nature of projects, control environment, project planning and appraisal, project execution, project evaluation. Management audit: concepts, types, process, and applications in various functions	4
Reference Book/s	<ol style="list-style-type: none"> 1. Anthony, R., and Govindarajan, V., Management Control System. Tata McGraw Hills. 2. Kenneth, M. Modern Management Control Systems- Text and Case, New Jersey, Prentice Hall, Latest Edition 3. Maciariello, J., and Calvin, J. Management Control Systems: Using Adaptive Systems to attain Control. New Jersey, Prentice Hall, Latest Edition 	



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT666		
Course Title	Derivatives and Risk Management		
Course Outcomes	After completion of this course student will be able to: CO1. Understand the concept, nature and types of derivatives CO2. Learn the Option Models, strategies and implications for better trading activities CO3. Learn the Concepts related with SWAPS, and complex derivatives structure CO4. Get familiar with complex issues like option Greeks and delta hedging		
Syllabus			CO Mapping
Unit A	(Introduction to Derivatives)		1
•	Derivatives- Introduction, Types and Advantages		1
•	Regulation of Trading of Derivatives, SEBI guidelines related to Trade of Derivatives		1
•	Forwards and Futures- Introduction, Distinction between Forwards and Futures Contracts		1
•	Pricing Principles, Beta and Optimal Hedge Ratio		1
Unit B	(Introduction to Options)		2
•	Options-Meaning, Types, Key Determinants of Option Prices, introduction to The Binomial Model and The Black-Scholes Model.		2
•	European and American Calls and Puts		2
•	Put Call Parity		2
•	Strategies of Options- Strategies, Pay-offs		2
Unit C	(Swaps, Interest Rate Derivatives and Credit Derivatives)		3
•	Swaps- Meaning and Mechanics of Swaps		3
•	Interest Rate Derivatives and Euro- Dollar Derivatives		3
•	Credit Derivatives		3
Unit D	(Other issues)		4
•	Risk Management with Derivatives- Meaning, Reasons of Managing Risk, Types of Risk in trading with Derivatives.		4
•	Exotic options, Option Greeks		4
•	Delta hedging		4
Text Book/s	Hull, J.C. Options, Futures and Other Derivatives. New Delhi, Pearson India. Latest Edition		
Reference Book/s	1. Parasuraman, N.R., Fundamentals of Financial Derivatives. New Delhi, Wiley India Private Limited. Latest Edition. 2. Varma, J. R., Derivatives and Risk Management. New Delhi, Tata McGraw Hill, Latest Edition.		



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT667		
Course Title	Corporate Tax Planning		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Understand the basic terminologies of direct tax along with differences between tax planning, tax avoidance and the tax evasion.</p> <p>CO2. Gain the knowledge of legal provision of direct tax applicable on corporate such as TDS, TCS, Advance tax, Clubbing provisions, Set off and carry forward of losses.</p> <p>CO3. Get thorough knowledge of different heads of direct tax as per the latest assessment year.</p> <p>CO4. Know the application of deductions with respect to incomes and payments for the computation of tax liability.</p> <p>CO5. Frame the strategies of corporate tax planning with respect to certain businesses and specific business decisions.</p>		
Syllabus			CO Mapping
Unit A	Tax Management and Fundamentals		1
•	Overview of tax system in India, types of taxes		1
•	Tax management, Tax planning, tax avoidance and tax evasion		1
•	Basic definitions under income tax act		1
•	Residential Status of Companies		1
•	Exempted Incomes		2
Unit B	Tax Computation.		2
•	Tax Planning in relation to income from business & profession, Capital gains, Income from other sources		2
•	Clubbing provisions, set off and carry forward of losses		2
•	Introduction to TDS and payment of Advance Tax,		2
•	Rates of tax & computation of tax liability of individuals and companies		3
•	Tax Planning on Deductions under Chapter VIA		3
Unit C	Tax Planning for the Business		3
•	Tax Planning with reference to setting up of a new business.		3
•	Tax Planning with reference to location of business.		3
•	Tax Planning with reference to form of organization.		4
•	Tax Planning with reference to nature of business		4
Unit D	Tax Planning for specific Business decisions		4
•	Tax Planning with reference to Financial Management Decisions.		4
•	Tax Planning with reference to Managerial Decisions.		4

•	Tax Planning in respect to Employee's Remuneration.	4
•	Tax Planning regarding Capital Gains.	4
•	Tax Planning in respect of Amalgamation or Demerger.	
Reference Book/s	<ol style="list-style-type: none"> 1. Girish Ahuja and Ravi Gupta. Strategic Corporate Tax Planning & Management. NewDelhi: Bharat Law House Pvt. Ltd, Latest Edition 2. Vinod Singhania, Kapil Singhania, Monica Singhania. Direct Taxes Planning & Management. New Delhi: Taxman's Publication Pvt. Ltd., Latest Edition 	



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT668		
Course Title	Valuation for Mergers and Acquisitions		
Course Outcomes	After completion of this course student will be able to: CO1: understand the nuances of valuation of firms CO2: value a firm based on discounted cash flows CO3: make relative valuation of the firm CO4: understand the technicalities involved in valuation of firms for mergers and acquisition		
Syllabus			CO Mapping
Unit A	Unit – A (Introduction to Mergers and Valuation)		1
•	Concept of Mergers and Acquisitions		1
•	Introduction to valuation- Philosophical basis		1
•	Approaches to Valuation		1
•	Role of Valuation		1
Unit B	(Discounted Cash Flow Valuation)		2
•	Estimating Discount Rates- Risk, Cost of Equity, Cost of Equity to Cost of Capital		2
•	Measuring Cash Flows- Categorizing Cash Flows, Earning, Tax Effect, Reinvestment needs		2
•	Forecasting Cash Flows- Structure Discounted Cash Flows Valuation, Length of Extraordinary Growth Period, Cash Flow Forecasts, Terminal Value		2
•	Equity Discounted Cash Flow Models- Cost of Capital Approach, Adjusted Present Value Approach, Excess Returns Models		2
Unit C	(Relative Valuation)		3
•	Relative Valuation- Meaning, Ubiquity, Reasons for Popularity and Pitfalls, Standardised values and Multiples		3
•	Equity Multiples		3
•	Value Multiples		3
Unit D	(Loose Ends in Valuation)		4
•	Cash, Cross Holding and Other Assets		4
•	Employee Equity Options and Other Compensation		4
•	The value of Intangibles		4
•	Value of Control		4
•	Value of Liquidity		4

●	Value of Synergy	4
Text Book/s	Damodaran, Aswath. Damodaran on Valuation: Security Analysis for Investment and Corporate Finance. Hoboken, N.J: John Wiley and Sons, Latest Edition	
Reference Book/s	<ol style="list-style-type: none"> 1. Gaughan, Patrick A. Mergers, Acquisitions, and Corporate Restructurings. New York: John Wiley and Sons, Latest Edition 2. Sudarsanam, Sudi. Creating Value from Mergers and Acquisitions. Harlow (Essex: Financial Times/Prentice Hall, Latest Edition 	



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT614		
Course Title	Personal Financial Planning		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1.Develop the personal financial goal with an in-depth understanding of components, process, and factors that determine personal financial planning.</p> <p>CO2.Apply the essential tools to measure risk and return in portfolio for designing a financial</p> <p>CO3.To design a well-diversified financial plan of an individual as per the different stages in life cycle by the usage of specific investment strategies.</p> <p>CO4.Have Intensive understanding of traditional and latest investment vehicles, norms of tax planning, plans for retirement planning, latest schemes for insurance planning and ways to make estate planning of an individual.</p> <p>CO5.To take ethical decision in financial planning within the purview of prevalent regulatory environment in the economy.</p>		
Syllabus			CO Mapping
Unit A	Personal Financial Planning: Process, Components and Precautions		1
•	Developing personal financial goals		1
•	Influence on personal financial planning		1
Unit B	Risk in Personal Financial Planning: Types of Risks, Risk and uncertainty, Risk measurement, Risk management techniques		2
•	Investment Returns: Time value of money, Methods for measurement of returns		2
•	Life cycle analysis in personal financial planning		2
•	Investment Instruments: Small saving schemes, Marketable fixed income schemes, Equity, Derivatives, and Real estate		2
•	Strategies for investment instruments (with real life cases)		2
Unit C	Personal financial planning Strategies: Active and passive strategies		3
•	Insurance Planning: Functions, Principles, and types of plans		3
•	Life Insurance Needs Analysis		3
•	Retirement Planning: Process, Methods and components		3
•	Tax Planning: Difference between Planning, evasion and avoidance, Deductions for tax planning by individual		3
Unit D	Tax Planning: Clubbing of incomes and set off and carry forward, Estate Planning		4
•	Role of Regulatory Environment in Personal financial planning		4
•	Ethical Issues in personal financial planning		4
Text Book/s	NISM, <i>Workbook of Certified Personal Financial Advisor (CPFA) Examination</i> , SEBI		
Reference Book/s	Kapoor Jack, <i>Personal Finance</i> . Tata McGraw Hill Maudra, Jeff. <i>Personal Finance</i> . Pearson Education		



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT512
Course Title	Workshop on Financial Modeling
Course Outcomes	After completion of this course student will be able to: CO1. Learn the business analysis techniques under MS-excel CO2. Know the techniques like capital budgeting and TVM analysis under MS-Excel CO3. Learn the modelling of balance sheets under MS-excel CO4. Know the company valuations under excel
Syllabus	Excel key functions and functionalities
	Financial functions in excel
	Business analysis techniques applied in excel
	Creating a professional business in excel
	Introduction to capital budgeting
	Time value of money
	Calculating present and future value in MS-Excel
	Capital budgeting techniques in MS-Excel
	Cost of capital methods
	Fundamentals of financial modelling
	Forecasting guidelines under financial modelling
	Modelling of the income statement
	Modelling of balance sheet
	Company valuations
	Merger and acquisitions
	DCF Model in MS-Excel
	Company valuation with multiples in Excel

Group (C) Elective

Human Resource Management



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT631		
Course Title	Organizational Change and Development		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Understand the meaning, models and factors of organizational development in the ever-changing global work environment.</p> <p>CO2. Conceptualize wide range of interventions for practical applications in changed business context.</p> <p>CO3. Change management and develop analytical abilities for facilitating change in the organization.</p> <p>CO4. Learn about the trends and advances in organizational change and development so that they remain updated with global organizational changes and their implementation process.</p>		
Syllabus			CO Mapping
Unit A	Nature, Assumptions, Characteristics and techniques. Historical framework of Organizational Development. The Lab training stem, the survey research and feedback stem, The Action Research stem, Steps involved in Organizational Development, Role of Managers, Factors affecting Organizational Development. Interventions designed at Individuals, Dyads/Triads, Team and Groups, Inter-group Relations, Total organization, Weisbard Model.		1
Unit B	Introduction to Action Research, Action Research as a Process and as an Approach, Determinants of Organizational Design, Components of Organization Design, Organization - The Environment Interface, Organizational Decision-Making Team Interventions, Inter-group Interventions, Comprehensive Interventions, Structural Interventions, Issues in Consultant - Client Relationship Power, Politics and Organizational Development		2
Unit C	Why Organization Change, Need for change, Factors causing change- Environmental, Technological, Legal, Political, Social, and, Cultural factors of change, Models and techniques involved in change management, Total Quality Management, Business Process Reengineering, Guidelines for Facilitating change		3
Unit D	Changing values, Cultural Models and theories of planned change, organizing for the Future, Organizations as learning systems, and Implications for future managers. Success and failure of organization change and development.		4
Reference Book/s	1 Brown, D.R., An Experiential Approach to Organization Development, New Jersey, Prentice Hall, Latest Edition 2 Palmer, I., Dunford, R., and Akin, G. Managing Organizational Change a Multiple Perspectives Approach. New Delhi: Tata McGraw Hill Publication, Latest Edition.		



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT632		
Course Title	Manpower Planning and HRD		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Conceptualize manpower planning and enable the students to acquire skills for manpower planning in the organization.</p> <p>CO2. Study Human resource development and the role of strategic human resource management in the changing business environment.</p> <p>CO3. Acquire knowledge related to new paradigms of organization development and the evolving concept of learning organization.</p> <p>CO4. Make the students think globally in context with acquisition, development and retention of manpower in the organization</p>		
Syllabus			CO Mapping
Unit A	<p>Manpower Planning Objectives (Micro and Macro levels) Benefits Advantages Limitations and Problems, HR Planning Linkage of HR Planning with other HR Functions.</p> <p>Manpower Planning: Tools, Methods and Techniques, Job Analysis, Job Description, Job Specification, Skills Analysis/Skill Inventory, Performance Appraisal, Manpower Inventory, Quantitative Aspects, Qualitative Aspects Methodology, Computerized Manpower Planning Information System, Use and Applicability of Statistical And Mathematical Models In Manpower Planning, Cohort Analysis, Census Analysis, Markov Models</p>		1
Unit B	<p>HRD: Meaning, Scope, Functions, Importance, Approaches to Human Resource Development, Role of HRD Managers, Relationship between HRD and HRM. Introduction to Strategic Human Resource Management and Strategic Human Resource Development, Strategic Selection, Re-Deployment, Re-Training, Retention Strategies</p>		2
Unit C	<p>Organizational Development: Objectives, Characteristics, Process, Models of Organization Development, Implementing Organizational Development Program, Organization Culture, Learning Organization, Organization Effectiveness, Career Growth and Development, Competency Mapping</p>		3
Unit D	<p>Global HRM and Challenges, Retention and Career Management in Global Employees, Recent Trends in HRD, Progress in India and Abroad</p>		4
Reference Book/s	<ol style="list-style-type: none"> 1. Belcourt, M., Kenneth J. M. and Kenneth J. M., Strategic Human Resources Planning. Toronto: Nelson Education, Latest Edition 2. Bhattacharyya, D K. Human Resource Development. Mumbai: Himalaya Publishing House, Latest Edition. 3. Walker, J. W., Human Resource Strategy. New York. 		



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT633		
Course Title	Negotiating Skills and Participative Decision Making		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Understand the concept & related mechanisms of collective bargaining</p> <p>CO2. Understand of pre-negotiation, during negotiation & closing negotiation activities.</p> <p>CO3. Understand of nature, concept & approaches of participative management.</p> <p>CO4. Understand and explain the different forms of worker's participation in management.</p>		
Syllabus			CO Mapping
Unit A	Collective bargaining -definitions, characteristics critical issues in collective bargaining theories of collective bargaining hick's analysis of wages setting under collective bargaining conflict-choice model of negotiation a behavioural theory of labour negotiation collective bargaining in India		1
Unit B	Negotiating a contract pre-negotiation preparing the charter of demand(s) creating the bargaining team submission of cod costing of labor contracts the negotiation process, effective negotiation preparing for negotiation communication style breaking deadlocks strategy and tactics/games negotiators play. Closing successfully negotiating integrative agreements reviewing negotiation		2
Unit C	Meaning of participative management - participative management as a concept - Economics, Psychological, Social, Political viewpoints on this concept - Origin and growth of participative management. The need for participative management - the objectives of participative management Approaches to participative management.		3
Unit D	Different types of workers participation in management - Informative participation, consultative participation, Associative participation, administrative participation and decisive participation, - Bipartite forums in PSUs and private sectors to promote WPM - WCS, JMC, Shop councils, Joint councils, workers representatives on the Board of Directors and other forums like QCS, TQM - Employee stock –option		4
Reference Book/s	<ol style="list-style-type: none"> 1. Katz, Harry C, and Thomas A. Kochan. An Introduction to Collective Bargaining and Industrial Relations. Boston, Mass: McGraw-Hill/Irwin, Latest Edition 2. Hilgert, Raymond L, and Sterling H. Schoen. Cases in Collective Bargaining and Industrial Relations: A Decisional Approach. Homewood, Latest Edition 		



In hours			
L	T	P	Credit
3	1	0	3

Course Code	MGT634		
Course Title	Training and Development		
Course Outcomes	After completion of this course student will be able to: CO1. Understand and analyse the different dimensions related to conceptual framework of training and learning CO2. Understand the identification of training needs and designing the training programme CO3. Analyse the training types, methods, aids & implementation of training CO4. Appreciate the understanding of training evaluation & trainer's requirements		
Syllabus			CO Mapping
Unit A	Training: Introduction, Scope - Conceptual framework of training. Systems view on Training. Difference between Training, Development and Education. Problems, Roles and Responsibility of Training.		1
•	Learning- Nature, Principles, process, Models of learning, feedback, conditions of transfer of learning.		1
Unit B	Need for Training – Types, Significance, Methods of Identification of Training needs, Reactive and Proactive approach to training, Training Outcomes, Competency Mapping. Training policy.		2
•	Training Design- Factors, Constraints, training cost, developing training objectives, Facilitation of learning, Transfer outcome of training- factors, strategies.		2
Unit C	Training Methods, Techniques and Aids – Types, approaches, technologies, methods and methodologies- Lecture, Group Discussion, Case Study, Incident process, Role play, Management games, In basket exercise, Conference, Seminar, Demonstration, Outbound learning, CBT, Satellite based, T-Group training. Matching methods with outcomes and training aids. Management Development.		3
•	Training Implementation- Preparation, physical arrangements, room layout, process. Classroom Management, Group Climate		3
Unit D	Trainer's skills, styles and competence, Trainer's style by Udai Pareek.		4
•	Evaluation of Training Program: Kirkpatrick Model of Evaluation, CIRO Model, Cost- Benefit Analysis, ROI of Training Technology in Training: Multimedia Training, E- Learning/Online Learning, Distance Learning		4
Reference Book/s	1. Blanchard, P. Nick and Thacker, James W. Effective Training: Systems, Strategies and Practices. Pearson Education, Latest Edition 2. Patrick, J., Training: Research and Practice, London: Academic Press. Latest Edition		



In hours			
L	T	P	Credit
3	1	0	3

Course Code	MGT635		
Course Title	Labour Legislations		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Understand the conceptual framework of labour legislations, international labour standards, Factories Act & Employees Compensation Act</p> <p>CO2. Understand the nature of labour welfare and its related laws</p> <p>CO3. Understand the nature of social security & its related laws</p> <p>CO4. Understand the laws related to wages & industrial employment (standing orders)</p>		
Syllabus			CO Mapping
Unit A	Introduction to Labour Legislations and Compensation Act		1
•	Introduction to Labour Legislations		1
•	Labour Legislations- Meaning, Objectives and Classification		1
•	The Factories Act, 1948- Meaning and Definition of Factory, Approval, Licensing and Registration of Factories, The Inspecting Staff, General Duties of Occupier, Health, Safety and Welfare, Working Hours of Adults, Employment of Young Persons and Women, Annual Leave with Wages, Penalties.		1
•	National and International Labour Organizations- Standard Setting For Labour Welfare		1
•	The Employees' Compensation Act, 1923- Scope, Definition, Rules regarding Workman Compensation, Injury arises out of and in the Course of Employment, Provisions		1
Unit B	Labour Welfare and Labour Welfare Laws		2
•	Philosophy of Labor Welfare- Concept, Aims, Theories of labor welfare, Types of welfare facilities, Principles of Welfare programme, Role of Welfare Department, Need for social and industrial welfare in India		2
•	Payment of Bonus Act- Objectives, definition, liability to pay bonus, eligibility for bonus, amount of bonus, applicability of the Act to newly setup establishments, payment of bonus.		2
•	Payment of Gratuity Act, 1972- Definitions, Coverage of Act, payment of gratuity, Determination and Recovery, penalties and offences.		2
•	Child labour (Regulation and prohibition) act, 1986		3
Unit C	Social Security Legislations for Worker		3
•	Social Security- Introduction, Aims, Methods of facilitating Social Security- Social Assistance and Social Insurance, Financing of social security.		3
•	Employee State Insurance Act- Applicability of Act, Rules and Rate of Contributions, Sickness Benefits Benefit, Maternity Benefit, Disablement		3

	Benefit, Dependent's Benefit, Medical Benefit, Funeral Benefit, Penalties.	
•	Employee Provident Fund Act- Application of the Act, Object of Act, Employees' Provident Fund Scheme, Employees' Pension Scheme and Fund, Employees' Deposit-linked Insurance Scheme and Fund, Administration of the Schemes, Determination of Moneys Due from the Employees, Their Recovery and Employees' Provident Fund Appellate Tribunal, Penalties and Offences.	3
Unit D	Other Labour Legislations	4
•	Industrial Employment (standing order) Act, 1946	4
•	Payment of Wages Act-Applicability of the Act, Scope and Object of Act, Definition of Wages, Rules regarding Payment of Wages, Deductions of Wages, Kinds of Deductions, Enforcement of the Act, Claims Arising out of Deductions from Wages or Delay in Payment of Wages and Penalty for Malicious or Vexatious Claims, Appeal	4
•	Minimum Wages Act- Object and Scope of Act, Provisions regarding Fixation and Revision of Wages, Minimum Rate of Wages, Procedure for Fixing and Revising Minimum Wages Safeguards available in Payment of Minimum Wages, Enforcement of the Act, Offences and Penalties.	4
•	One Rank One Pension	4
Text Book/s	Sinha, P R. N, Indu B. Sinha, and Shekhar S. Priyadarshini. Industrial Relations, Trade Unions, and Labour Legislation. Noida, India: Pearson, 2013. Print.	
Reference Book/s	1 Kapoor, N D. Elements of Mercantile Law: Including Company Law and Industrial Law. New Delhi: Sultan Chand and Sons, Print. 2 Sarma, A.M. Aspects of Labour Welfare and Social Security. Himalaya Publishing House.	



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT669		
Course Title	Industrial Relations and Labour Policy		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Understand the framework of industrial relations and impact of industrialization & globalization on it.</p> <p>CO2. Understand the trade unionism, existence at national level & its legal framework.</p> <p>CO3. Understand the industrial conflict/disputes & its legal framework.</p> <p>CO4. Understand the mechanisms of maintaining industrial relations & international practices related to industrial relations</p>		
Syllabus			CO Mapping
Unit A	Industrial Relations- Meaning, Scope, Participants, The various approaches- The systemsmodel, John Dunlop Model, The Pluralist Approach, Marxian Approach, Gandhian Approach, Foundations of a Sound Industrial Relations System, Partnership model. Industrialization and Industrial relations, Globalisation and Industrial Relations.		1
Unit B	Trade Unionism, Trade Unionism in India-Growth, Approaches, Reasons for joining a Union, Problems of Indian Trade Unions, National Trade Unions-AITUC, INTUC, CITU, HMS, BMS. Trade Union Act, 1926- Object of Act, Scope and Application of the Act, Definitions. Registration of Trade Union and Cancellation of Trade Union, Duties and Liabilities of Registered Trade Union, Regulations and Penalties.		2
Unit C	Anatomy of Industrial Conflict/Disputes- Industrial Disputes Act- Definition of Industrial Dispute, Object and Extent of Act, Causes of Industrial Dispute, Modes of Settlement of industrial Dispute -Conciliation, Adjudication and Arbitration. Strikes vs. Lock-outs, Lay-off vs. Retrenchment, Unfair Labour Practices under Fifth Schedule. Definition of Continuous Service, Calculation of Working Days, Right of Workmen Laid-off for Compensation, Conditions Precedent to Retrenchment of Workmen, Transfer and Closing Down of Undertakings, Compensation of Workmen in Case of Closing Down of Undertaking, Penalties. Bipartism and Tripartism: Types, Bipartism's linkage with Tripartism		3
Unit D	Grievance and Discipline Handling- Reasons, Grievance procedure as per National Commission on Labour (1969), Managing Discipline. Collective Bargaining- Model, Principles, Essential Conditions, Process of collective bargaining, National Commission Recommendations on Collective Bargaining. Contract Labour (Regulation and Abolition Act, 1986) Industrial relations in U. K., USA and Japan.		4
Reference Book/s	1. Bagri, P R. Law of Industrial Disputes: A Commentary on the Industrial Disputes Act, 1947 As Amended by the Industrial Disputes (amendment) Act, 1984 (49 of 1984). New Delhi: Bharat Law House,		

	Latest Edition	
	2. Venkata, R. C. S. Industrial Relations. New Delhi: Oxford University Press, Latest Edition.	
	3. Kumar, H L., What Everybody Should Know About Labour Laws. New Delhi: Universal law, Latest Edition.	
	4. Malhotra, O P. The Law of Industrial Disputes. Bombay: N.M. Tripathi Latest Edition	



In hours			
L	T	P	Credit
3	1	0	3

Course Code	MGT670		
Course Title	Performance Management System		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1.Get the in-depth knowledge about the foundations of performance management i.e., its Pre-Requisites, philosophy, performance management cycle and Role of HR professionals in Performance Management.</p> <p>CO2.Learn about the different stages involved in Planning and Implementation of Performance Management.</p> <p>CO3.Get the conceptual understanding about the performance Appraisal which involves its methods, designing of appraisal forms, Performance Review Discussions.</p> <p>CO4.Equip with the concept of developmental issues being faced in performance management.</p>		
Syllabus			CO Mapping
Unit A	Foundations of Performance Management: Concept and Features, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management, Role of HR Professionals in Performance Management, Performance Management Cycle, Philosophy underlying Performance Management, Performance Management versus Performance Appraisal, Performance Management Process-Conceptual Model,		1
Unit B	Planning and Implementation of Performance Management: Performance Management and Strategic Linkage, Defining Performance and its dimensions, Performance Planning and Performance standards, Developing Job Descriptions, Defining Key Result Areas and Key Performance Areas, Competency and Competency Mapping, Performance Execution and Monitoring		2
Unit C	Performance Appraisal: Concept, Features and Objectives of Performance Appraisal, Performance Appraisal Process, Characteristics of effective Appraisal System, Methods of Performance Appraisal, 360-degree appraisal, Problems in Performance Appraisal, Designing Appraisal Forms, Performance Review Discussions.		3
Unit D	Other Performance Management and Development Issues: Coaching, Counselling and Mentoring, Performance Related Pay, Potential Appraisal, Managing Team Performances, Balanced Scorecard, Ethical and Legal Issues.		4
Reference Book/s	<ol style="list-style-type: none"> 1. Rao, Appa. Performance Management. Biztantra: Wiley, 2012 Print 2. Aguinis, Herman. Performance Management. Upper Saddle River, N.J.: PearsonPrentice Hall, 2009. Print. 3. Bhattacharyya, K. Dipak. Performance Management Systems and Strategies, Pearson, 2011. Print. 		



In hours			
L	T	P	Credit
3	1	0	3

Course Code	MGT670		
Course Title	Performance Management System		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1.Get the in-depth knowledge about the foundations of performance management i.e., its Pre-Requisites, philosophy, performance management cycle and Role of HR professionals in Performance Management.</p> <p>CO2.Learn about the different stages involved in Planning and Implementation of Performance Management.</p> <p>CO3.Get the conceptual understanding about the performance Appraisal which involves its methods, designing of appraisal forms, Performance Review Discussions.</p> <p>CO4.Equip with the concept of developmental issues being faced in performance management.</p>		
Syllabus			CO Mapping
Unit A	Foundations of Performance Management: Concept and Features, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management, Role of HR Professionals in Performance Management, Performance Management Cycle, Philosophy underlying Performance Management, Performance Management versus Performance Appraisal, Performance Management Process-Conceptual Model,		1
Unit B	Planning and Implementation of Performance Management: Performance Management and Strategic Linkage, Defining Performance and its dimensions, Performance Planning and Performance standards, Developing Job Descriptions, Defining Key Result Areas and Key Performance Areas, Competency and Competency Mapping, Performance Execution and Monitoring		2
Unit C	Performance Appraisal: Concept, Features and Objectives of Performance Appraisal, Performance Appraisal Process, Characteristics of effective Appraisal System, Methods of Performance Appraisal, 360-degree appraisal, Problems in Performance Appraisal, Designing Appraisal Forms, Performance Review Discussions.		3
Unit D	Other Performance Management and Development Issues: Coaching, Counselling and Mentoring, Performance Related Pay, Potential Appraisal, Managing Team Performances, Balanced Scorecard, Ethical and Legal Issues.		4
Reference Book/s	<ol style="list-style-type: none"> 1. Rao, Appa. Performance Management. Biztantra: Wiley, 2012 Print 2. Aguinis, Herman. Performance Management. Upper Saddle River, N.J: Pearson Prentice Hall, 2009. Print. 3. Bhattacharyya, K. Dipak. Performance Management Systems 		

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| | and Strategies, Pearson, 2011. Print.
4. Kohli, A. S. and Deb, T. Performance Management, Oxford
Higher Education, 2014 | |
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In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT671		
Course Title	Industrial Psychology and Sociology		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1. Build the conceptual understanding regarding industrial and organizational psychology along with the Role of heredity and environment within an organization.</p> <p>CO2. Get the in-depth knowledge about the concept of psychological testing and learn about the role of Industrial morale and attitudes within an organization.</p> <p>CO3. Equip with the concept of motivation in Industrial psychology along with the role of work schedules within an organization.</p> <p>CO4. Learn about the concepts of Industrial Sociology and the major Psychological and Social issues being faced within an organization</p>		
Syllabus			CO Mapping
Unit A	Introduction: Nature, Scope, and Problems; Brief history of industrial and Organizational psychology Individual differences and their evaluation, Role of heredity and environment, Types of individual differences		1
Unit B	Psychological testing: Utility, Reliability, and Validity. Attitudes: Meaning, Characteristics, Methods of measuring attitudes, Implication for organization. Hawthorne Studies: The studies and their implications Industrial Morale: Meaning, Characteristics, Factors that influence morale, Measures of improving morale		2
Unit C	Motivation: Meaning, Types, Applications: Job redesign, Work on incentives. Characteristics of the workplace: Physical working conditions: Noise, Illumination, Color, Music, Miscellaneous Factors; Work Schedules: Working Hours, Permanent Part-Time Employment, Flexible Work Schedules, Rest Pauses, and Shift Work;		3
Unit D	Nature and Scope of Industrial Sociology, Industry and Society, Industry and Community, Industrial Social Stratification, Industrialism and Family, Industrialism and Social Change, Psychological and Social Issues: Job Simplification, Boredom and Monotony, Fatigue, and Telecommuting.		4
Reference Book/s	<ol style="list-style-type: none"> 1 Blum, Milton L, and Jack C. Naylor. Industrial Psychology; Its Theoretical and Social Foundations. New York: Harper and Row, Latest Edition. 2 Schultz, Duane P, and Sydney E. Schultz. Psychology and Work Today: An Introduction to Industrial and Organizational Psychology. Upper Saddle River, N.J: Prentice Hall, Latest Edition. 3 Ghosh, P K, and M B. Ghorpade. Industrial Psychology. Bombay: Himalaya Pub. House, Latest Edition. 4 Ghurye, G S. Culture and Society. Bombay: Indian Branch, Oxford Univ. Latest Edition. 		



In hours			
L	T	P	Credit
3	1	0	3

Course Code	MGT672		
Course Title	Knowledge Management		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1.Get the understanding about Knowledge Centric Organisation along with the Knowledge management framework – A lifecycle view.</p> <p>CO2.Learn about the concepts of Knowledge Capture Techniques and also get the insightful knowledge about Verification & Validation of Knowledge Base.</p> <p>CO3.Develop the understanding about how to design and Implement knowledge management strategies along with the Knowledge tools and technologies.</p> <p>CO4.Get the conceptual understanding about the Learning, Innovation and Knowledge Management along with the major Issues & challenges faced in Knowledge Management</p>		
Syllabus			CO Mapping
Unit 1	<ul style="list-style-type: none"> Working Smarter in the Knowledge Economy The Knowledge-Centric Organisation Understanding Knowledge-the Core of Business Knowledge Creation and Knowledge Architecture Knowledge Management Framework: A Life Cycle View 		1
Unit 2	<ul style="list-style-type: none"> Capturing Tacit Knowledge Other Knowledge Capture Techniques Knowledge Codification Verification and Validation of Knowledge Base Knowledge Transfer and Knowledge Sharing 		2
Unit 3	<ul style="list-style-type: none"> Knowledge Management Strategies- Designing and Implementation Communities of Practice for effective KM Strategy Knowledge tools and technologies Information Technology Orientation 		3
Unit 4	<ul style="list-style-type: none"> Organisation Learning Learning, Innovation and Knowledge Management Knowledge Management and Business Performance KM orientation of firms Issues and Challenges in KM 		4
Reference Book/s	<ol style="list-style-type: none"> Awad, E.M. and Ghaziri, H.M., Knowledge Management, New Delhi, PHI Learning Private Limited, Latest Edition. Mohapatra, S., Knowledge Management, New Delhi, Macmillan Publishers India Ltd. Hislop, D., Knowledge Management in organizations, USA, Oxford University Press, Latest Edition. 		

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| | <ol style="list-style-type: none">4. Reddy, B.R., Knowledge Management -Tools for Business Development, Mumbai,Himalaya Publishing House, Latest Edition.5. Jawadekar, W.S., Knowledge Management, New Delhi, Tata McGraw Hill, LatestEdition. | |
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In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT615		
Course Title	Managing Innovation and Creativity		
Course Outcomes	After completion of this course student will be able to: CO1. Elaborate upon the fundamental concepts of innovation CO2. Gain the understanding of strategizing the idea of innovation CO3. Explain the financing & implementation of innovative idea CO4. Gain the sensitization about the impact of globalization on change and innovation		
Syllabus		CO Mapping	
Unit A	Introduction to Innovation	1	
	Innovation Management, Models of Innovation	1	
	The Underpinning of Profits: Assets, Competences, and Knowledge	1	
	Sources and Transfer of Information	1	
Unit B	Strategizing	2	
	Recognizing the potential of an Innovation	2	
	Reducing Uncertainty: The Role of Technological Trends, Market, Regularities, an Innovation strategy	2	
	Choosing a Profit Site	2	
	Strategic Choice	2	
	Strategies for Sustaining Profits	2	
Unit C	Implementation	3	
	Financing Entrepreneurial Activity	3	
	Implementation of the Decision to Adopt	3	
Unit D	Unit- D (Globalisation	4	
	Globalisation for Innovations	4	
	Innovation for Emerging Economies	4	
	Role of National Governments in Innovation	4	
	Strategic Innovation Process	4	
	Technological Change	4	
Reference Book/s	Afuah, Allan. Innovation Management: Strategies, Implementation and Profits. NewYork: Oxford University Press, Latest Edition.		



In hours			Credit
L	T	P	
3	1	0	3

Course Code	MGT999		
Course Title	Global Human Resource Management		
Course Outcomes	<p>After completion of this course student will be able to:</p> <p>CO1.Make the students understand the importance of culture in taking management decisions</p> <p>CO2.Develop skills in students related to international staffing operations and to enable them perform international recruitment and selection decision effectively.</p> <p>CO3.Demonstrate competence related to decisions regarding Training and development as well as compensation for the expatriates.</p> <p>CO4.Get a practical know how related to the concept of performance management; its application in the global context as well as develop negotiating skills required for cross cultural negotiation.</p>		
Syllabus		CO Mapping	
Unit A	Culture and Cross-Culture- meaning & importance of culture, Cultural dimensions, Convergence of culture, National culture, Cultural sensitivity. Impact of culture in management decisions.	1	
•	Cultural and Behavioural differences in different Countries. Cross cultural models- Hofstede study, Kluckhohn & Stood beck	1	
•	Shift in National Culture and Local Culture, factors responsible for shift.	1	
Unit B	International Human Resource Management: Meaning, Concept of Expatriate, Differences between Domestic and International HRM, Variables that moderate differences between Domestic and International HRM.	2	
•	Staffing International Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Roles of Expatriates and Non-Expatriates.	2	
•	Recruiting and Selecting Staff for International Assignments: Issues in Staff Selection, Factors Moderating Performance, Selection Criteria	2	
Unit C	Issues and problems with Dual Career Couples. Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Designing a Repatriation Program	3	
•	International Training and Development: Concept, Role of Expatriate Training, Components of Effective Pre-departure Training Programs, Developing Staff through International Assignments.	3	
•	International Compensation: Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation.	3	
Unit D	Performance Management: Concept, Multinational Performance Management, Performance Management of International Employees, Performance Appraisal of International Employees	4	
•	Cross –cultural Negotiation & Decision making: Culture and Dispute,	4	

	Resolution of Conflicts and Disputes in cross culture context, Negotiations across culture, Cross, culture Negotiation Process.	
Reference Book/s	<ol style="list-style-type: none"> 1. Gupta, S.C., Text Book of International HRM, New Delhi, MacMillan, Latest Edition. 2. Anne-Wil Harzing and Joris Van Ruysseveldt (1995), International Human Resource Management, New Delhi, Sage Publications, Latest Edition. 3. Rao, P.S., International Human Resource Management, Mumbai, Himalaya Publishing House, Latest Edition. 4. Dowling, P.J., Festing, M. and Engle, A.D., International Human Resource Management, New Delhi, Cengage Learning, Latest Edition. 5. Rao, P.L., International Human Resource Management, New Delhi, Excel books, Latest Edition. 6. Tayeb, M.H., International Human Resource Management- A Multinational Company Perspective, New York, Oxford University Press, Latest Edition 	

