



**VIJAYANAGARA SRI KRISHNADEVARAYA
UNIVERSITY
JNANASAGARA CAMPUS, BALLARI – 583 105**

**DEPARTMENT OF STUDIES IN BUSINESS
ADMINISTRATION**

SYLLABUS

**MASTER OF BUSINESS ADMINISTRATION
(I to IV Semester)**

**With effect from
2024-25**



VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY

Department of Studies in Business Administration

Distribution of Courses/Papers in Postgraduate Programme I to IV Semester as per Choice Based Credit System (CBCS) Proposed for PG Programs

I-SEMESTER

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams(Hrs)
				IA	Sem. Exam	Total	L	T	P		
FIRST	DSC1	24MBA1C1L	Principles and Practices of Management	30	70	100	4	-	-	4	3
	DSC2	24MBA1C2L	Managerial Economics	30	70	100	4	-	-	4	3
	DSC3	24MBA1C3L	Accounting for Managers	30	70	100	4	-	-	4	3
	DSC4	24MBA1C4L	Marketing Management	30	70	100	4	-	-	4	3
	DSC5	24MBA1C5L	Quantitative Techniques for Managers	30	70	100	4	-	-	4	3
	SEC1	24MBA1S1L/T	Managerial Communication	20	30	50	1	1	-	2	1
	DSC5P1	24MBA1C1P	Business Analytics (Lab)	20	30	50	-	-	4	2	2
	DSC3T1	24MBA1C2T	Accounting for Managers	20	30	50	-	2	-	2	-
Total Marks for I Semester						650	21	3	4	26	

II-SEMESTER

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				IA	Sem. Exam	Total	L	T	P		
SECOND	DSC6	24MBA2C6L	Financial Management	30	70	100	4	-	-	4	3
	DSC7	24MBA2C7L	Business Research Methods	30	70	100	4	-	-	4	3
	DSC8	24MBA2C8L	Operations Management and Supply Change Management	30	70	100	4	-	-	4	3
	DSC9	24MBA2C9L	Human Capital Management	30	70	100	4	-	-	4	3
	DSC10	24MBA2C10L	Strategic Management	30	70	100	4	-	-	4	3
	SEC2	24MBA2S2L/T	Organisation Behaviour	20	30	50	1	1	-	2	1
	DSC7P2	24MBA2C3P	Business Research Methods(Lab)	20	30	50	-	-	4	2	2
	DSC6T2	24MBA2C4T	Financial Management	20	30	50	-	2	-	2	-
Total Marks for II Semester						650	21	3	4	26	

III- SEMESTER

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				IA	Sem. Exam	Total	L	T	P		
THIRD	DSE1	24MBA3E1AL	A. Luxury and Fashion Marketing	30	70	100	4	-	-	4	3
		24MBA3E1BL	B. Manpower Planning, recruitment and Selection								
		24MBA3E1CL	C. Security Analysis and Applied Value Investing								
		24MBA3E1DL	D. Risk Management and Insurance								
		24MBA3E1EL	E. Essentials of Supply Chain Management								
		24MBA3E1FL	F. Introduction to Analytics								
		24MBA3E1GL	G. Digital Marketing World								
	DSE2	24MBA3E2AL	A. Lifestyle Marketing	30	70	100	4	-	-	4	3
		24MBA3E2BL	B. Employee Relations and Engagement								
		24MBA3E2CL	C. Financial Technology (FinTech) Services & Management								
		24MBA3E2DL	D. Merchant Banking and Financial Services								
		24MBA3E2EL	E. Materials and Store Management								
		24MBA3E2FL	F. Data Visualisation								
		24MBA3E2GL	G. Mobile Marketing								
	DSE3	24MBA3E3AL	A. Sports and Entertainment Marketing	30	70	100	4	-	-	4	3
		24MBA3E3BL	B. HR Metrics and Analytics								
		24MBA3E3CL	C. Advanced Capital Structure Decisions								
		24MBA3E3DL	D. Mutual Fund Management and Services								
		24MBA3E3EL	E. Retail Supply Chain Management								
		24MBA3E3FL	F. Using R for Analytics								
		24MBA3E3GL	G. Marketing Strategy, Branding and Online Consumer Behaviour								
	DSE4	24MBA3E4AL	A. Strategic Marketing	30	70	100	4	-	-	4	3
		24MBA3E4BL	B. Performance and Benefits Management								
		24MBA3E4CL	C. Mergers, Acquisitions and Corporate Restructuring								
		24MBA3E4DL	D. Corporate Insurance Management								
		24MBA3E4EL	E. Strategic Logistics Management								
		24MBA3E4FL	F. Using Python for Analytics								
		24MBA3E4GL	G. Email and Content Marketing								
DSE5	24MBA3E5AL	A. Strategic Brand Management	30	70	100	4	-	-	4	3	
	24MBA3E5BL	B. Team Dynamics at Work									
	24MBA3E5CL	C. Financial Markets and Institutions									

	24MBA3E5DL	D. Principles and Practices of Banking								
	24MBA3E5EL	E. International Logistics Management								
	24MBA3E5FL	F. Big Data and Cloud Computing								
	24MBA3E5GL	G. Web Analytics and Metrics								
GEC1	24MBA3G1AL	A. Start-up and Entrepreneurship	20	30	50	2	-	-	2	2
	24MBA3G1BL	B. Time Management								
Internship	24MBA3C1I	Internship	30	70	100	-	-	8	4	-
Total Marks for III Semester					650	22		8	26	

IV-SEMESTER

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)	
				IA	Sem. Exam	Total	L	T	P			
FOURTH	DSE6	24MBA4E6AL	A. Services Marketing and CRM	30	70	100	4	-	-	4	3	
		24MBA4E6BL	B Strategic HRM									
		24MBA4E6CL	C. Advanced Capital Budgeting									
		24MBA4E6DL	D. Actuarial Practices and Practices									
		24MBA4E6EL	E. Distribution Management for Global Supply Chain									
		24MBA4E6FL	F. Marketing Analytics									
		24MBA4E6GL	G. Social Media Marketing									
	DSE7	24MBA4E7AL	A. Pharma Marketing/Management	30	70	100	4	-		-	4	3
		24MBA4E7BL	B. Cross Cultural Management									
		24MBA4E7CL	C. Risk Management and Financial Derivatives									
		24MBA4E7DL	D. Retail Banking, Rural Banking and Micro Finance									
		24MBA4E7EL	E. Green Supply Chain Management									
		24MBA4E7FL	F. H R Analytics									
		24MBA4E7GL	G. Digital Media Planning and Execution Strategy									
	DSE8	24MBA4E8AL	A. Healthcare and Hospital Management	30	70	100	4	-		-	4	3
		24MBA4E8BL	B. Work life Balance and Well-being									
		24MBA4E8CL	C. International Financial Management									
		24MBA4E8DL	D. Life, Health and General Insurance									
		24MBA4E8EL	E. Supply Chain Information System									
		24MBA4E8FL	F. Financial Analytics									
		24MBA4E8GL	G. E - Commerce Marketing									
	DSE9	24MBA4E9AL	A. Food and Beverage Management	30	70	100	4	-		-	4	3
		24MBA4E9BL	B. Personal Growth and Interpersonal Effectiveness									
		24MBA4E9CL	C. Modern Portfolio Management									
		24MBA4E9DL	D. International Banking and Islamic Banking									
		24MBA4E9EL	E. Retail Logistics Management									
		24MBA4E9FL	F. Time Series Analytics									
		24MBA4E9GL	G. Search Engine Marketing									
DSE10	24MBA4E10AL	A. Hospitality and Tourism Management	30	70	100	4	-		-	4	3	
	24MBA4E10BL	B. Leadership										
	24MBA4E10CL	C. Behavioural Finance										

	24MBA4E10DL	D. Treasury and Forex Management								
	24MBA4E10EL	E. International Trade Documentation Procedure								
	24MBA4E10FL	F. Predictive Analytics								
	24MBA4E10GL	G. Search Engine Optimisation								
GEC2	24MBA4G2AL	A. Team Building and Problem Solving	20	30	50	2	-		2	2
	24MBA4G2BL	B. Stress Management						-		
Project	24MBA4C1R	Research Project	30	70	100	-	-	8	4	-
Total Marks for IV Semester					650	22		8	26	
Grand Total Marks					2600					

Electives Offered

A-Marketing Management

B- Human Resource Management

C- Financial Management

D- Banking & Insurance

E- Supply Chain Management

F- Data Analytics

G- Digital Marketing



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Department of Studies in Business Administration

Programme: Master of Business Administration (MBA)

Programme overview:

The Department strives to create a vibrant knowledge base environment in the department to empower students with professional & personal excellence.

The department envisages instilling managerial qualities among the students with an ability to harness a latest trends and developments in the field of management and technology.

The teaching faculty is a carefully put together team of varied real world managerial experiences.

Apart from the core faculty who act as in campus mentors and student guides, business leaders, corporate bigwigs, industrialists, professional consultants from the other segment of the teaching faculty visit the campus and interact with students through regular classroom sessions, seminars, workshops and discussions.

The student at the end of the day is bombarded with such high quality challenging inputs that the tenure in the institute becomes rigorous, demanding and achievement compelling.

The department is provided with the state-of-the art class rooms, air condition seminar hall, computer lab and extensive knowledge resource bank of valuable references libraries and internet connectivity.

The department has a separate Forum named as 'Innovative Managers Forum', which interacts with corporate executives, bringing in speakers, and participate in Management fests.

Programme Educational Objectives (PEO's):

1. To provide knowledge and skills needed to become an effective manager in a variety of organizational settings.
2. To provide Graduates with the foundations in content and competencies that will support their development as effective managers in a variety of organizational settings.

3. To develop the analytical skills for decision making in a business world of complex business issues and problems.
4. The develop leadership, critical thinking, team work and communication skills among the graduates.
5. To develop an understanding of and ability to use technology as a tool of effective management.
6. To develop an ability for ethical decision making.
7. To develop the ability to function effectively in a diverse and global business environment.

Program Outcomes (PO's):

1. The Graduates will demonstrate the knowledge, skills and competencies required in a variety of organizational settings as an effective Manager.
2. The Graduates will demonstrate the analytical skills for ethical decision making in a business world of complex business issues and problems.
3. The Graduates will demonstrate the organizational skills for Policy Implementations.
4. The Graduates will demonstrate the ability to function effectively in a diverse and global business environment.
5. The Graduates will demonstrate the ability to use technology, communication, leadership and teamwork as tools of effective management.

Program/Course Assessment Tools:

- Internal Assessment Tests
- Seminars and Workshops
- Book/Movie Reviews
- Micro-Projects, Field Works and Real World Learning
- Case Discussions and Analysis
- Business Quiz
- Event Management
- Student Lab Activities
- Interviews
- Role Play
- Team Building Exercises

Mapping PEO's and PO's:

Program Objectives	Program Outcomes				
	1	2	3	4	5
A	X	X	X		X
B	X	X	X		X
C	X	X	X	X	
D	X	X	X	X	X
E					X
F		X			
G					X

Dept Name: Department of Studies in Business Administration
Semester-I
DSC1: Principles and Practices of Management

Course Title: Principles and Practices of Management	Course code: 24MBA1C1L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand different management approaches
2. Demonstrate planning techniques.
3. Able to work in dynamic teams within organizations.
4. Analyze different processes in staffing and controlling.

Unit	Description	Hours
1	Nature, Purpose and Evolution of Management Thought. Meaning; Scope; Managerial levels and skills; Managerial Roles; Management: Science, Art or Profession; Universality of Management. Ancient roots of management theory; Classical schools of management thought; Behavioural School, Quantitative School; Systems Approach, Contingency Approach; Contemporary Management thinkers, Indian Management Gurus & their contribution. Ancient Indian Management systems & practices.	12
2	Planning: Types of Plans; Steps in Planning Process; Strategies, level of Strategies, Policies and Planning; Decision making, Process of Decision Making, Techniques in Decision Making, Forecasting & Management by Objectives (MBO).	10
3	Nature and purpose of organizing; formal and informal organizations; levels and span of management; Departmentation – line and staff relations; centralization and decentralization; Delegation of authority; Types of emerging organization structures, organization design & contingency factors.	10

4	Human resource planning, Recruitment, selection, training & development, performance appraisal, managing change, compensation and employee welfare. Motivation: Concept, Forms of employee motivation, Need for motivation, Theories of motivation, Stress Management	12
5	Leadership concept, leadership Styles, leadership theories, leadership communication. Nature of organizational control; control process; Methods and techniques of control; Designing control systems, Quality Management	12

References:

1. Essentials of Management-Koontz, 8/e, McGraw Hill
2. Management: Text and Cases-VSP Rao, Excel BOOKS
3. Management and Organizational Behaviors, Chuck Williams, James Cambell, Manjunath & Sandhya Cengage Publications, 2018
4. Charles Hill, W.L. and Steven L. McShane, Principles of Management, Tata McGraw Hill, Latest Edition
5. Robbins, Stephen P., and Timothy A., Judge, “Essentials of organizational behavior”, Latest Edition
6. Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
7. Aswathappa K, “Organizational Behaviour (Text, Cases and Games)”, Himalaya Publication
8. Drucker, F. Peter, (2007). Management - Tasks, Responsibilities & Practices. 18th Reprint Allied Publishers, New Delhi.
9. Management – by Stephen P. Robins & Mary Coulter- pearson Indian Education Services pvt .ltd thirteen edition 2017.
10. Bateman Snell, Management: Competing in the new era, McGraw-Hill Irwin, 2002.
11. Chandan J.S., Management Concepts and Strategies, Vikas Publishing House, 2002.
12. Hellriegel, Jackson and Slocum, Management: A Competency-Based Approach, South Western, 9th edition, 2002.
13. Koontz, Essentials of Management, Tata McGraw-Hill, 5th Edition, 2001.
14. Stephen P. Robbins and David A. Decenzo, Fundamentals of Management, Pearson Education, Third Edition, 2001.
15. Tim Hannagan, Management Concepts and Practices, Macmillan India Ltd., 1997.
16. Organizational Behaviour by Robins
17. Organizational Behaviour by Nelson & Quick
18. Organizational Behaviour by Fred Luthans Organizational Behaviour by Stephen Robins, Timothy Judge, Neharika Vohra

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration
Semester-I
DSC2: Managerial Economics

Course Title: Managerial Economics	Course code: 24MBA1C2L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Explain the nature of managerial economics and how it would enable a decision maker to take optimal decisions.
2. Enhance knowledge of different demand situations, critical variables, how to estimate the demand and how elasticity of demand can be applied in taking the pricing decisions.
3. Apply different cost concepts in relation to inputs and its implications on costs, and different market structures.
4. Recognize the role of various concepts of macroeconomics in the development of the economy.

Unit	Description	Hours
1	Introductions of Managerial Economics: Meaning, Scope of Managerial Economics, Importance of the study of Managerial Economics, Economic Principles relevant to managerial decision, managerial economics in relation with other disciplines, role and responsibilities of managerial economist.	10
2	Demand Analysis: Introduction, Meaning and Law of Demand, Elasticity of Demand, Demand Forecasting-Meaning and Forecasting, Level of Demand Forecasting, Methods or Techniques of Demand Forecasting, Problems on Demand Analysis. Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply	12
3	Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis- Types of Costs, Cost-Output Relationship: Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run.	12

4	Market Structure: Introductions of Perfect and Imperfect Competitions – Monopoly – Monopolistic Competition – Duopoly – Oligopoly – Pricing and output under different Market Structures – Price Discrimination – Degrees of Price Discrimination.	10
5	Macro-Economic Environment – Economic Transition in India – Liberalization, Privatization and Globalization – Public-Private Participation (PPP) – Industrial Finance – Foreign Direct Investment (FDIs). Stabilization Policies-Introduction, Economic Stability, Instruments of economic Stability, Monetary Policy, Fiscal Policy.	12

References:

1. Yogesh Maheswari, Managerial Economics, Phi Learning, New Delhi, 2005
- Gupta G.S.,
2. Managerial Economics, Tata Mcgraw-Hill, New Delhi Moyer&Harris,
3. Managerial Economics, Cengage Learning, New Delhi, 2005 Geetika, Ghosh & Choudhury,
4. Managerial Economics, Tata Mcgrawhill, Newdelhi, 2011 Barla C.S., Managerial Economics, National Publishing House, Raipur, 2000.
5. Craig Petersen H., W. Cris Lewis, Managerial Economics, Prentice-Hall of India, New Delhi, 2003.
6. Shyam Lal Charitable Trust, S. Chand and Company Ltd., New Delhi, 2005.
7. Mote V.L., Samuel Paul and G.S. Gupta, Managerial Economics Concepts and Cases, TataMcGraw Hill Publishing Company Ltd., New Delhi, 2001.
8. S.K. Misra and V.K. Puri, Economics of Development and Planning, Himalaya Publishing House, New Delhi, 2002
9. Managerial Economics by Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall
10. Indian Economy by Datt & Sundaram, 61st Edition, S Chand
11. Managerial Economics by D. Salvatore, McGraw Hill, New Delhi.
12. Managerial Economics by Pearson and Lewis, Prentice Hall, New Delhi
13. Managerial Economics by G.S. Gupta, T M H, New Delhi.
14. Managerial Economics by Mote, Paul and Gupta, T M H, New Delhi.
15. Managerial Economics and Financial Analysis Raghunatha Reddy et.al. Scitech Publications
16. Managerial Economics Mithani Himalaya Publications
17. Macro Economics - McGuigan/ Moyer/ Harris- CENGAGE Learning
18. Managerial Economics by Homas and Maurice, Tata McGraw Hill, 8th Edition

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration
Semester-I
DSC3: Accounting for Managers

Course Title: Accounting for Managers	Course code: 24MBA1C3L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Develop an awareness and evaluate the accounting process and fundamental accounting principles that emphasize the development of financial statements like accrual accounting vs. cash accounting, measurement and disclosure of assets, liabilities, revenues, expenses; inventory valuation methods, provisions, depreciation; accounting for intangibles.
2. Read, interpret and analyse financial statements; combine financial analysis with other information to assess the financial performance and position of a company.
3. Critically evaluate the extent to which accounting information can support resource allocation and performance appraisal
4. Apply standard accounting techniques to assess and evaluate different outcomes.

Unit	Description	Hours
1	Introduction to Accounting: Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Relation of Accounting with other disciplines, Capital and Revenue Expenditure and Receipt, Accounting Equation. - Problem on Accounting Equation.	10
2	Preparation of Final Accounts -Trading Account – Profit and Loss Account – Balance Sheet- Provisions of Company's Act, 1956 relating Final Accounts of Companies, Depreciation – Causes – Methods of Calculating Depreciation –Straight Line Method, Diminishing Balance Method, and Annuity Method- Illustrative problems	12
3	Financial Statement Analysis- Concept, objectives and types of financial statements. Income statements – Significant of Income	12

	statements, Cash Flow Analysis – uses and preparation of cash flow statement. Importance of balance sheet preparations, Ratio analysis- study of liquidity, solvency and profitability ratios - Illustrative problems on Funds flow, Cash flow, Balance sheet.	
4	Marginal Costing –Marginal Costing Importance – Break-Even Analysis – Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling. Illustrative problems.	12
5	Contemporary issues in accounting--IFRS, Annual reports, Human Resource Accounting, Environmental Reporting, Corporate Social Reporting, Audits and its importance, GRI.	10

References:

1. Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, PHI, Delhi, 2010.
2. Paresh Shah, BASIC ACCOUNTING FOR MANAGERS, Oxford, Delhi, 2007.
3. Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, Pearson,
4. Delhi, 2004.
5. Narayanaswamy R, FINANCIAL ACCOUNTING, PHI, Delhi, 2011.
6. Maheswari S.N: Management Accounting, Sultan Chand And Sons.
7. P.Das Gupta: Studies In Cost Accounting, Sultan Chand & Sons, New Delhi.
8. S.N.Maheswari: Management Accounting, Sultan Chand & Sons, New Delhi.
9. N.P.Srinivasan & M.Sakthivel Murugan: Accounting For Management, S.Chand & Co., New Delhi.
10. Gupta, Ambrish, “Financial Accounting for Management – An Analytical Perspective”;Pearson Publications
11. Tulsian and Tulsian, “ Financial Reporting”, S.Chand
12. Palat, Raghu, “How to Read Annual Reports and Balance Sheets”, JAICO Publishing House
13. Vijaykumar M P., “First Lessons in Financial Reporting”, Snow White Publications

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration
Semester-I
DSC4: Marketing Management

Course Title: Marketing Management	Course code: 24MBA1C4L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Recognize the impact of changing global, Political, Economic, Competitive, Environmental, Cultural and Social Systems on marketing strategy development.
2. Examine the role of consumers as purchasers and users of goods and services using various theories and models of consumer behaviour.
3. Develop comprehensive strategic and tactical plans in the marketing mix.
4. Apply creative, critical and reflective thinking to address marketing opportunities and challenge.

Unit	Description	Hours
1	Introduction to Marketing: Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing – Need, Want, Demand, Marketing Mix, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market Competition, Key customer markets, market places, market spaces, Meta-markets, Digital Markets, Brick & Click Model, Impact of Globalization, Technology and Social Responsibility on Marketing, New Consumer Capabilities, New Company Capabilities, Functions of Marketing Manager, Linkage of Marketing functions with all functions in the organization. Company orientation towards market place: Product – Production - Sales – Marketing –Societal – Relational, Holistic Marketing Orientation. Selling versus marketing, Concept of Marketing Myopia. Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value	12
2	Marketing Environment, Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 24st century customer.	12

	Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning	
3	Branding - Concept of Branding, Types, Brand Equity, Branding strategies. Product Concept, product hierarchy, product line, product mix, product mix strategies, Product life cycle and its strategies, New Product Development, packing as a marketing tool, Role of labeling in packing,	10
4	Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.	10
5	Basic concepts of e-commerce, e marketing, m-Commerce, m-marketing, e-networking, CRM, MKIS. Meaning, Steps involved in Marketing planning. Marketing Audit- Meaning, components of Marketing Audit. Marketing Strategic Planning Process, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, Social Media for Advertising.	10
References:		
<ol style="list-style-type: none"> 1. Marketing Management- Text and Cases, Tapan K Panda, Excel Books 2. Marketing Management, Ramaswamy & Namakumari, Macmillan. 3. Marketing Management: A South Asian Perspective–Kotler, Keller, Koshy & Jha, 14/e, Pearson Education, 2012. 4. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, TMH, 2010. 5. Marketing Management - Arun Kumar & Meenakshi N, 2/e, Vikas, 2011. 6. Marketing Management – K Karunakaran, 3/e, 2012, Himalaya Publishing House 7. S.A.Chunawalla - Foundation of Advertising - Theory and Practice – HPH 		

Dept Name: Department of Studies in Business Administration
Semester-I
DSC5: Quantitative Techniques for Managers

Course Title: Quantitative Techniques for Managers	Course code: 24MBA1C5L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Apply statistics and decision models in solving business problems.
2. Compute basic descriptive and inferential statistics.
3. Analyze basic descriptive and inferential statistics computations.
4. Interpret basic descriptive and inferential statistics analyses.
5. Explain analytics as a tool for business decision making.
6. Apply analytical skills for data analysis at different levels.

Unit	Description	Hours
1	Descriptive Statistics: Role of statistics: Implications of statistics in managerial decision-making; Presentation of data to convey meaning - Tables, Graphs and Frequency Distribution. Measures of central tendency: Mean, Median and Mode and their implications, Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis	12
2	Correlation and Regression: Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), simple and multiple regression	10
3	Time Series Analysis: Introduction - Objectives of Studying Time Series Analysis - Variations in Time Series - Methods Of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average - Least Square Method. Methods of Estimating Seasonal Index: Method of Simple Averages - Ratio To Trend Method - Ratio To Moving Average Method.	12

4	<p>Concept of Probability: Concept and definition - Rules of probability –Random variables – Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential –Bayes’ theorem (No derivation) (Problems only on Binomial, Poisson and Normal).</p>	12
5	<p>Foundations of Analytics: Introduction – Evolution – Scope – Data for Analytics Decision models – Descriptive, Predictive, Prescriptive – Introduction to data warehousing – Dashboards and reporting – Master data management (only theory)</p> <p>Instruction: Equal weightage is given for both theory and problems in the ratio of 60:40</p>	10
<p>References:</p> <ol style="list-style-type: none"> 1. Statistical Methods – Dr S. P Gupta, Sulthan Chand & sons, fourth Edition, ISBN 81- 8054298-X. 2. Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007, ISBN, 978-81-8318-755-8. 3. Statistical Methods - Dr. S P Gupta, Sulthan Chand and Sons, Educational Publishers, New Delhi 9. Mathematics and Statistics – Raghavachari 4. Complete Business Statistics - Aczel & Sounderpandian, 7/e, Tata- McGraw Hill, 2006. 5. James R. Evans, Business Analytics – Methods, Models and Decisions, Prentice Hall, 1st 6. edition, 2013, ISBN – 978-0-13-295061-9 7. Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, 2005,ISBN 981-240-641-7 		

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration
Semester-I
SEC1: Managerial Communication

Course Title: Managerial Communication	Course code: 24MBA1S1L/T
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 1 Hour
Summative Assessment Marks: 30	

Course Outcomes (CO's):

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

1. Apply Etiquette in Business Communication.
2. Write Formal letters effectively.
3. Use technology for effective implementation of communication process.

Unit	Description	Hours
1	Business Communication- Importance of Communication, Forms of Communication, Communication Network of the Organization; Process of Communication: Different Stages, Difference between Oral and Written Communication.	6
2	Oral communication skills-Fundamentals, Barriers and Gateways, Public Speaking, Effective of presentation, body language, non-verbal, facial expressions, voice modulation, eye contact, audience research, questions from the audience, communication and emotional intelligence, creativity in oral communication, Communication through Telephonic, video and Skype, Group Discussion.	8
3	Written communication; mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence-business letter format, style of letter arrangement, types of letters, telex managers, facsimiles, electronic mail, resume writing.	8
4	Listening Skills-Importance and need, types, active and empathic listening, listening and judgment, developing skills, listening and understanding, Anatomy of poor Listening, Features of a good	8

	Listener. Interpersonal Communications- Advantages and disadvantages of utilizing the team work; characteristic features of successful teams - Case studies and relevant activities.	
References: <ol style="list-style-type: none">1. Kaul, Asha, Effective Business Communication, PHI, New Delhi.2. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication, Pearson Education3. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi4. Murphy, Effective Business Communication, McGraw-hill.		

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration
Semester-I
DSC5P1: Business Analytics (Lab)

Course Title: Business Analytics (Lab)	Course code: 24MBA1C1P
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 2 Hours
Summative Assessment Marks: 30	

Course Outcomes (CO's):

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

1. Perform descriptive analyses with Excel.
2. Perform common parametric and non-parametric tests with Excel.
3. Perform simple regressions and multivariate analyses with Excel.

Unit	Description	Hours
1	Overview of Business Analytics, Analytical Methods and Models, Use of Analytics in Business Practices, Concept of Big Data, Types of Data, Hands on Practice on Data in Excel. Introduction, A description of the purpose and application of Excel – Excel basics: Editing Copying, pasting, inserting and deleting cells, ranges of cells, rows, columns and Worksheets. Excel aids to copying – Fill Handle and Flash Fill. Viewing: The various ‘Views’ or modes of spreadsheet display available in Excel, and how to choose the right View for the task in hand. Techniques for making working with a spreadsheet easier – Freezing Panes, splitting windows, and using multiple windows.	10
2	Concept of Data Visualization, Data visualization and Storytelling Through data, Data Visualization Techniques, Data Visualization Through Advanced Chart, Time Series Data Analysis and forecasting.	10
3	Data Mining and Management, Data Mining Tools, Data Mining Process, Data Mining Through Social Media, Summarize Marketing Data, Data Reduction methods, Metrics for Business Management, Pricing Analytics. Pivot table and pivot chart, Visual display of quantitative information – best practice guidelines Statistical functions. Lookup & Reference - Looking up information in a basic	10

	table, and more flexibly.	
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References:

1. Research Methodology by CR Kothari, Viswa prakasam publications
2. Statistical Methods – Dr S. P Gupta, Sulthan Chand & sons, fourth Edition, ISBN 81- 8054298-X.
3. Excel dummies by Harvey .G, John Wiley & sons publications, 2016
4. Microsoft Excel 2016 Bible: The Comprehensive Tutorial Resource, 1st ed by John Walkenbach ISBN-13: 978-1119067511, ISBN-10: 1119067510, Wiley Publications.
5. Advance Excel 2016 In Depth (English, Paperback, Jelen Bill),BPB publications.

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration**Semester-II****DSC3T1: Accounting for Managers**

Course Title: Accounting for Managers	Course code: 24MBA1C2T
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam:
Summative Assessment Marks: 30	

Course Outcomes (CO's):

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

- 1 To enable the students gain knowledge about concepts, principles and techniques of accounting
- 2 To explain and use the accounting equation.
- 3 To prepare basic journal entries for business transactions and present the data in an accurate manner
- 4 To present financial statements in vertical and horizontal format.
- 5 To analyze a company's financial statements using various ratios for decision making.

DSC3T1: Accounting for Managers

Unit	Description	Hours
1	Preparation of Final Accounts -Trading Account – Profit and Loss Account – Balance Sheet- Provisions of Company's Act, 1956 relating Final Accounts of Companies, Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method, and Annuity Method- Illustrative problems	10
2	Financial Statement Analysis- Concept, objectives and types of financial statements. Income statements – Significant of Income statements, Cash Flow Analysis – uses and preparation of cash flow statement. Importance of balance sheet preparations, Ratio analysis- study of liquidity, solvency and profitability ratios - Illustrative problems on Funds flow, Cash flow, Balance sheet.	10
3	Marginal Costing –Marginal Costing Importance – Break-Even Analysis – Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling. Illustrative problems.	10

References:

1. Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, PHI, Delhi, 2010.
2. Paresh Shah, BASIC ACCOUNTING FOR MANAGERS, Oxford, Delhi, 2007.
3. Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, Pearson, Delhi, 2004.
4. Narayanaswamy R, FINANCIAL ACCOUNTING, PHI, Delhi, 2011.
5. Maheswari S.N: Management Accounting, Sultan Chand And Sons.
6. P.Das Gupta: Studies In Cost Accounting, Sultan Chand & Sons, New Delhi.
7. S.N.Maheswari: Management Accounting, Sultan Chand & Sons, New Delhi.
8. N.P.Srinivasan & M.Sakthivel Murugan: Accounting For Management, S.Chand & Co., New Delhi.

9. Gupta, Ambrish, “Financial Accounting for Management – An Analytical Perspective”; Pearson Publications
10. Tulsian and Tulsian, “Financial Reporting”, S.Chand
11. Palat, Raghu, “How to Read Annual Reports and Balance Sheets”, JAICO Publishing House
12. Vijaykumar M P., “First Lessons in Financial Reporting”, Snow White Publications

Date
Chairperson

Course Coordinator

Subject Committee

Dept Name: Department of Studies in Business Administration
Semester-II
DSC6: Financial Management

Course Title: Financial Management	Course code: 24MBA2C6L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Apply time value of money.
2. Identify investment decisions, financing decisions and dividend decisions.
3. Evaluate various investment decisions.
4. Estimate working capital requirements of firm.

Unit	Description	Hours
1	Introduction: Meaning, objectives and scope, role of financial manager, finance functions, financing, investment and dividend decisions, objectives of financial management-Profit maximizations Vs. Wealth maximization. Introduction to Indian financial system, Financial markets, financial instruments, financial institutions and financial services.	10
2	Time Value of Money: Importance, Theory and applications on Future value of single cash flow and annuity, present value of single cash flow, annuity & perpetuity. Theories on Simple interest & Compound interest including Loan amortization. Introduction to Leverages.	10
3	Financing Decisions: Introduction to Long-term sources of finance, Discussion on potentiality of equity shares, preference shares, debentures and bonds as long-term sources of finance. Concept and approaches of capital structure decision- NI, NOI, traditional, Modigliani & Miller approach; Capital structure practices in leading Indian companies. Cost of capital-cost of equity, cost of preference, cost of debentures and retained earnings, Weighted Average Cost of Capital (WACC).	12
4	Investment Decisions: Approaches of project- concept, process and techniques of capital budgeting and its applications, risk and uncertainty in capital budgeting; Capital budgeting practices in leading Indian companies. Working Capital Management – Concept, Types and Factors influencing working capital requirements.	12
5	Dividend Decisions: Concept of retained earnings, Relevance and irrelevance theories of dividend decision; Introduction to dividend decision models – Walter's model, Gordon's model and Modigliani & Miller model, factors affecting dividend decision.	12

References:

1. Financial Management - Khan M. Y. & Jain P. K, 6/e, TMH, 2011.
2. Financial Management - Pandey I. M, 10/e, Vikas.
3. Financial Management - Prasanna Chandra, 8/e, TMH, 2011
4. Financial Management, Rustagi, Taxman Publications
5. Fundamentals of Financial Management - Brigham & Houston, 10/e, Cengage Learning.

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none">6. Fundamentals of Financial Management – Vanhorne & Bhandari, Pearson Education.7. Corporate Finance- Theory and Practice, Damodaran (Wiley, 1st Edition). |
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Date
Chairperson

Course Coordinator

Subject Committee

Dept Name: Department of Studies in Business Administration
Semester-II
DSC7: Business Research Methods

Course Title: Business Research Methods	Course code: 24MBA2C7L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Conduct business research
2. Collect and analyse data using quantitative and qualitative techniques
3. Examine potential investment decisions
4. Apply critical thinking skills in order to evaluate different research approaches in Business

Unit	Description	Hours
1	Meaning, types, process of research- Why Study Business Research? Defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study	10
2	Business Research Design-Introduction and significance of research design- Types: Exploratory and Conclusive Research Design. Exploratory Research: Meaning, purpose, methods- Literature search, experience survey, focus groups and comprehensive case methods. Conclusive Research Design - Descriptive Research - Meaning, Types – Cross sectional studies and longitudinal studies. Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design	12
3	Sampling - Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling – convenience sampling- judgemental sampling, snowball sampling- quota sampling - Errors in sampling.	12
4	Data Collection- Primary and Secondary data Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages. Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling.	12
5	Data Analysis and Report Writing- Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation- Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.	10

References:

1. Donald R Cooper, Pamela S Schindler, JK Sharma, “ Business Research Methods”, McGraw Hill
2. Ranjit Kumar Research Methodology Sage Publications
3. Pannerselvam, R., Research Methodology, Prentice Hall of India, New Delhi.

Date
Chairperson

Course Coordinator

Subject Committee

Dept Name: Department of Studies in Business Administration
Semester-II
DSC8: Operations Management and Supply Chain Management

Course Title: Operations Management and Supply Chain Management	Course code: 24MBA2C8L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand and apply operations management and SCM concepts to solve real time problems
2. Effectively management of production operation in the organization
3. Design operations management policies
4. Manage SCM with efficiency and effectiveness

Unit	Description	Hours
1	Introduction to Operations Management, Trends of manufacturing and service sector in India, Services as a part of operations management, operations management key functional areas, challenges in operations management, current priorities in operations management, Operations strategy , relevance of operations strategy, strategy formulation process, options for strategic decisions in operations , trade off in operations strategy, world class manufacturing practices, Emerging context for operations strategy, sustainability in operations, reverse logistics, SDGs, Design for sustainability	10
2	Forecasting-Forecasting process-approaches to forecasting-accuracy & control forecasting techniques- Using Forecast information-Product& Service Design- Value Analysis- Issues in Product & Service design- Global Product Design- Phases in Product Design & Development- Capacity Planning- Determinants of effective capacity – Developing capacity alternatives- Evaluating alternatives – Process selection – Facilities layout – Job Design – Work measurement- Globalisation in operations- Factors affective location decision, location planning methods, key issues in location planning.	10
3	TQM and TPM Total quality management- Management gurus- Quality awards- Total Quality Management Process Improvement – Quality Control-Statistical Process control –Process Capability- Acceptance Sampling- TPM, Six sigma quality control.	12
4	Supply Chain Management and capacity analysis Fundamental concepts in Supply Chain Management, SCM components, SCM Process orientation , Bullwhip effect, Design of Supply Chains, Importance and sourcing of supply chain, strategic sourcing, procurement process, Measures for sourcing and SCM, Make or Buy decisions, e-Procurement, process and capacity analysis, process flow charting, BPR, Measures of capacity, Capacity planning framework, decision tree for capacity planning	12

5	Inventory management and scheduling Master scheduling process-Overview of MRP- MRP inputs, processing and outputs- MRP in services- ERP- Overview of JIT- Building blocks of JIT- Transitioning to a JIT System- JIT in services, Need for scheduling- Scheduling alternatives- Loading of machines, Scheduling of flow shops, scheduling of job shops, mass production systems , theory of constraints	12
References: <ol style="list-style-type: none"> 1. Mahadevan B., Operations Management , Pearson 2. Steveneson Operations Management, McGraw Hill 3. Saxena, Production and Operations Management TMH 		

Date
Chairperson

Course Coordinator

Subject Committee

Dept Name: Department of Studies in Business Administration
Semester-II
DSC9: Human Capital Management

Course Title: Human Capital Management	Course code: 24MBA2C9L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Analyze HRM functions, principles, Job analysis that facilitates students to design a job description and job specification for various levels of employees.
2. Synthesize knowledge on effectiveness of recruitment process, sources & understanding of systematic selection procedure.
3. Identify the various training methods and design a training program.
4. Understand the concept of performance appraisal process in an organization.

Unit	Description	Hours
1	Overview of HCM-Meaning, Scope, Importance and functions of human resource of Management, human resource department structure and human capital, Role of HR Managers in the organization.	10
2	Staffing in Organizations- Job Analysis and Design-Job enrichment and enlargement, job rotation, job specifications and descriptions, job evaluation methods. The hiring process, staff selection methods, employee turnover and absenteeism, employee termination.	12
3	Training and Development in Organizations-Employee training programs, new hire orientation, employee discipline methods, Carriers planning, Succession planning, Employee engagements and Talent management.	10
4	Performance Appraisals-Administrative and developmental uses of performance appraisals, common appraisal methods, management by objective. Employee Compensation Issues-Types of compensation systems, compensation equity, mandatory and voluntary benefits, incentives.	12
5	Current Issues and Trends in HCM- Approaches to global staffing, cultural, age diversity, gender diversity, workplace violence, alternative work arrangements.	12

References:

1. Decenzo and Robbins, Human Resource Management-Prentice Hall of India.
2. Garry Dessler and Biju Varkkey, Human Resource Management, Pearson Education, New Delhi
3. Michael Armstrong: Handbook of Human Resource Management, Kogan Page.
4. V.S.P Rao, Human Resource Management, Text and Cases, Excel Books, New Delhi.
5. AK. Ghosh, Human Resource Management (with cases), Manas Publications, New Delhi.
6. T. V. Rao & D. F. Pereira, Recent Experiences in HRD ,Oxford & IBH, New Delhi.
7. Gary Dessler and BijuVarkkey (2013), Human Resource Management, Person Publication, 12th Edition.

8. P. Jyothi and D.N Venkatesh (2013), Human Resource Management. Oxford Publication. 2nd Edition.
9. BiswajeetPattanayak (2014),”Human Resource Management”, PHI Publications, 4th Edition.
10. V.S.P.Rao and C.B. Mamoria (2012), “Personal Management (Text and Cases)”, Himalaya Publications, Thirtieth Edition.

Date
Chairperson

Course Coordinator

Subject Committee

**Dept Name: Department of Studies in Business Administration
Semester-II**

DSC10: Strategic Management

Course Title: Strategic Management	Course code: 24MBA2C10L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam:3
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.
2. Acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage.
3. Have an insight on strategy at different levels of an organization to gain competitive advantage.
4. Analyze the strategic drive-in multinational firms and their decisions in different markets.

Unit	Description	Hours
1	Introduction to strategic management and Business Policy: (A) Evolution genesis, historical perspective of evolution, evolution based managerial practices. The concept of strategy, schools of thought on strategic formation, levels at which strategy operates, strategic decision making and issues associated with it. Elements and strategic management process and models of strategic management process. (B) Hierarchy of strategic intent – understanding strategic intent, concepts of stretch, leverage and fit, Vision – Nature, definition, benefits and process. Mission – Meaning and Definition, Formulation, communication and characteristics. Business Definition, Dimensions of business definitions, levels at which business school defines the product/service concept, business model. Goals and objectives – Meaning, role, characteristics, issues, formulation, balance score card approach to objective setting, critical success factors and key performance indicators.	12
2	Environment – (A) External Environment - Concept, characteristics, Environmental taxonomy, Environment scanning – factors, approaches, sources, methods and techniques used, pitfalls. Appraising – factors affecting environmental appraisal, identifying environmental factors, structuring environmental appraisal. (B) Internal environment – Concept, Sources, behavior, strengths and weaknesses, synergistic effects, capabilities (Financial, Marketing, Operations, Personnel, Information Management, General Management), competencies and competitive advantage. (C) Organizational appraisal - Factors affecting, approaches, sources of information, methods and techniques used (for Internal analysis, Comparative analysis, comprehensive analysis) (D) Structuring organizational appraisal – preparing organizational capability profile , preparing strategic advantages profile.	12
3	Types of Strategies: Functional strategies, Business strategies and corporate strategies. A) Functional strategies – Vertical fit, horizontal fit, Functional Plans	12

	and policies (functional, financial, marketing, operational, personnel, information management, integration of all these plans). (B) Business strategies – Foundations, industry structure, positioning of the firm in an industry. Generic business strategies – Cost leadership, differentiation, focus. Tactics (for business strategies) – timing tactics, market location tactics. Business conditions for different industry conditions (Embryonic stage, growth stage, strategies (Expansion strategies, stability strategies, retrenchment strategies, combination strategies, concentration strategies). Integration strategies (horizontal and vertical), diversification strategies (relevance, risk, concentric/related, conglomerate/unrelated, risks associated with it).	
4	Strategic Analysis and choice: (A) Process of strategic choice (focusing, analyzing and evaluating strategic alternatives, choosing among strategic alternatives). (B) Tools and techniques for strategic analysis (corporate portfolio analysis, SWOT analysis, experience curve analysis, life cycle analysis, industry analysis, strategic group analysis, competitive analysis). (C) Subjective factors and strategic choice (consideration for government policies, perceptions of CFS and distinctive competencies, commitment to past strategic actions, strategic decisions time and attitude to risk, internal political considerations, timing and competitive considerations). Contingency strategies and strategy plan.	10
5	Strategy implementation, Evaluation and control: (A) Activating strategies – nature and barriers to implementation, interrelationship of formulation and implementation, models of strategy implementation. (B) Implementation – project implementation, procedural implementation, resource allocation, structural implementation, behavioral implementation, operational implementation. (C) Strategic evaluation– Nature and importance of evaluation and control, participants, barriers and requirements of strategic evaluations. (D) Control – (a) Strategic control, Nature and importance, premise control, implementation control, strategic surveillance, special alert control. (b) Operational control, process evaluation, setting standards, measurement of performance, analyzing variances, taking corrective actions, techniques of strategic control (evaluation techniques for strategic control, evaluation techniques for operational control).	10
References: <ol style="list-style-type: none"> 1. Strategic Management and business policy – Azhar Kazmi, Tata McGraw-Hill - companies. 2. Strategy and Structure – Alfred C.Chandler. 3. Strategic Management – Alex Miller and Irwin. 4. Competitive Advantages: Creating and Sustaining, Superior Performance– Michael E.Porter. 5. Competing for the future – Prahlad and Hammel. 6. The Future of Competition – Prahlad andVenkataraman. 7. Crafting and executing Strategy – Aurthor A. Thompson andothers. 		

Date
Chairperson

Course Coordinator

Subject Committee

**Dept Name: Department of Studies in Business Administration
Semester-II**

SEC 2: Organisation Behaviour

Course Title: Organisation Behaviour	Course code: 24MBA2S2L/T
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 1 Hour
Summative Assessment Marks: 30	

Course Outcomes (CO's):

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

1. Demonstrate understanding and application of Concepts and principles of Organizational behavior, perception and personality.
2. Improving practical experience in the field of Management and Organization Behaviour
3. Develop skills and ability to work in groups to achieve organizational goals.
4. Develop a greater understanding about Behavioral aspects to analyze the concepts related to individual behavior, attitude, and personality.

Unit	Description	Hours
1	Individual Behavior: Personality – Types – Factors influencing personality – Theories; Learning – Types of learners – The learning process – Learning theories; Attitudes – Characteristics – Components – Formation – Measurement- Values; Perceptions – Importance – Factors influencing perception – Interpersonal perception, Impression Management. Emotions and Moods in workplace	10
2	Group Behavior: Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Interpersonal Communication; Team building - Interpersonal relations – Group decision making techniques; Meaning of conflict and its types, Conflict Redressal process	10
3	Leadership and Power: Leadership – Meaning, importance, traits, styles and Theories. Leaders Vs Managers. Sources of power – Power centers – Power and Politics; Motivation at work – importance, need, types and its effects on work behavior. Motivation Theories : Maslow's, Herzberg, etc.	10
References:		
<ol style="list-style-type: none"> 1. Fred Luthans, “Organizational Behaviour”, (2019)12th Edition, McGraw Hill 2. Stephen P. Robbins, “Organizational Behaviour, (2018) , 8th Edition, Prentice Hall 3. Aswathappa K, (2017), Organizational Behaviour (Text, Cases and Games). 12th Edition, Himalaya Publication House. 		

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration
Semester-II
DSC7P2: Business Research Methods (Lab)

Course Title: Business Research Methods (Lab)	Course code: 24MBA2C3L
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 2 Hours
Summative Assessment Marks: 30	

Course Outcomes (CO's):

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

- 1 To understand the basic usage of SPSS/Excel/Any Statistical Software
- 2 Collect and analyze data using quantitative and qualitative techniques
- 3 Apply critical thinking skills in order to evaluate different research approaches in Business.

Unit	Description	Hours
1	Data Management: Research in Behavioral Science, Types of data, Classification, Reliability and Validity, Sources of Research Data, Data Cleaning, Hypothesis testing. Descriptive Statistics: Measures of Central Tendency.	10
2	Measures of Variability, Percentiles, Quartiles and Inter quartile Range, Skewness, Kurtosis, Comparing Mean: One sample t-test, independent sample t-test, Paired sample t-test,	10
3	Chi Square test, Correlation and Regression Analysis. Analysis of Variance: ANOVA and MANOVA	10

References:

- 1 Donald R Cooper, Pamela S Schindler, JK Sharma, “ Business Research Methods”, McGraw Hill
- 2 Ranjit Kumar Research Methodology Sage Publications
- 3 Pannerselvam, R., Research Methodology, Prentice Hall of India, New Delhi.

Date

Course Coordinator

Subject Committee

Chairperson

Dept Name: Department of Studies in Business Administration
Semester-II
DSC6T2: Financial Management

Course Title: Financial Management	Course code: 24MBA2C4T
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam:
Summative Assessment Marks: 30	

Course Outcomes (CO's):

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

1. Apply time value of money in real life situations
2. Identify investment decisions, financing decisions and dividend decisions
3. Evaluate various investment decisions and financing decisions
4. Estimate working capital requirements of firm

Unit	Description	Hours
1	Time Value of Money: Problems on Future value of single cash flow and annuity, present value of single cash flow, annuity & perpetuity. Problems on Simple interest & Compound interest including Loan amortization. Problems on Leverages Analysis-Financial, Operating and combined leverage, EBIT-EPS analysis.	10
2	Financing and Dividend Decisions: Problems on Capital Structure decisions and Problems on Cost of capital-cost of equity, cost of preference, cost of debentures and retained earnings, Weighted Average Cost of Capital (WACC). Walter's model, Gordon's model and Modigliani & Miller model	10
3	Investment Decisions: Problems on techniques of capital budgeting and its applications, risk and uncertainty in capital budgeting; Capital budgeting practices in leading Indian companies. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm.	10

References:

1. Financial Management - Khan M. Y. & Jain P. K, 6/e, TMH, 2011.
2. Financial Management - Prasanna Chandra, 8/e, TMH, 2011
3. Financial Management, Rustagi, Taxman Publications

Date
Chairperson

Course Coordinator

Subject Committee

CBCS Question Paper Pattern for PG Semester End Examination
with Effect from the AY 2024-25

Disciplines Specific Core (DSC) and Discipline Specific Elective (DSE)

Paper Code:

Paper Title:

Time: 3 Hours

Max.

Marks: 70

Note: Answer any *FIVE* of the following questions with Question No. 1 (Q1) Compulsory, each question carries equal marks.

Q1. 14 Marks

Q2. 14 Marks

Q3. 14 Marks

Q4. 14 Marks

Q5. 14 Marks

Note: Question No.1 to 5, *one question from each unit* i.e. (Unit I, Unit II,). The Questions may be a whole or it may consists of sub questions such as a,b, c etc...

Q6. 14 Marks

Note :Question No.6, *shall be from Unit II and III*, the Question may be a whole or it may consists of sub questions such as a,b, c etc...

Q7. 14 Marks

Note: Question No.7, *shall be from Unit IV and V*,the Question may be a whole or it may consists of sub questions such as a,b, c etc...

Q8. 14 Marks

Note: Question No-8 shall be from *Unit II, Unit III , Unit IV and Unit V*. The question shall have the following sub questions and weightage. i.e a – 05 marks, b – 05 marks, c – 04 marks.

Skill Enhancement Courses (SECs)

Paper Code:

Paper Title:

Time: 1 Hours

Max.

Marks: 30

There shall be Theory examinations of Multiple Choice Based Questions [MCQs] with Question Paper set of A, B, C and D Series at the end of each semester for SECs for the duration of One hour (First Fifteen Minutes for the Preparation of OMR and remaining Forty-Five Minutes for Answering thirty Questions). The Answer Paper is of OMR (Optical Mark Reader) Sheet.

Method for Evaluation of Tutorials

Sl. no	Evaluation Methods	Max Marks = 50
1	Case Study	20
2	Financial Quiz	10
3	Solving Numerical questions	20



VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY

JNANASAGARA CAMPUS, BALLARI-583105

**Department of Studies in
Business Administration**

SYLLABUS

**MBA
(III Semester)**

**With effect from
2024-25**



VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY

Department of MBA

Jnana Sagara, Ballari - 583105



Distribution of Courses/Papers in Postgraduate Programme I to IV Semester as per Choice Based Credit System (CBCS) Proposed for PG Programs

III – SEMESTER

Without Practical

III- SEMESTER

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				IA	Sem. Exam	Total	L	T	P		
THIRD	DSE1	24MBA3E1AL	A. Luxury and Fashion Marketing	30	70	100	4	-	-	4	3
		24MBA3E1BL	B. Manpower Planning, recruitment and Selection								
		24MBA3E1CL	C. Security Analysis and Applied Value Investing								
		24MBA3E1DL	D. Risk Management and Insurance								
		24MBA3E1EL	E. Essentials of Supply Chain Management								
		24MBA3E1FL	F. Introduction to Analytics								
		24MBA3E1GL	G. Search Engine Marketing: Paid Campaigns								
		24MBA3E1HL	H. Foundations of Family Business Management								
	DSE2	24MBA3E2AL	A. Lifestyle Marketing	30	70	100	4	-	-	4	3
		24MBA3E2BL	B. Employee Relations and Engagement								
		24MBA3E2CL	C. Financial Technology (FinTech) Services & Management								
		24MBA3E2DL	D. Merchant Banking and Financial Services								
		24MBA3E2EL	E. Materials and Store Management								
		24MBA3E2FL	F. Data Visualisation								
		24MBA3E2GL	G. Mobile Marketing								
		24MBA3E2HL	H. Entrepreneurial Development								
	DSE3	24MBA3E3AL	A. Sports and Entertainment Marketing	30	70	100	4	-	-	4	3
		24MBA3E3BL	B. HR Metrics and Analytics								
		24MBA3E3CL	C. Advanced Capital Structure Decisions								
		24MBA3E3DL	D. Mutual Fund Management and Services								
		24MBA3E3EL	E. Retail Supply Chain Management								
		24MBA3E3FL	F. Using R for Analytics								
		24MBA3E3GL	G. Marketing Strategy, Branding and Online Consumer Behaviour								

	4MBA3E3HL	H. Entrepreneurial and Business Financial Management								
DSE4	24MBA3E4AL	A. Strategic Marketing	30	70	100	4	-	-	4	3
	24MBA3E4BL	B. Performance and Benefits Management								
	24MBA3E4CL	C. Mergers, Acquisitions and Corporate Restructuring								
	24MBA3E4DL	D. Corporate Insurance Management								
	24MBA3E4EL	E. Strategic Logistics Management								
	24MBA3E4FL	F. Using Python for Analytics								
	24MBA3E4GL	G. Email and Content Marketing								
	24MBA3E4HL	H. Entrepreneurship In New Market Dynamics								
DSE5	24MBA3E5AL	A. Strategic Brand Management	30	70	100	4	-	-	4	3
	24MBA3E5BL	B. Team Dynamics at Work								
	24MBA3E5CL	C. Financial Markets and Institutions								
	24MBA3E5DL	D. Principles and Practices of Banking								
	24MBA3E5EL	E. International Logistics Management								
	24MBA3E5FL	F. Big Data and Cloud Computing								
	24MBA3E5GL	G. Web Analytics : Metrics & ROI								
	24MBA3E5HL	H. Governmental Schemes For Entrepreneurship Development								
GEC1	24MBA3G1AL	A. Start-up and Entrepreneurship	20	30	50	2	-	-	2	2
	24MBA3G1BL	B. Time Management								
Internship	24MBA3C1I	Internship	30	70	100	-	-	8	4	-
Total Marks for III Semester					650	22		8	26	

Department of Studies in Business Administration
Semester-III
DSE1: LUXURY AND FASHION MARKETING

Course Title: LUXURY AND FASHION MARKETING	Course code: 24MBA3E1AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Recall and describe the key concepts and principles of luxury brand management and fashion marketing.
2. Describe the unique consumer behavior in the context of luxury and fashion products.
3. Identify potential new luxury products and how they relate to a variety of markets, including emerging markets & India.
4. Compare and contrast the luxury products, brands and industry with routine products, brands and industry.
5. Assess internal and external factors impacting the luxury markets, nationally, internationally and globally.

DSE1: LUXURY AND FASHION MARKETING

Unit	Description	Hours
1	Facets of luxury today: On the importance of the 'label', Luxury: the product and the brand, The ingredients of the luxury product: complexity and work, Superlative, never comparative, Luxury and cultural mediation, Luxury and history, Luxury and time, Luxury is made by hand, Real or virtual rarity?, Luxury and exclusivity, Luxury and fashion: an essential difference, Luxury and art, Luxury and charity.	10
2	Developing brand equity: There is no luxury without brands, A luxury brand is a real and living person, A luxury brand has roots, The luxury brand must radiate, No life cycle for the luxury brand, A legitimacy created from authority, class and creation, more than from expertise, The financial value of luxury brands, The core of the luxury brand: its identity, Building coherence: central and peripheral identity traits, Two modes of luxury brand building, Product roles and luxury brand architecture, Defending the brand against counterfeiting, Counterfeiting as a way to diagnose the health of the strategy of the brand, Always defend your rights and communicate frequently	12

3	<p>Pricing Luxury: What about price elasticity?, Increase the price to increase demand and recreate the distance, What price premium?, Fixing the price in luxury, Managing the price over time, No sales in luxury, Price reductions?, The price and its communication, The price is not publicly advertised, The price must be sold.</p> <p>Distribution and retailing: where, when, and how to sell luxury brands, products and services? Choosing a distribution model: Rarity vs. Exclusivity vs. Selectivity</p>	12
4	<p>Communicating luxury, You don't talk about money, You communicate because you sell, You communicate, you don't advertise, The role of 'brand ambassadors', Tightening the social driver of desire, Permanently encourage word of mouth, What balance should there be between local and global communication?, The internet and communication in luxury, The codes of luxury communication, The dialectic of the local and the universal.</p>	10
5	<p>The Fashion Market and the Marketing Environment: Introduction, The development of the fashion market, The fashion market: size and structure, Marketing environment, Micro-marketing environment, Macro-marketing environment, Trends in the marketing environment.</p>	12

References:

1. Kapferer, Jean-Noel and V. Bastien. The Luxury Strategy, London: Kogan Press, 2008. (2nd edition, 2012).
2. Aaker, David A. Managing Brand Equity: Capitalizing on the Value of a Brand Name, New York: The Free Press, 1991
3. Gobé, Mark. Emotional Branding: The New Paradigm for Connecting Brands to People, 2001.
4. Lockwood, Thomas. Design Thinking: Integrating Innovation, Customer Experience, and Brand Value, 2010.
5. Lockwood, Thomas. Building Design Strategy: Using Design to Achieve Key Business Objectives, 2008.
6. Mike Easey, Fashion Marketing, Blackwell Publishing, 2009.

Department of Studies in Business Administration
Semester-III
DSE2: LIFESTYLE MARKETING

Course Title: LIFESTYLE MARKETING	Course code: 24MBA3E2AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Identify the major influences in consumer behavior
2. Distinguish between different consumer behavior influences and their relationships
3. Establish the relevance of consumer behavior theories and concepts to Lifestyle marketing decisions
4. Implement appropriate combinations of theories and concepts
5. Recognize social and ethical implications of marketing actions on consumer behavior
6. Use most appropriate techniques to apply market solutions

DSE2: LIFESTYLE MARKETING

Unit	Description	Hours
1	Market Segmentation Concepts: Introduction, Lifestyle Groups, Evolution of the Marketing Concept, Applying Consumer Behaviour, Marketing Mix, Origin and Evolution of Market Segmentation and Product Differentiation Concepts, Psychographics. Identifying Market Differences: Introduction, Bases for segmenting consumer markets, Geographic segmentation, Demographic segmentation, Occupation, income & social class segmentation, marketing implications for lifestyle market segmentation, Culture and ethnic origins.	12
2	Market Segmentation Strategies: Introduction, Approaches to market segmentation, Behaviouristic segmentation, Benefit segmentation, Usage segmentation, Psychographic segmentation, Fundamental forces shaping lifestyles, Values, Changing family values, Cultural Values, Value & lifestyle implications, Positioning strategy.	10
3	Group Dynamics and Purchasing Influence: Introduction, Social forces of group dynamics, Group types, Market oriented groups, Surrogate groups, Friendship groups, Formal social groups, Shopping groups, Functions of reference groups, Family and changing family structure, Family purchase decision making	10

4	Target Markets: Singles, Teens and Elderly: Introduction, the Singles market, the youth market, the tween market, the teenage market, the elderly market. Target Markets: Social Class and Ethnic Groups: Introduction, Historical background, Social class psychological differences, Social class lifestyles, the changing middles class, Ethnic lifestyle characteristics.	12
5	Lifestyles and Decision Making: Introduction, Individual factors that influence consumer behaviour, Personality, Lifestyles dimensions, Lifestyle trends, Voluntary simplicity, Enhancement of self fulfillment, Lower expectations, Changing tastes mature population, Buyer decision process. Changing Values and Lifestyles: Core Values, Quality of life and changing values, new role of men and women, the changing social system.	12

References:

1. Lifestyle Marketing - Reaching the New American Consumer, By Ronald D. Michman, Edward M. Mazze, Alan James Greco · 2003
2. Lifestyle market segmentation by Michman, Ronald D Publication date 1991, Publ New York : Praeger
3. Kotler P. & Keller K.L. (2016) Marketng Management, Global Editon, 15th editon, Pear
4. Kotler P. Kartajaya H. & Setawan I. (2010) Marketng 3.0: From Products to Custome the Human Spirit, John Wiley and Son.
5. Lifestyle market segmentation by Cahill, Dennis J Publication date 2006 Publisher York : Haworth Press

Dept Name: Master of Business Administration
Semester-III
DSE3: Sports and Entertainment Marketing

Course Title: Sports and Entertainment Marketing	Course code: 24MBA3E3AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Discuss the role of marketing in sports, identify the marketing mix, describe the importance of marketing in sport, and explain the unique product features of sport and their impact on sport marketing.
2. Develop skill to articulate the components of sports and entertainment market research, marketing strategies in the both the markets.
3. Get employability in sports and entertainment industry as it equip the students with current trends and required knowledge to become successful marketer.

DSE3: Sports and Entertainment Marketing

Unit	Description	Hours
1	Introduction to Sports and Entertainment Marketing: Marketing, Marketing Mix in Sports and Entertainment Industry, Core Standards of Marketing, Sports Marketing – Success Factors, Entertainment Marketing, Evolution of Entertainment Marketing and Sports Marketing, Unique Characteristic of Sports Marketing, strategic sport-marketing planning process	10
2	Sports Consumer Behaviour: Sports Consumer Behaviour, Model of Sports Consumer Behaviour, Unique Aspects of Sports Product, Sports Consumer Motivation Process, Sports Consumption Decision Making Sequence, Marketing Research Process, Segmenting the Sports Market	10
3	Sports Marketing Strategies: Sports as Product and Service, Product Mix, Product Mix Components, Product Life Cycle, Positioning a product, Strategic Pricing Process, Promotional mix, Television and Sports marketing, Distribution Channels	12
4	Entertainment Marketing: Importance and Types, 4ç of Entertainment, entertainment marketing strategies and mix, Media planning, Selection and scheduling strategies, Social media marketing for entertainment industry, Recent Trends in entertainment marketing,	12

5	Wide World of Sports and Entertainment: Legal issues in Sports and Entertainment, Recreation Marketing, Customised Entertainment, Marketing Music, Events, Entertainment Marketing Carrier, Sponsorship, endorsements, importance of charities and tournaments	12
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References:

1. Consumer Behaviour in Sports and Events: Marketing Actions, Daniel C Funk, Elsevier Publication, Recent Edition.
2. Sports and Entertainment Marketing, Kaser and Oelkers, Thosmas Southwestern Publication, Recent Edition.
3. Strategic Sports Marketing, David Shilbury, Hans Westerbeek, Shayne Quick and Daniel Funk, Allen and Unwin, 3rd Edition
4. The Definitive Guide to Entertainment Marketing, Lieberman AI, Pearson Education (US)

Dept Name: Master of Business Administration
Semester-III
DSE4: Strategic Marketing

Course Title: Strategic Marketing	Course code: 24MBA3E4AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Develop Skills to identify, appreciate, apply, critique and evaluate strategic marketing initiatives prevalent in businesses
2. Create strategic marketing plan/blue print to segment, target and position the company and its product.
3. Helps to design business ready solutions for contemporary marketing issues.

DSE4: Strategic Marketing

Unit	Description	Hours
1	Essentials of Strategic Marketing Management: Strategy, Role of Marketing within Strategy, Marketing Strategy, Strategic Marketing Management, Characteristics, Scope, Marketing Strategy Planning, Marketing Strategies based on Business Cycles, Process of Marketing Strategy Implementation, Strategic Marketing Decisions	12
2	Strategic Analysis and Competitive Intelligence: External Analysis, Macro-Environmental Analysis, Industry Analysis, Competitor Analysis, Market Analysis, Situation Analysis, Competitive Intelligence, Competitive Intelligence Cycle	10
3	Segmentation and Positioning Strategies: Market Segmentation, Consumer Segmentation Criteria, Evaluating Market Segments, Segmentation Process, Positioning, Positioning for Mass Market Firm and Differentiated Marketing Firm, Perceptual Mapping, Positioning Strategies	12
4	Marketing Mix Strategies: Product Development, New Product Strategies, Strategic Pricing, Strategic Pricing Process, Advertising and Sales Promotion Strategies, Channels of Distribution, Strategic Channel Alliances, Vertical Marketing System	10

5	Strategies in Other Streams: Sales Force Management Strategies, Strategic Brand Management, Creation of Competitive Advantage Strategies, Strategic Service Management, Customer Relationship Strategies, Case Studies	12
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References:

1. Marketing Strategies, A contemporary approach by Ranchod & Gurau, Pearson India, 2012.
2. Strategic Marketing by Xavier, Response Books, 2010.
3. Strategic Marketing Management, 2nd Edition, Anderson, C.H. and Vincze, J.W (2004), Boston: Houghton Mifflin.
4. Marketing as Strategy, Kuman .N (2004) Massachusetts: Harvard Business School Publishing.
5. Strategic Marketing Management, S.Soundaian (2012) MJP Publishers.

Dept Name: Master of Business Administration
Semester-III
DSE5: Strategic Brand Management

Course Title: Strategic Brand Management	Course code: 24MBA3E5AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Develop skills among the students to manage brands strategically.
2. Students can assess the growth-opportunities for brands such as brand extension strategies.
3. Students will be able to develop the skills to critique the different measures of brand equity.

DSE5: Strategic Brand Management

Unit	Description	Hours
1	Introduction to Branding: Brand, Levels of Brands, Types of Brand to consumer, Criteria for Successful Brands, Branding, Evolution, Principles of Branding, Elements of Brand Management, Strategic Brand Management Process, Brand Management Practices	10
2	Measuring Brand Equity: Brand Equity-Meaning, Aaker's and Keller's model of Brand Equity, Brand Value Chain, Stages of Brand Value Chain, Brand Audit, Brand Equity Management System, Measuring the sources of Brand Equity, Measuring outcomes of Brand Equity.	10
3	Choosing Brand Element: Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols, , Slogans, Packaging, Brand Positioning, Process of Brand Positioning, Competitive Positioning, Positioning Strategies	12
4	Branding Concepts and Sustaining Brand Strategies: Brand Personality, Brand Image, Factors Affecting Brand Image, Brand Knowledge, Means of Leveraging Brand Equity, Branding Strategies, Brand Extension, Approaches of Brand Extension, Brand Repositioning, Managing Brand Overtime, Brand Imitation	12

5	Making Brand go Global: Global Branding, Characteristics of successful international Brands, Geographical Extension of Brands, Strategies for Global Brands, Factors Affecting Global Marketing, Barriers to Globalization, Guidelines for Global Branding.	12
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References:

1. Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed Phi / Pearson Education – Kevin Lane Keller.
2. Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication.
3. Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India
4. Compendium Brand Management – Chunnawalla, 1/e, HPH, 2003.
5. Strategic Brand Management- Richard Elliott & Larry Perclu, 1/e, Oxford Press.

Dept Name: Department of Studies in Business Administration

Semester-III

DSE1: MANPOWER PLANNING, RECRUITMENT AND SELECTION

Course Title: Manpower Planning, recruitment and Selection	Course code: 24MBA3E1BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 HRS
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Define HRP and its role in the organization.
2. Understanding hiring process and hiring decisions.
3. Explain the dynamics of HRP.
4. Practice of HRP at organization level.

DSE1: MANPOWER PLANNING, RECRUITMENT AND SELECTION

Unit	Description	Hours
1	Human Resource Planning; Macro level scenario of manpower planning, setting up of objectives, organizing planning concept, process of manpower planning. Demand and Supply Forecasting; analyzing Jobs and Work; Types of Employment. Job Analysis Meaning, definition and purpose, Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique.	12
2	Hiring Process & Hiring decision: Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing, Existing post or new post to be created, Need analysis, cost analysis and job analysis.	08

3	<p>Hiring internally: Meaning and definition of internal recruitment, Advantages and disadvantages in terms of cost, time, quality and suitability. Sources of internal recruitment: - circulars, intranet advertisements, employee referrals, Appointment or promotion, Policy guidelines and union settlements.</p> <p>External hiring: Meaning and definition of external recruitment. Sources of recruitment: - advertisement, in newspaper, TV/Radio, Internet, search on the internet, wanted signboards, consultants, employment exchange, campus recruitment, employee referrals and unsolicited applications. Advantages and disadvantages of the above sources in terms of cost, time, convenience, reach of the targeted population, and quality of applicant pool.</p>	12
4	<p>Screening the candidates: Application Forms: bio-data / resume / curriculum vitae and Weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking a Behavioural approach to recruitment: spotting personality patterns, making basic assumptions, Predicting the future, strategy Vs. Technique, Pinning down what is needed: targeted interviewing, focusing on behaviour, assessing how person performs, assuming they have been hired. – Identifying the ingredients of success: the winning candidate’s profile, challenges in the Interview, the starting point, day to day execution, dealing with people.</p>	12
5	<p>Testing, Reference checking & Appointment orders: Meaning, definition, purpose, advantages and disadvantages, Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test meaning, definition and purpose. Verification of character, criminal antecedents, previous work behaviour and education qualifications.</p> <p>Appointment orders Meaning, definition, and purpose. Contents of appointment letter, hard copy (or soft copy).</p>	12
<p>References:</p> <ol style="list-style-type: none"> 1. Employee Selection, Lilly M Berry, 1 edition, Cengage Learning, 2002, 2. Online Recruiting and Selection: Innovations in Talent Acquisition, Douglas H. Reynolds, John A. Weiner, John Wiley & Sons, 2009. 3. Effective Recruitment and Selection Practices, R. L. Compton, William J. Morrissey, Alan R. Nankervis, Bill Morrissey, CCH Australia Limited, 2009. 		

**Dept Name: Department of Studies in Business Administration
Semester-III**

DSE2: EMPLOYEE RELATIONS AND ENGAGEMENT

Course Title: Employee Relations and Engagement	Course code: 24MBA3E2BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 HRS
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Define employee relations and its role in the organization
2. Analyze ways to harness employee engagement.
3. Defining statutory employee relations.
4. Explain and practice employee relations and engagement

DSE2: EMPLOYEE RELATIONS AND ENGAGEMENT

Unit	Description	Hours
1	Employee Relations: Concept, Factors and Scope, Evolution and contemporary scenario, Employee involvement: concept, types and practices. Trade Union Movement with special focus on India.	10
2	Statutory Employee Relations: Trade Unions Act, 1926, Industrial Disputes Act, 1947, Employee relations: Approaches and theories, Changing role of employee and employer relations, Contribution of ILO for improvement in management-employee relations.	12
3	Concept of employee engagement: an employee engagement strategy, company values and building employee loyalty, meaningful work impact society. Experiences that go beyond their regular deliverables and job descriptions.	10
4	HR need to reinvent itself on employee engagement: Companies face new challenges in recruiting, retaining and engaging employees, Employee engagement and company branding strategies. Change in employee expectations and digital communities	12
5	Ways to harness employee engagement: use of HR catboats, AI, ML and digitization to enhance employee engagement, Employee engagement as a dimension of CSR, high-potential employers and the life-changing experiences created and being role models in society.	12

References:

1. Punekar, S.D., Deodhar, S.B. & Sankaran, Saraswathi. (1999). Labour Welfare, Trade Unionism and Industrial Relations. New Delhi, India: Himalaya Publishing House.
2. Sarma, A.M. (1991). Industrial Relations – Conceptual and Legal Framework. New Delhi, India: Himalaya Publishing House.
3. Tripathi, P.C. (1996). Personnel Management and Industrial Relations. New Delhi, India: Sultan Chand & Sons.
4. Mone, E and London, M., Employee Engagement Through Effective Performance Management, Tata McGraw-Hill Education Pvt. Ltd., 2009

Dept Name: Department of Studies in Business Administration
Semester-III

DSE3: HR METRICS AND ANALYTICS

Course Title: HR Metrics and Analytics	Course code: 24MBA3E3BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Define HR metrics and its role in the organization
2. Analyse HR analytics frameworks
3. Explain the dynamics of HR and predictive analytics
4. Design and develop data collection techniques
5. Explain and practice HR metrics using analytical tools

DSE3: HR METRICS AND ANALYTICS

Unit	Description	Hours
1	Module: 1 HR Analytics in Perspective Role of Analytics; Defining HR Analytics; HR Analytics: The Third wave of HR Value creation, HR Measurement journey in tune with HR maturity journey understanding the organizational system (Lean), Locating the HR challenges in the system; Valuing HR Analytics in the organization system	10
2	Module: 2 HRA Frameworks Current Approaches to measuring HR and reporting value from HR contribution; Strategic HR Metrics V/S Benchmarking, HR Scorecard & Workforce Scorecards and how they are different from HR Analytics; HR Maturity Framework: From level 1 to level 5; HR Analytics Frameworks: a) LAMP framework b) HCM:21 framework and c) Talented Framework; 5 overarching components of an effective Analytics framework.	12
3	Module: 3 Basics of HR Analytics What is Analytics; Evolution; Analytical capabilities; Analytics value chain, Analytical Model; Typical application of HR Analytics. Predictive Analytics: Steps involved in predictive analysis: Determine key performance indicator, analyze and report data; interpreting the result and predicting the future; Metrics and Regression analysis and causation.	10
4	Module: 4 Insights into Data Driven HRA Typical data sources, Typical questions faced (Survey), Typical Data issues, Connecting HR Analytics to business benefits (Case Studies); Techniques for	12

	establishing questions; Building support and interest; Obtaining Data; Cleaning data (Exercise); Supplementing data.	
5	<p>Module: 5 HR Metrics</p> <p>HR Metrics: Defining Metrics; Demographics; Data Sources and Requirements, Types of data; Typing data sets together; Difficulties in obtaining data, Ethics of measurement and evaluation; Human capital analytics continuum.</p> <p>HR Dashboard: Statical software used for HR Analytics: MS Excel, IBM-SPSS.</p>	12
<p>References:</p> <p>1. HR Analytics & Metrics, Thakur Publications</p>		

Dept Name: Department of Studies in Business Administration

Semester-III

DSE4: PERFORMANCE AND BENEFITS MANAGEMENT

Course Title: Performance and Benefits Management	Course code: 24MBA3E4BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Define performance and benefits management.
2. Explain the dynamics of Performance Management System
3. Design and develop various ways to do Performance and Benefits Management
4. Explain and practice of Performance Management System.

DSE4: PERFORMANCE AND BENEFITS MANAGEMENT

Unit	Description	Hours
1	Performance Management System - Concept, types, Performance cycle and factors affecting performance, Performance Measures and methods of Performance Appraisal	12
2	Performance coaching and Performance Improvement Plan (PIP) , Role of HR professional in managing employee performance, performance management system and other HR systems	08
3	Ethical dimensions in performance management: linkage to compensation and reward management and implications on performance, Competency based job description and role analysis	12
4	Benefits and Services: Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services	12
5	Voluntary Retirement Scheme: Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees	12

References:

1. [T. V. Rao](#) (2016). Performance Management Toward Organizational Excellence, 2nd Edition, New Delhi: Sage Publications.
2. Armstrong(2009). Handbook of Performance Management, 4th Edition, Kogan Page.

Dept Name: Department of Studies in Business Administration
Semester-III

DSE5: TEAM DYNAMICS AT WORK

Course Title: Team Dynamics at Work	Course code: 24MBA3E5BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Define team and its role in the organization
2. Analyze the dynamics of team in the organization
3. Explain team formation and its development
4. Develop and practice team development
5. Explain and evaluate team development models

DSE5: TEAM DYNAMICS AT WORK

Unit	Description	Hours
1	Module :1 Introduction to Team: Concept of Team; Significance of team at workplace; How to create team? Effectiveness of team at work place; Types of teams; Pros and Cons of Team Dynamics.	08
2	Module: 2 Dynamics at Workplace dynamics at workplace Team Dynamics in HR Perspective; Measures to consider to form and maintain team; Leadership role in team management; Job of team leader; Effectiveness and Ineffectiveness of team; Qualities of good leader in team.	12
3	Module: 3 Team Formation and Development Concept of Team formation and development; Team norms; Team Boundaries, Team Cohesiveness; Management team roles: The work of Belbin; Stages of team development: Forming, Storming, Norming, Performing and Adjourning.	12
4	MODULE 4 management of team dynamics Setting objectives; planning to form team; motivation; communication; monitoring and controlling the team at work.	12
5	Module: 5 Models of Team Dynamics: Team effectiveness model: Why, What and How; Team design elements; Types of team building: Role, interpersonal process, goal setting, problem solving	12

References:

1. Human Resource development and management- Biswanath Ghosh, Vikas publication.
2. Human Resources Management- Lawrence S Kleiman Atomic Dog Publication.
3. Stress Management- Walt Schafer, 4/e. Wardsworth 2000.

Dept Name: Department of Studies in Business Administration

Semester-III

DSE1: SECURITY ANALYSIS AND APPLIED VALUE INVESTING

Course Title: SECURITY ANALYSIS AND APPLIED VALUE INVESTING	Course code: 24MBA3E1CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam:
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. To enable the students to identify and analyse various avenues of investment.
2. To provide the students with an understanding of process of investments, fundamental analysis, technical analysis and efficient market theories and various inter-linkages that influence the securities market.
3. To combine the methods and identify value investments.

DSE1: SECURITY ANALYSIS AND APPLIED VALUE INVESTING

Unit	Description	Hours
1	Securities Market: Introduction, types of securities, primary market and secondary market. Introduction to stock exchange and functioning of stock exchange. Trading and Settlement Procedures. Leading Stock Exchanges in India. Stock Market Indicators - Types of stock market Indices, Indices of Indian Stock Exchanges.	10
2	Applied Value Investments: Introduction to fundamentals of value investing. The process of value investing. Investment: Definition, Attributes, Economic vs Financial Investment, Investment and speculation, Features of a good investment. Investment Process, Investment constraints and goals, Security & non-security forms of investment. Understanding Graham and Dodd investing principles and its application. Behavioural obstacles to value investing. Concept of risk and return: Types of Risk - Systematic risk, Unsystematic risk and its components, Calculation of Risk and returns.	12

3	<p>Fundamental Analysis and value investing: Economy Analysis: Macro-Economic factors affecting the industry – economic forecasting and stock investment decision. Industry Analysis: Key characteristics in Industry Analysis, Industry life cycle analysis, Structural analysis using Michael E Porter framework, SWOT Analysis Company analysis: Key characteristics in Company Analysis, Financial Statement Analysis, Ratio Analysis, the Impact – present situation prospects and management evaluation.</p>	12
4	<p>Fundamentals of Valuation: Valuation of Equity – Nature of equity instruments, various models for calculation of intrinsic value – Equity Valuation Models, Understanding price earnings ratio. Valuation of Debentures/Bonds: Nature of bonds – Bond return, Prices and their movements, valuation, Bond theorem, Term structure of interest rates, Duration, Bond Management Strategies – Active, semi-active and passive strategy, Immunization, duration, convexity. Special kinds of fixed income securities.</p>	12
5	<p>Technical Analysis and Efficient Market Hypothesis: Concept, Theories- Dow Theory and Eliot wave theory. Various kinds of Charts - Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Market Indicators, Concept of depth, breadth and resilience of the market. Efficient Market Hypothesis: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency</p>	10
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Avadhani V (2010), Security Analysis & Portfolio Management, Himalaya Publishing House. 2. Bhalla V. K (2011), Investment Management, S.Chand. 3. Preethi Singh (2010), Investment Management, Himalaya Publishing House. 		

Dept Name: Department of Studies in Business Administration
Semester-III

DSE 2: FINANCIAL TECHNOLOGY (FINTECH) SERVICES & MANAGEMENT

Course Title: Financial Technology (FinTech) Services & Management	Course code: 24MBA3E2CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. To gain knowledge in FinTech,
2. To understand the concepts and uses of Digital finance
3. To learn about RegTech

**DSE 2: FINANCIAL TECHNOLOGY (FINTECH)
SERVICES & MANAGEMENT**

Unit	Description	Hours
1	FinTech Primer: Introduction to Fin tech lanDSEape- Transformation – FinTech Evolution: Infrastructure, Banks Startups and Emerging Markets - Collaboration between Financial Institutions and Startups –FinTech Typology – Emerging Economics: Opportunities and Challenges - From too-Small-To-Care to Too-Big-To-Fail – Introduction to Regulation Industry - The Future of RegTech and other Technologies Impacting it.	10
2	Payments, Crypto currencies and Block chain – Introduction - Individual Payments –Digital Financial Services – Mobile Money – Regulation of Mobile Money – SFMS - RTGS - NEFT –NDS Systems – Crypto currencies – Legal and Regulatory Implications of Crypto currencies –What is Blockchain? – The Benefits from New Payment Stacks	14
3	Digital Finance and Alternative Finance - Introduction – Brief History of Financial Innovation – Digitization of Financial Services - FinTech & Funds- Crowd funding– Regards, Charity and Equity - P2P and Marketplace Lending – New Models and New Products - What is an ICO?	10
4	FinTech Regulation and RegTech - Introduction - FinTech Regulations Evolution of RegTech – RegTech Ecosystem: Financial Institutions – RegTech Ecosystem Ensuring Compliance from the Start: Suitability and Funds – RegTech Startups: Challenges –RegTech Ecosystem: Regulators Industry – Use Case of AI in Smart Regulation and Fraud Detection – Regulatory Sandboxes – Smart Regulation – Redesigning Better Financial	10

	Infrastructure.	
5	Fin Tech for Capital Markets: Discount Broking, Disruption to Broking model, Core Services and Busines model, Technology setup, Unicorns of Discount Broking and business models, Technology stacks for Discount Brokers, How can they improve, Other differentiated offerings and services.	12
REFERENCE BOOKS:		
<p>1. Agustin Rubini, “Fintech in a Flash: Financial Technology Made Easy”, Zaccheus, 3rd Edition, 2018</p> <p>2. Susanne Chishti and Janos Barberis, “ The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries”, John Wiley, 1st Edition, 2016</p> <p>3. Theo Lynn, John G. Mooney, Pierangelo Rosati, Mark Cummins, “Disrupting Finance: FinTech and Strategy in the 21st Century”, Palgrave, 1st edition, 2018</p> <p>4. Abdul Rafay, “FinTech as a Disruptive Technology for Financial Institutions”, IGI Global, January, 2019</p> <p>5. Bernardo Nicoletti , The Future of FinTech: Integrating Finance and Technology in Financial Services, Palgrave Macmillan, August, 2018</p>		

Dept Name: Department of Studies in Business Administration

Semester-III

DSE3: ADVANCED CAPITAL STRUCTURE DECISIONS

Course Title: ADVANCED CAPITAL STRUCTURE DECISIONS	Course code: 24MBA3E3CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam:
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

- To acquaint the students with the concepts of capital structure and give them the practical exposure in capital structure choice, evaluating speed of adjustment towards target capital structure in maximising value with capital structure.

DSE3: ADVANCED CAPITAL STRUCTURE DECISION

Unit	Description	Hours
1	Capital structure choice: Introduction, capital structure theories- Trade-off theory, Pecking order theory, Signaling theory, Marketing timing theory, theory. The trade off between tax advantage and bankruptcy cost, Capital structure puzzle.	12
2	Time Dimension of Capital Structure: Source of funds, cost of funds, cost of loan funds or bonds, maximising value with capital structure, valuations, and variations in cost of capital.	10
3	Factors affecting capital structure decisions: Introduction, various capital structure determinants, Empirical evidence from inter and intra industry.	10
4	Capital Structure and Firm Risk: Introduction, Financial Leverage and the Real Operations of the Firm: The Theory, Financial Leverage and the Real Operations of the Firm: The Evidence, Financial Leverage and Stock Returns	12
5	Financial distress and bankruptcy: Introduction, predicting distress, expected cost of distress, external source of financial distress and resolution of distress.	12

REFERENCES BOOKS:

1. Hampton, Jojn: Financial Decision Making, Prentice Hall, Delhi.
2. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.
3. Van home, J.C. and J.M Wachowicz Jr.: Fundamentals of Financial Management, Prentice Hall, Delhi.
4. Van Home, James C: Financial Management and Policy, Prentice Hall, Delhi.

Dept Name: Department of Studies in Business Administration

Semester-III

DSE 4: MERGERS ACQUISITIONS AND CORPORATE RESTRUCTURING

Course Title: MERGERS ACQUISITIONS AND CORPORATE RESTRUCTURING	Course code: 24MBA3E4CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. To provide the students an understanding of conceptual framework of corporate restructuring involving mergers and acquisitions and its application under various constraints, apart from understand various forms of corporate restructuring.
2. To critically evaluate the mergers and acquisitions based on strategies, theories, and synergy
3. To apply and analyse financial evaluation and strategic aspects of M&A.

DSE 4: MERGERS ACQUISITIONS AND CORPORATE RESTRUCTURING

Unit	Description	Hours
1	Introduction to mergers and acquisitions: Meaning, types of merger – theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders. Strategic approaches – SWOT analysis, BCG matrix, Porter's five forces model, industry life cycle and product life cycle analysis in M&A Decision.	12
2	Merger Process: Dynamics of M&A process – identification of targets – negotiation- closing the deal. Five-stage model. Due diligence – Types, due diligence strategy and process, due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A.	12

3	Corporate Restructuring: An overview of corporate restructuring, significance, Value drivers-Due	14
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	Diligence Process for M & A-Ethical issues in M & A. forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – Limited Liability Partnership (LLP) in India: Nature and incorporation of LLP-De merger- strategic alliance- buyback of shares- employee stock ownership plans (ESOP).	
4	Takeovers: Meaning, types, takeover strategies, - Takeover defences – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills	10
5	Methods of financing mergers: Cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy. SEBI code of conduct on mergers, acquisition and takeover.	8
REFERENCE BOOKS:		
<ol style="list-style-type: none"> 1. Rabi Narayan Kar and Minakshi, Mergers Acquisitions & Corporate Restructuring - Strategies & Practices, Taxmann publishers 2. Sheeba Kapil and Kanwal N. Kapil, Mergers and Acquisitions, Wiley publishers 3. Prasad G Godbole, Mergers Acquisitions & Corporate Restructuring, Vikas Publishing House. 		

Dept Name: Department of Studies in Business Administration

Semester-III

DSE 5: FINANCIAL MARKETS AND INSTITUTIONS

Course Title: Financial Markets And Institutions	Course code: 24MBA3E5CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

4. To understand the functions and operations of financial markets
5. To describe the role of money markets and capital markets
6. To acquaint students with the operations and types of financial institutions
7. To learn the importance of small savings, pension funds, mutual funds

DSE 5: FINANCIAL MARKETS AND INSTITUTIONS

Unit	Description	Hours
1	Introduction to Financial System and Financial Markets: Introduction to financial system, components of financial system, nature, functions and efficiency of financial system; Financial markets-meaning, role and types of financial intermediaries, financial innovation; an overview of Indian financial system; analysis of supply of and demand for funds; regulation of financial markets	10
2	Money Market and Capital Market: Introduction to money and capital market, organisation and its instruments, advantages of money market instruments, functioning and regulations of money markets; role of RBI and Govt in regulation of Money Market. Treasury Bills, Commercial bills, Commercial papers, Certificate of deposits, REPO/Reverse REPO-Call money-Notice money-Term money-Credit card-Bill discounting-Factoring-Forfeiting-Consumer finance-Reverse mortgage service. Capital market instruments.	14
3	Theories of interest rate determination The theory of interest rates-current and future, nominal interest rates, base interest rate; yield curve and the term structure; spot and forward rates; determinants of the shape of the term structure. Classical theory, loanable funds theory and Keynesian theory.	10

4	Financial Institutions - Depository Institutions Commercial banks and industrial finances; working capital finance by commercial banks; term lending; developing credit information system; performance of Indian banking; regulatory aspects of banking.	10
5	Financial Institutions-Non-depository institutions Meaning, importance and growth; UTI and private sector mutual funds; insurance funds-growth and development of life and non-life insurance companies in India; regulation of insurance; pension funds-organization and working of pension funds; regulatory framework	12

REFERENCE BOOKS:

1. Meir Kohn, Financial Institutions and Markets, Oxford University Press, New Delhi, 2007.
2. Mishkin, F.S., & Eakins, Financial Markets & Institutions, Addison Wesley, 2000 S.C.
3. Rose & Marquis, Money and Capital Markets: Financial Institutions and Instruments in a Global Market Place.
4. Santomero A.M., & Babbel D.C.: Financial Markets, Instruments & Institutions, McGraw. Hill, New York.

Dept Name: Department of Studies in Business Administration

Semester-III

DSE1: RISK MANAGEMENT AND INSURANCE

Course Title: Risk Management and Insurance	Course code: 24MBA3E1DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Identify the core types of project risks
2. Use qualitative and quantitative risk assessment methods
3. Competently use risk simulation techniques and other risk analysis tools/methods and work in a group to create a risk management plan based on the ISO 31000:2009
4. Identify a range of risk management issues/challenges and the risks as complex systems cascade and be competent to initiate potential actions in response

DSE1: RISK MANAGEMENT AND INSURANCE

Unit	Description	Hours
1	<u>Over view of Risk: Risk identification, Risk, Insurance and Management: Identification and Risk Evaluation. Risk assessment & Management-Risk Analysis: Exposure of Physical Assets, Financial Assets, and Human Assets, Exposure to Legal Liability. Risk Management, Risk Control.</u>	12
2	<u>Risk Management using Futures and Forwards: Hedging using Futures-Short hedge, long hedge, basis risk and hedge ratio. Hedging strategies using Forwards - Arbitrage Opportunities.</u>	10
3	<u>Risk Management using Swaps: Hedging strategies interest rate swaps-designing an IRS and valuation of IRS. Hedging strategies Currency swaps-designing an Currency swap and valuation of currency swap</u>	10
4	<u>Risk Management using Options: Option trading strategies: strategies using Hedging, strategies using spreads, strategies using Combination. Delta of a portfolio options- option gamma, option theta, option rho and option Vega.</u>	12
5	<u>Commodity Derivatives: Commodity Futures Market-Exchanges for Commodity Futures in India, Forward Market, Commissions and Regulation-Commodities Traded-Trading and Settlements-Physical Delivery of Commodities.</u>	12
References:		
1. Option Futures & Other Derivatives-John C.Hull-(Pearson Education), 6/e		

2. Options & Futures-Vohra & Bagri-(TMH), 2/e
3. Derivatives-Valuation & Risk Management-Dubofsky & Miller-(Oxford University Press), 2004/05
4. Risk Management & Insurance-Harrington & Niehaus-TMH, 2/e
5. Risk Management & Derivative-Shulz-Thomson/Cengage Learning.
6. Credit Risk Management-Anderw Fight-Elvis.
7. Financial Derivatives-S.S.S.Kumar PHI 2007.
8. Risk Management-Koteshwar HPH

Dept Name: Department of Studies in Business Administration

Semester-III

DSE2: MERCHANT BANKING AND FINANCIAL SERVICES

Course Title: Merchant Banking And Financial Services	Course code: 24MBA3E2DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand the concept and functioning of banking and non banking financial services in India.
2. Understand the different credit rating agencies and the determinants used for rating a particular entity or instrument.
3. Evaluate and compare leasing and hire purchase services

DSE2: MERCHANT BANKING AND FINANCIAL SERVICES

Unit	Description	Hou rs
1	Introduction to Financial Services: An introduction to Contemporary financial services - major types and uses, the role of financial instruments in creating financial services, institutions and innovations in the provision of financial services, regulations of financial services - rationale, laws and issue.	10
2	Merchant Banking: Overview of merchant banking activities, regulation and structure of merchant banking industry - innovation in merchant banking, Issue management - Pre-issue management, Post issue management, under writing, right issue, using secondary market for providing liquidity to corporate.	12
3	Corporate Advisory Services: Loan syndication, offshore fund arrangements route for fund raising in international markets, leveraged - buyouts, buy back of shares, book building, corporate takeover s, financial engineering and innovations, custodial and depository services.	12
4	Venture Capital and Credit Rating: Introduction to venture capital, regulatory environment – an important vehicle of credit delivery - venture capital investment process and evaluation criteria. Credit rating - meaning, an overview of credit rating agencies, rating methodology and process and rating symbols.	12

5	Other financial services: An overview of Factoring and Forfeiting, Bill discounting, Housing finance, Real estate investment and financing, Insurance services, Securitization and Consumer finance	10
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References:

1. Thummuluri Siddaiah, Financial Services, Pearson Education
2. Khan MY, Financial services, 6/e, McGraw Hill.
3. Gordon & Natarajan, Financial Markets and Services, 7/e, Himalaya publishing house.
4. Vij & Dhavan, Merchant Banking & Financial services, 1/e, Tata McGraw Hill.
5. Pratap G Subramanyam, Investment Banking, Tata McGraw Hill
6. Mukund Sharma, Banking and Financial Services, Himalaya publishing house.
7. Padmalatha & Justin Paul, Management of Banking and Financial services, Pearson publishers.

Dept Name: Department of Studies in Business Administration

Semester-III

DSE3: MUTUAL FUND MANAGEMENT AND SERVICES

Course Title: Mutual Fund Management And Services	Course code: 24MBA3E3DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Describe the characteristics of mutual fund investments
2. Demonstrate the various mutual fund schemes available for investment
3. Evaluate mutual funds using Sharpe's, Treynor's measures
4. Describe the process of buying and selling mutual funds

DSE3: MUTUAL FUND MANAGEMENT AND SERVICES

Unit	Description	Hours
1	Introduction of Mutual Funds: Concept of mutual fund, evolution and organization of mutual funds, Concepts of mutual fund – NAV, expense ratio, entry and exit load, AUM. Types of mutual funds, Advantages and disadvantages of mutual funds, Key Financial measures. Growth of Mutual Funds in India.	12
2	Mutual Fund Investors and Organisation of a mutual fund: Players in the mutual fund organisation – sponsor, mutual funds as trusts, asset management company, other administrative entities – custodian, registrar and transfer agents.	10
3	Evaluation of Mutual funds: Measures of mutual fund evaluation, measuring risks involved in mutual fund investment, mutual fund selection, styles in choosing the right Mutual fund scheme. Application of Sharpe's, Treynor's measures to evaluate mutual fund scheme.	10
4	Regulation of Mutual Funds: Regulations governing the operation of mutual funds in India. Understanding the guidelines laid by the ministry of Finance, RBI and SEBI. Role of Association of mutual funds of India in India (AMFI).	12

5	Other aspects of Mutual funds: Management of mutual funds, marketing and investment aspects of mutual fund, Business Ethics in mutual funds, Mutual	12
	fund prospects and Future Growth Strategy.	

References:

1. Sundar shankaran- Indian Mutual Funds Handbook, First edition, Vision Books Private Ltd., New Delhi.
2. I M Pandey- Financial management, Eighth edition, Vikas Policing House Pvt Ltd., New Delhi.
3. Ravi M. Kishore- Financial management, Forth edition, Taxmann Allied Services Pvt. Ltd., New Delhi.
4. Khan, M.Y, Indian Financial Markets & Institutions, THM, New Delhi.
5. Gordon & Natarajan, Financial Markets and Services, 7/e, Himalaya publishing house.
6. Bhole, M.K, Financial Markets & Institutions, THM, New Delhi.
7. M. Swaminathan, Performance of Mutual Funds In India: A Comparative Study of Public And Private Sector Mutual Funds, Gyan Publishing House, 2011.
8. John A. Haslem, Mutual Funds : Portfolio Structures Analysis Management And Stewardship, John Wiley & Sons Inc.

Dept Name: Department of Studies in Business Administration

Semester-III

DSE4: CORPORATE INSURANCE MANAGEMENT

Course Title: Corporate Insurance Management	Course code: 24MBA3E4DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Analyze insurance contracts and property-liability insurance.
2. Demonstrate knowledge of the operation and management of insurance entities, and the economic implications of organizational design and structure.
3. Examine the role of public policy including social insurance in personal financial planning and risk management.
4. Appraise the types of corporate insurance.

DSE4: CORPORATE INSURANCE MANAGEMENT

Unit	Description	Hours
1	The Business of Insurance: Management of risk by individuals – management of risk by insurers – fixing of premiums – reinsurance and its importance for insurers – role of insurance in economic development and social security – contribution of insurance to the society.	12
2	Professional Liability Insurance: Meaning, concept, How Professional Liability Insurance Works; What Professional Liability Insurance Does Not Include, Example of Professional Liability Insurance, Differences across professions.	10
3	Property Insurance: Contents, History, Types of coverage, Property, /of l's Insurance Claims, Property Insurance mechanism, Fire insurance in India: Perils covered, Exclusions	10
4	Workers' Compensation Insurance: Meaning, concept, Types, Coverage of Workers' Compensation Insurance, cost of worker's compensation, factors affects the workers compensation	12
5	Business Interruption Insurance: Meaning, Coverage: profits, fixed cost, temporary location, commission and training cost, Exclusion	12
References:		

1. Corporate Insurance Management - A Primer (First Edition 2016) Paperback – 1 January 2016 by Sanjiv Achut Shanbag (Author), Ram Gopal Agarwala
2. Surviving Business Insurance: Don't Let Your Insurance Policies Put You Out Of Business! By Matthew Starkey 2014.
3. Risky Business: Principles of Auditing Property and Casualty Insurance by Seth A. Davis, CIA, CPA, CPCU, 2016
4. Fundamentals of risk and insurance- tenth edition by Emmett j. Vaughan therese m. Vaughan.
5. M.N.Mishra and Dr.S.B.Mishra, Insurance Principles And Practice, S.Chand and Company Ltd 2011
6. Alka Mittal , S.L.Gupta,S. Principles of Insurance and Risk Management S. Chand & Sons 2010

Dept Name: Department of Studies in Business Administration

Semester-III

DSE5: PRINCIPLES AND PRACTICES OF BANKING

Course Title: Principles and Practices of Banking	Course code: 24MBA3E5DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand the banking system and the processes involved in it
2. Understand the challenges involved in the banking system.
3. Assess the level of technology being used.

DSE5: PRINCIPLES AND PRACTICES OF BANKING

Unit	Description	Hours
1	Introduction to Banking System: Introduction to the Banking System. Historical aspects of Banking in India. Evolution of Banking system -Types of banks –Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks. Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds, Role of Reserve Bank and GOI as regulator of banking system.	12
2	Banker-Customer Relationship: Debtor-Creditor Relationship, Bank as a Trustee, Anti-Money laundering, Deposit Products or Services, Payment and Collection of cheques and other negotiable instruments.	10
3	Accounts: Types of Customer Accounts, Procedure for opening an account, Risks in account opening, Closure Loans and Advances: Principles of lending; Different types of loans; Credit appraisal techniques; Credit management and credit monitoring.	10
4	Capital Adequacy Norms: Introduction, the importance of capital for a bank, Basel I, II, III norms, Rationale for Basel Agreement, capital adequacy ratio.	12
5	Banking Technology: Concept of Universal Banking-Home banking – ATMs- Internet banking – Mobile banking- Core banking solutions – Debit, Credit, and Smart cards – Electronic Payment systems-MICR- Cheque Truncation-ECS- EFT – NEFT-RTGS	12

References:

1. J.N. Jain & R.K. Jain, Modern Banking and Insurance, Regal Publication
2. A. Ranga Reddy, C. Rangarajan, Rural Banking and Overdues Management, Mittal Publications.
3. Madhu Vij, Management of Financial Institutions in India, Anmol Publications.
4. U.C. Patnaik, Rural Banking in India, Anmol Publications.
5. Vasanth Desai, Nature and Problems of Commercial Banking in India, Himalaya Publishing House.
6. V.K. Gupta, Management of Financial Institutions in India, Radha Publications
7. G. Ramesh Babu, Management of Financial Institutions in India, Craft Publishing Company.
8. Vasanth Desai, Indian Banking, Nature and Problems, Himalaya Publications House.

Dept Name: Department of Studies in Business Administration

Semester-III

DSE1: ESSENTIALS OF SUPPLY CHAIN MANAGEMENT

Course Title: ESSENTIAL OF SUPPLY CHAIN MANAGEMENT	Course code: 24MBA3E1EL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand about designing the networks for SCM
- 2: Explain about Transportation networking, planning demand and supply and coordination.

DSE1: ESSENTIALS OF SUPPLY CHAIN MANAGEMENT

Unit	Description	Hours
1	Introduction to Supply Chain Management- Supply chain – objectives – importance – decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing – pricing.	10
2	Designing the Supply Chain Network- Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice – network design in the supply chain – role of network – factors affecting the network design decisions – modeling for supply chain.	10
3	Planning Demand and Supply- Role of forecasting – demand forecasting – approaches – role of IT. Planning and Managing Inventories- Safety inventory and its appropriate level – impact of supply uncertainty, aggregation and replenishment policies.	10
4	Transportation Networks and Sourcing- Role of transportation – modes and their performance – transportation infrastructure and policies - design options and their trade-offs – Tailored transportation. Sourcing – In-house or Outsource – 3 rd and 4th PLs – supplier scoring and assessment.	10
5	Coordination in a Supply Chain- Lack of supply chain coordination and the Bullwhip effect – obstacle to coordination – managerial levels – building partnerships and trust – continuous replenishment and vendor-managed inventories – collaborative planning, forecasting and replenishment.	10

References:

1. Sunil Chopra and Peter Meindl, **SUPPLY CHAIN MANAGEMENT – STRATEGY, PLANNING AND OPERATION, PHI.**
2. Wisner, Keong Leong and Keah-Choon Tan, **PRINCIPLES OF SUPPLY CHAIN MANAGEMENT A BALANCED APPROACH, Thomson Press.**
3. Coyle, Bardi, Longley, **THE MANAGEMENT OF BUSINESS LOGISTICS – A SUPPLY CHAIN PERSPECTIVE, Thomson Press.**
4. Jeremy F Shapiro, **MODELING THE SUPPLY CHAIN, Thomson duxbury.**

DSE2: MATERIALS AND STORE MANAGEMENT

Course Title: MATERIALS AND STORE MANAGEMENT	Course code: 24MBA3E2EL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. To understand the various functions of material and store management
2. To know about its various types, techniques and their advantages

DSE2: MATERIALS AND STORE MANAGEMENT

Unit	Contents	Hours
1.	Determination of Stockholding Policy. Customer expectations – internal/external; supply market conditions; Categories of risks and their evaluation; Requirements of the business and the need for stock; Economics constraints; methods of avoiding carrying stock; General control methods e.g. ABC analysis. Control of Stock Range Coding, classification and categorization methods;	10
2.	Variety reduction and standardization; Application and approval of new stock items; Control of slow moving; obsolete and redundant stock; Role of and function in determining stock range, Control of Stock Levels Forecasting techniques in relation to demand and lead times, Techniques for dealing with dependent demand.	10
3.	The Kanban approach and Just in Time philosophy; Coping with uncertainty in achieving required service levels; Suppliers contribution to controlling stock. Management of Storage Facilities. Identifying types of commodities to be stored and their characteristics with regard to storage and handling needs; Materials requirements planning (MRP) and manufacturing resource planning (MRPII) and distribution requirements planning (DRP); Pull systems.	10
4.	Physical Management of Stock Selection and operation of appropriate storage and materials handling equipment – general outline; Methods of stores layout to optimize the use of space and minimize picking costs; Outsourcing the activity and vendor managed inventory; Maintenance of security and prevention of theft; Storage and disposal of redundant, obsolete and scrap items; Environmental issues.	10
5.	Management Aspects Health and Safety at work – operational issues: Health and Safety at work – management issues interdependence and	10

	teamwork; Relationships with other functions. Relevant Techniques Use of operational research techniques of queuing theory, network analysis, simple simulation techniques and decision trees	
<p>References</p> <ol style="list-style-type: none"> 1. Jessop & Morrison, STORAGE AND SUPPLY OF MATERIALS 2. Duru C. Innocent, PURCHASING AND STORES MANAGEMENT, Ken Printing Press 3. Terry Lucey, QUANTITATIVE TECHNIQUES, Letts Educational, 5th Edition. 4. Dobler & Burt. PURCHASING & SUPPLY MANAGEMENT 		

Dept Name: Department of Studies in Business Administration

Semester-III

DSE3: RETAIL SUPPLY CHAIN MANAGEMENT

Course Title: RETAIL SUPPLY CHAIN MANAGEMENT	Course code: 24MBA3E3EL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. The student has to design suitable invoice management system for a retailer
2. The student at the end of the course should be able to understand the various SCM operations and their importance in improving the business of retailers.

DSE3: RETAIL SUPPLY CHAIN MANAGEMENT

Unit	Description	Hours
1.	Retail Supply chain: Definition – retail as a business – importance of customer segments – value chain – types or retail chain business – comparative advantages – CSR and retail industry	10
2.	Retail supply chain environment: drivers of retail supply chain change – globalization – nature of demand – quality function deployment – retail supply chain risk – retail supply chain metrics	10
3.	Retail strategy and supply chains: Product life cycle – innovative and functional products – retail market segments – supply chain management excellence – skill requirements	10
4.	Retail supply chain process improvement: improvement approaches: PDCA, DMAIC, CPFR – supply chain collaboration – core competency – demand driven supply chain: tools and techniques – product tracking: Bar coding, RFID.	10
5.	Finance and retail supply chain: Supply chain costs – root causes for cost – retail returns – opportunities in retail returns	10

References

1. Swapana pradhan – Retailing Management
2. Barry Berman, Joel R Evans – Retail Management; A Strategic Approach
3. Alan E. Branch (2009). Global Supply Chain Management and International Logistics.
4. Dawson, Larke&Mukoyama.(2007). Strategic Issues in International Retailing:Routledge.
5. James B. Ayers. (2007). Retail Supply Chain Management: Auerbach Publications.

Dept Name: Department of Studies in Business Administration

Semester-III

DSE4: STRATEGIC LOGISTICS MANAGEMENT

Course Title: STRATEGIC LOGISTICS MANAGEMENT	Course code: 24MBA3E4EL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Students will be able to understand the approaches of the theoretical bases of strategy and strategic management.
2. To imbibe the process of strategic management in logistics

DSE4: STRATEGIC LOGISTICS MANAGEMENT

Unit	Contents	Hours
1.	Strategy: Introduction - Strategic planning and strategic management: Levels of strategic planning - Process of strategic planning - dimensions of strategic decisions - Strategic management process	10
2.	Environmental analysis: environmental scanning - Industry analysis - Competitive analysis -Internal analysis: Resource Based view, SWOT / PEST / ETOP analysis, Value Analysis- Strategy formulation/ alternatives: Corporate strategies: grand strategies- stability, expansion, retrenchment and combination	10
3.	Business level strategies: - acquiring core competencies – Porter's Generic Strategies Model – Functional level strategies: Production and Operations – Finance – HR – Marketing and R & D Strategies	10
4.	Strategic analysis and choice: Portfolio Analysis-BCG Growth-Share Matrix, GE Business Screen, Shell's Directional Policy Matrix, Hofer's Product – Market Matrix Strategic implementation: Steps- structural issues- behavioral issues- strategic leadership	10
5.	Strategic evaluation and control: Balanced Score Card approach –EVA and MVA - ERP– Stake holder analysis – Systems thinking approach, Strategic control - operational control - process and Techniques.	10

DSE5: INTERNATIONAL LOGISTICS MANAGEMENT

Course Title: INTERNATIONAL LOGISTICS MANAGEMENT	Course code: 24MBA3E5EL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Assess logistical organizations in terms of functional aggregation and the shift in emphasis from function to process
2. Students will be aware of logistics concepts and basic activities.

DSE5: INTERNATIONAL LOGISTICS MANAGEMENT

Unit	Contents	Hours
1	International Trade: Need and Importance – Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity Composition and Destination - Overview of International Logistics Components, Importance, Objectives; Logistic Subsystem;- Integrated Logistics; - Barrier to Internal Integration – Logistics Documents for International Trade.	10
2	Marketing and Logistics Customer Focused Marketing; International Marketing: International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics	10
3	Basics of Transportation Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice	10
4	Containerization and Chartering Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration.	10
5	Inventory Management and Packaging Inventory Management: Introduction, Characteristics, Functionality, Components, Planning; Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking - Dynamic Component for Continuous Internal Assessment only:	10

	Contemporary Developments Related to the Course during the Semester concerned	
References <ol style="list-style-type: none">1. International Marketing by SakOnkvisit& John J. Shaw, Publisher: Prentice Hall of India2. International Marketing by Gupta and Varshing, Publisher: Sultan Chand and Sons3. Logistic Management and World Sea Borne Trade by MultiahKrishnaveni, Publisher: Himalaya Publication4. Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India		

Department of Studies in Business Administration
Semester III
DSE1: Introduction to Analytics

Course Title: Introduction to Analytics	Course code: 24MBA3E1FL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

- Understand the need for effective business analytics within an organization.
- Analyze complex problems using advanced analytics tools.
- Learn descriptive, predictive and prescriptive business analytics.
- Interpret data for better decision-making

Unit	Description	Hours
1	Introduction to Analytics Foundations of Business Analytics, Decision making, Introduction to Business Analytics, Models in Business Analytics, Problem solving with analytics, Big data, Stages of analytics (descriptive, predictive, prescriptive).	10 Hours
2	Descriptive Analytics Descriptive Statistical Measures: measures of location, dispersion, shape and association. Visualizing and Exploring Data: Overview, Tables, Charts, Advanced data visualization, data dashboards. Department of Commerce, University of Delhi	10 Hours
3	Predictive Analytics Trend lines and Regression Analysis, Forecasting Techniques, Introduction to Data Mining, Spreadsheet Modelling and Analysis, Monte Carlo Simulation and Risk Analysis.	14 Hours
4	Predictive Analytics Linear Optimization, Applications of Linear Optimization, Integer Optimization, Decision Analysis.	14 Hours
5	Business Analytics Applications Application of Analytics in Finance, Marketing, Human Resource Management, Supply Chain, Healthcare, Social Media and Cyber Space.	12 Hours

References:

- James, E.R. (2017). Business Analytics. UK: Pearson Education Limited.
 - Camm, J.D., Cochran, J.J., Fry, M.J., Ohlmann, J.W., Anderson, D.R. (2015),
 - Essentials of Business Analytics, Cengage Learning, Second Edition. Prasad, R. N., Acharya, S. (2011), Fundamentals of Business Analytics, Wiley.
 - Schniederjans, M.J., Schniederjans, D.G., Starkey, C.M. (2014), Business Analytics: Principles, Concepts and Applications, Pearson. Reference Books:
 - Liebowitz, J. (2013), Business Analytics: An Introduction, Auerbach Publications.
 - Hardoon, D.R., and Shmueli, G. (2016), Getting Started with Business Analytics, CRC Press, Taylor & Francis.
 - Rao, P.H. (2014), Business Analytics: An Application Focus, Prentice Hall India.
 - Sharma, J.K., Khatua, P.K. (2012), Business Statistics, Pearson.
- Suggested Reading:
- Pinsky, M.A., Karlin, S. (2010), An Introduction to Stochastic Modeling, Academic Press, Fourth Edition.
 - Provost, F. & Fawcett, T. (2013), Data Science for Business: What you need to know about data mining and data-analytic thinking, O'Reilly Media.

Department of Studies in Business Administration
Semester III
DSE2: Data Visualisation

Course Title: Data Visualisation	Course code: 24MBA3E2FL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

- evaluate skills in building visualizations, organize data, and design charts and dashboards.
- understand data visualization features of Tableau and Power BI
- create charts, work with filters, parameters, and sets.
- evaluate metadata and its usage.
- discuss the tools of Power BI.

Unit	Description	Hours
1	Tableau: Getting Started with Tableau, Dimensions vs. Measures, Discrete vs Continuous, Application of Discrete and Continuous Fields, Aggregation in Tableau.	05 Hours
2	Tableau: Working with Metadata, Filters in Tableau, Applying Analytics to the worksheet, Dashboard in Tableau, Modifications to Data Connections, Edit Data Source, Unions, Joins Data blending.	07 Hours
3	Power BI : Introduction to Power BI – Working with data – Importing from flat files, excel files, other Sources, Data Sources in Power BI Desktop, Loading Data in Power BI Desktop, Views in Power BI Desktop, Query Editor in Power BI, Transform, Clean, Shape, and Model Data Manage Data Relationship, editing a Relationship, Cross Filter Direction, Saving Work file Measures. Data Analysis Expressions – Introduction to Power Query – Introduction to Power View – Power View visualizations – Power View filtering options – Introduction to Power Map – Preparing geospatial data – Publish from Power BI desktop – Publish Dashboard to Web.	18 Hours
4	Tableau: Getting Started with Tableau, Dimensions vs. Measures, Discrete vs Continuous, Application of Discrete and Continuous Fields, Aggregation in Tableau.	05 Hours
5	Tableau: Working with Metadata, Filters in Tableau, Applying Analytics to the worksheet, Dashboard in Tableau, Modifications to Data Connections, Edit Data Source,	07 Hours

	Unions, Joins Data blending.	
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References:

- ● Joshi, P. M., & Mahalle, P. N. (2022). *Data Storytelling and Visualization with Tableau: A Hands-on Approach*. CRC Press.
- Gupta, S., Pinto, S., Savale, S., Gillet, J., & Cherven, K. (2022). *The Tableau Workshop: A practical guide to the art of data visualization with Tableau*. Packt Publishing Pvt. Ltd
- O'Connor, E. (2018). *Microsoft Power BI Dashboards Step by Step*. Microsoft Press.
- Grey, J. (2020). *Power BI: Give Life to Your Data With the Complete and Fastest Crash Course on Data Visualization*.
- Knight, D., Knight, B., Pearson, M., & Quintana, M. (2018). *Microsoft Power BI Quick Start Guide: Build dashboards and visualizations to make your data come to life*. Packt Publishing Ltd.
- Knight, D., Ostrowsky, E., Pearson, M., & Schacht, B. (2022). *Microsoft Power BI Quick Start*

Department of Studies in Business Administration
Semester III
DSE3: Using R for Analytics

Course Title: Using R for Analytics	Course code: 24MBA3E3FL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

- learn R Programming language and data wrangling in R,
- visualize the Business Data using R for key insights,
- analyze statistical models and estimate future prospects for Business,
- leverage data mining techniques using R to solve real life problems,
- apply machine learning techniques to solve Business Analytics Problems.

Unit	Description	Hours
1	Introduction to R & R Environment and Exploratory Data Analysis Overview of R Language, Installation of R and RStudio, Scripts, Data Types in R, Data Structure in R, Loading Packages, Operators and functions in R, Data Extraction and Wrangling, Exporting Data from R. Pre-processing of data, Exploratory Data Analysis.	12 Hours
2	Data Visualization for insights using R Perceptual mapping through Advanced R packages: ggplot2, Lattice, highcharter, RColorBrewer, Plotly, etc. Charts, Graphs, and Maps.	06 Hours
3	Inferential Statistics Testing assumptions, Parametric and non-parametric tests, Correlation, Regression: Linear & Logistic, Dimensionality Reduction techniques: EFA & PCA, Multidimensional Scaling, ANOVA, Time Series Analysis: Stationarity, AR, MA, ARMA and ARIMA, Forecasting	10 Hours
4	Cluster Analysis and Classification Introduction to Cluster Analysis, Clustering models and Analysis, Hierarchical Clustering, Non-Hierarchical Clustering, K means Clustering, C means Clustering, KNN Classification, Decision Tree and Random Forests,	12 Hours
5	Data Mining and Machine Learning using R Text Mining, Text Mining Algorithms, Sentiment Analysis, Supervised and Unsupervised Machine Learning Algorithms, R-packages for Machine Learning: caret, e1071, xgboost, randomForest, data.table.	20 Hours

References:

- Gardener, M. (2012). *Beginning R: the statistical programming language*. John Wiley & Sons.
- Wickham, H., & Grolemund, G. (2016). *R for data science: import, tidy, transform, visualize, and model data*. " O'Reilly Media, Inc."
- Field, A., Miles, J., & Field, Z. (2012). *Discovering statistics using R (2012)*. Great Britain: Sage Publications, Ltd, 958.
- Kumar, M. (2022). *Business Analytics using R*. Excellence Brings Success
- Cornillon, P. A., Guyader, A., Husson, F., Jegou, N., Josse, J., Kloareg, M., ... & Rouvière, L. (2012). *R for Statistics*. CRC press.

Department of Studies in Business Administration
Semester III
DSE4: Using Python for Analytics

Course Title: : Using Python for Analytics	Course code: 24MBA3E4FL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

- understand the main features of Python and its applications for Analytics,
- learn & use tools and techniques of Python to explore, analyze and solve the real business world problems,
- analyze and solve various real-life problems of Finance, HR and Marketing,
- present business data through specialized visualization tools,
- learn basics of data mining techniques using Python
- learn basics of machine learning techniques using Python

Unit	Description	Hours
1	The Python Fundamental and Descriptive Statistics using Python Anaconda, IDEs-Jupyter, Pycharm; GIT- Configuration with IDEs, Creating and Managing Analytics Projects, Basic Data Structures, Programming Constructs, Libraries-Numpy, Pandas, Matplotlib, Data Wrangling, Managing Missing values, Outliers Detection, Various types of Joins, merge, Partitioning data into train and test set, Scaling of data, Descriptive Statistics: measures of central tendency, measures of dispersion.	12 Hours
2	Graphical Representation of Data Selection of Graph, Basic Graphs- histogram, Bar Plot, boxplot, pie etc., Libraries- Matplotlib, seaborn, plotline; Advanced Graphs, Exploratory visualization and Explanatory visualization, Exporting Graphs.	04 Hours
3	Predictive Statistical Modeling Hypothesis Testing, Correlation, Linear Regression, Logistic Regression, ANOVA, Exploratory Factor Analysis, Principal Component Analysis, Time Series Analysis- ARMA & ARIMA models, Forecasting	14 Hours

References:

1. Pilgrim, M., & Willison, S. (2009). *Dive into python 3* (Vol. 2). New York, NY, USA: Apress.
2. Raschka, S. (2020). *Python machine learning*. Packt publishing ltd.
3. Mitchell, T. M., & Mitchell, T. M. (1997). *Machine learning* (Vol. 1, No. 9). New York: McGraw-hill.
4. Joshi, P., Hearty, J., Sjardin, B., Massaron, L., & Boschetti, A. (2016). *Python: Real world machine learning*. Packt Publishing Ltd.
5. Kumar, M. (2022). *Business Analytics using Python*. Excellence Brings Success
6. Liu, Y. H. (2020). *Python Machine Learning By Example: Build intelligent systems using Python, TensorFlow 2, PyTorch, and scikit-learn*. Packt Publishing Ltd.
7. Massaron, L., & Boschetti, A. (2016). *Regression analysis with Python*. Packt Publishing Ltd.

Department of Studies in Business Administration
Semester III
DSE5: Big Data & Cloud Computing

Course Title: : Big Data & Cloud Computing	Course code: 24MBA3E5FL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

- Acquire comprehensive knowledge and understanding of Big data & Cloud computing
- Understand the challenges of Big data.
- Learn to apply skills and tools to analyze and manage Big data.
- Understand the impact of making Big data decisions on business growth and strategy.
- Perform Big data analysis in cloud

Unit	Description	Hours
1	Introduction to Big Data Analytics – Nuances of big data – Value – Issues – Case for Big data – Big data options Team challenge – Big data sources – Acquisition – Nuts and Bolts of Big data. Features of Big Data - Security, Compliance, auditing and protection - Evolution of Big data – Best Practices for Big data Analytics -Big data characteristics - Volume, Veracity, Velocity, Variety – Data Appliance and Integration tools – Greenplum – Informatica, Big vs Thick data.	12 Hours
2	Data Analysis Evolution of analytic scalability – Convergence – parallel processing systems – Cloud computing – grid computing – map reduce – enterprise analytic sand box – analytic data sets – Analytic methods – analytic tools – Cognos – Microstrategy - Pentaho. Analysis approaches – Statistical significance – business approaches – Analytic innovation – Traditional approaches – Iterative	10 Hours
3	Fundamentals of Cloud Computing and Stream Computing Introduction to Cloud Computing - History of cloud computing- Understanding the roots and essential characteristics of cloud computing - Understanding basic concepts and terminologies, benefits and limitations of Cloud computing- Introduction to Streams Concepts – Stream data model and architecture - Stream Computing, Sampling data in a stream – Filtering streams – Counting distinct elements in a stream – Estimating moments – Counting oneness in a window – Decaying window - Realtime Analytics Platform(RTAP) applications IBM Infosphere – Big data at rest – Infosphere streams – Data stage – Statistical analysis – Intelligent scheduler – Infosphere Streams.	14 Hours
4	Predictive Analytics and Visualization Predictive Analytics – Supervised – Unsupervised learning – Neural networks – Kohonen models – Normal – Deviations from normal patterns – Normal	12 Hours

	behaviours – Expert options – Variable entry - Mining Frequent itemsets - Market basket model – Apriori Algorithm – Handling large data sets in Main memory – Limited Pass algorithm – Counting frequent itemsets in a stream – Clustering Techniques – Hierarchical – K- Means – Clustering high dimensional data Visualizations - Visual data analysis techniques, interaction techniques; Systems and applications.	
5	Frameworks and Applications IBM for Big Data – Map Reduce Framework - Hadoop – Hive - – Sharding – NoSQL Databases - S3 - Hadoop Distributed file systems – Hbase – Impala – Analyzing big data with twitter – Big data for ECommerce – Big data for blogs.	12 Hours

References:

1. Ohlhorst, F.J. (2013), Big Data Analytics: Turning Big Data into Big Money, Wiley and SAS Business Series. • Franks, B. (2012), Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics, Wiley and SAS Business Series.

- Rajaraman, A. & Ullman, J.D. (2014), Mining of Massive Datasets, Cambridge University Press.
- Kudyba, S. (2014), Big Data, Mining, and Analytics: Components of Strategic Decision Making, Auerbach Publications.
- Prajapati, V. (2013), Big Data Analytics with R and Hadoop, Packt Publishing.
- Minelli, M., Chambers, M., Dhiraj, M. (2013), Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses, Wiley Publications.
- Mayer-Schonberger & Cukier, K. (2013), Big Data: A Revolution That Will Transform How We Live, Work and Think, Hodder And Stoughton
- Kulkarni, P., Joshi, S. & Brown M.S. (2016), Big Data Analytics, PHI Learning.
- Acharya, S. & Chellappan, S. (2015), Big Data and Analytics, Wiley.
- Bart Baesens, Analytics in a Big Data World: The Essential Guide to Data Science and its Applications, Wiley, 2014
- Murugesan, S., & Bojanova, I. (Eds.). (2016). Encyclopedia of cloud computing. John Wiley & Sons.
- Srinivasan, A. (2014). Cloud Computing: A practical approach for learning and implementation. Pearson Education India.
- Buyya, R. (2013). Mastering Cloud Computing. Tata McGraw-Hill Education.
- Sosinsky, B. (2010). Cloud computing bible. John Wiley & Sons.
- Rungta, K. (2016), LearnHadoop in 1 Day: Master Big Data with this complete Guide, Amazon Digital.
- Meir-Huber, M. (2015), Kick Start: Hadoop: Learn Hadoop in Hours!, Amazon Digital.

Department of Studies in Business Administration
Semester III

DSE1: SEARCH ENGINE MARKETING: PAID CAMPAIGNS

Course Title: SEARCH ENGINE MARKETING: PAID CAMPAIGNS	Course code: 24MBA3E1GL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's): At the end of the course, students will be able to

Learners in Paid Search Marketing will focus on general Digital Marketing principles and Paid Search Marketing.

Unit	Description	Hours
1	<p>Introduction to Search Engine Marketing: Overview of SEM. What is Search Engine Marketing? Importance of SEM in Digital Marketing. Difference between SEM, SEO, and PPC. Understanding Search Engines. How search engines work. Organic vs. Paid results. Key search engine platforms: Google, Bing, Yahoo. SEM Terminologies. CPC, CTR, Quality Score, Conversion Rate, etc.</p> <p>Google Ads Basics: Introduction to Google Ads. Types of Google Ads campaigns. Google Ads account setup. Interface overview and navigation. Campaign Types, Search campaigns. Display campaigns, Shopping ads. Video campaigns (YouTube Ads). Performance Max campaigns. Keyword Research. Importance of keywords in SEM. Keyword research tools (Google Keyword Planner, SEMrush, etc.). Long-tail vs. short-tail keywords.</p>	10 Hours
2	<p>Setting Up SEM Campaigns: Search Campaign Creation. Writing effective ad copy. Creating ad groups and selecting keywords. Using match types: Broad, Phrase, Exact, Negative. Display Campaign Creation. Designing image and responsive ads. Targeting options: Audience, demographics, interests. Bid Strategies, Manual CPC vs. Automated bidding. Enhanced CPC, Target CPA, Target ROAS.</p> <p>Optimization Techniques: Quality Score Optimization. Factors affecting Quality Score: CTR, Ad Relevance, Landing Page Experience. Landing Page Optimization. Creating user-friendly, mobile-optimized landing pages. A/B testing for landing pages. Ad Extensions. Types of extensions: Sitelinks, Callouts, Structured Snippets.</p>	10 Hours

3	<p>Analytics and Performance Tracking: Introduction to Google Analytics. Setting up and linking Google Analytics with Ads. Tracking conversions and goals. Analyzing Campaign Performance. Understanding metrics: Impressions, clicks, conversions. Using reports for insights (Search Query Report, Auction Insights). Campaign Optimization. Improving CTR, CPC, and conversion rate. Identifying and pausing underperforming keywords.</p> <p>Advanced SEM Strategies: Remarketing Campaigns. Understanding remarketing. Setting up audience lists. Dynamic remarketing with display ads. Competitor Analysis. Tools for competitor analysis (SpyFu, Ahrefs, SEMrush). Building strategies to outrank competitors. Geo-Targeting and Local Search Ads. Importance of location-based targeting. Setting up and optimizing local ads.</p>	14 Hours
4	<p>Bing Ads and Other Platforms: Overview of Bing Ads. Setting up Bing Ads account. Importing campaigns from Google Ads. Advertising on Other Platforms, Yahoo Ads. DuckDuckGo Advertising.</p> <p>Budgeting and ROI in SEM: Budget Allocation. How to set and manage ad budgets. Daily vs. monthly budgets. Measuring ROI in SEM. Calculating ROI for SEM campaigns. Optimizing for profitability.</p>	14 Hours
5	<p>SEM Tools and Automation: Tools for SEM Management. SEMrush, Ahrefs, Spy Fu, and Uber suggest. Using Google Ads Editor. Automation in SEM. Using scripts for automation. Smart bidding and AI-powered features.</p> <p>SEM Best Practices and Trends: SEM Best Practices. Ad copywriting tips. Avoiding common SEM mistakes. Emerging Trends in SEM. Voice search and its impact. AI and machine learning in SEM.</p>	12 Hours

References:

- **SEO 2024 by Adam Clarke** - This book covers the latest SEO strategies and techniques to improve your website's visibility and ranking on search engines.
- **The Art of SEO by Eric Enge, Stephan Spencer, and Jessie Stricchiola** - A comprehensive guide to mastering search engine optimization.
- **PPC Made Simple by Michael H. Fleischner** - A beginner-friendly book that covers the basics of pay-per-click advertising and Google Ads.
- **Ponderings of a PPC Professional by Kirk Williams** - Offers practical insights and observations on winning at pay-per-click marketing.
- **Beyond PPC by Jason Swanson** - Explores groundbreaking strategies for digital marketing and lead generation when pay-per-click won't perform.

Department of Studies in Business Administration
Semester III

DSE2: MOBILE MARKETING

Course Title: MOBILE MARKETING	Course code: 24MBA3E2GL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's): At the end of the course, students will be able to:

- Knowledge of the strengths and weaknesses of current and emerging mobile marketing technologies
- Understanding of how emerging mobile technologies are changing marketing practices now and trends that will impact the future
- Privacy and security considerations for implementing marketing technologies

Unit	Description	Hours
1	<p>Mobile Technology and the Marketing LandScape: Discussion: Mobile Adoption and Usage. Readings: Millennium Marketing, What Is Permission Marketing & How Does It Work?</p> <p>Marketing Fundamentals: Understanding the Customer: The OGSM Planning Model: How to Move from Vision to Results, Difference between marketing strategy and tactics, Value Proposition Examples</p>	10 Hours
2	<p>Mobile Apps and Brands: Top Mobile Downloads, Mobile Messaging, Location Based Marketing, Your Apps Know Where You Were Last Night, and They're Not Keeping It Secret, Best Guide to Location-Based Marketing & Advertising 2020 + Examples.</p> <p>Mobile and Advertising: Mobile Ad Campaigns, A Primer on programmatic advertising.</p>	10 Hours
3	<p>Artificial Intelligence: AI Technologies, Automation of Marketing Models, The Role of Data Science in Artificial Intelligence.</p> <p>Big Data and Predictive Analytics: Introduction to Big Data, difference between predictive analytics and AI.</p> <p>Internet of Things: Introduction to IoT with Examples. The Wired Guide to the Internet of Things. How the Internet of Things impacts marketing. A New Era of Internet Attacks Powered by Everyday Devices.</p>	14 Hours
	<p>Location Based Marketing: What Is Geofencing? Geofencing and Geo-framing, How Augmented Location Will Fuel Mobile Marketing of the</p>	14 Hours

4	<p>Future.</p> <p>Text, Voice and Facial Recognition Technologies: Sentiment Analysis, Facial Recognition, Top 7 Tech Trends, Speech Recognition Software: Past, Present & Future. Activity: Sentiment Analysis Video.</p> <p>Augmented and Virtual Realities: How (AUGMENTED REALITY) AR works, Effective Use of AR, The Important Difference Between Virtual Reality, Augmented Reality and Mixed Reality. Augmented Reality in Retail. Ikea Virtual Reality Showroom. VR Concepts</p>	
5	<p>Fintech: What is Fintech. What is blockchain, really? (An intro for regular people). Why Do Bitcoins Have Value? Blockchain and Customer Relationships. Ad-Age: How Marketers use Blockchain. Blockchain Effect on Brands and Marketing. Mobile Money Landseape. Privacy and Security: Why Privacy Matters? CHROME Building a more private web. Zero-Party Data: An Explainer. The security and privacy issues that come with the Internet of Things.</p>	12 Hours
<p>References:</p> <ol style="list-style-type: none"> 1. Kent, Lisa. Millennium Marketing: How to Become a Stand Out Marketer in the 21st Century, 1st ed., 2016. 		

Department of Studies in Business Administration
Semester III

DSE3: MARKETING STRATEGY, BRANDING & ONLINE CONSUMER BEHAVIOUR

Course Title: MARKETING STRATEGY, BRANDING & ONLINE CONSUMER BEHAVIOUR	Course code: 24MBA3E3GL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's): On completion of this course, the students will be able to:

- To understand and predict changes in the macroeconomic environment and its impact on marketing programmes
- To develop an ability to respond rapidly to changes driven by consumer behaviours / new technologies etc.

Unit	Description	Hours
1	Introduction to Marketing strategy - Concept, Principles, Understanding of Strategy & Tactics. New Product Development process. SWOT analysis, PARTS framework and design of the demand landDSEape. Commercialization of innovation through alliances. Challenges during the technology adoption life cycle. Marketing Intelligence - Understanding information needs for market Research. Product and Brand Policy: Product Policy decisions – Line and Mix decisions. Managing across the product life cycle from pre-launch, pruning and withdrawal from the market. Lead users and role in product design.Brand Culture – Aligning with organizational culture.	10 Hours
2	Pricing Policy: Pricing strategies – Types of pricing strategies: Cost-plus, Perceived value, etc. Price band – Types and width of price bands and its management. Using promotions as a lever to manage the price band. Marketing Plan: Situation Analysis – 5C's analysis (customer/competitor/collaborator/company/context). Forecasting societal changes based on PEST analysis: Preparing and Presenting the Marketing plan. Channel Policy: Designing the length, breadth, and modifying the dimensions of the channel. Need for control and availability of resources and role in channel design. Channel selection strategy – direct, corporate, contractual systems. Omni-channels. Channel conflicts and resolution.	10 Hours
3	Introduction to brands and Brand Management: Brands: Key Definitions and Concepts, challenges and opportunities. Identifying and Establishing Brand Positioning: Customer Based Brand Equity: Brand Knowledge, Sources of Brand Equity, The Four Steps of Brand Building; Brand	14 Hours

	Positioning: Identifying and implementing brand positioning, Points of Parity, Points of Difference, Brand Audits. Planning and implementing Brand Marketing Programs: Choosing brand elements to build brand equity, Designing Marketing Programs to build Brand Equity; Leveraging Secondary Brand Associations to Build Brand Equity.	
4	Measuring & Interpreting Brand performance: Brand Equity Management System, Brand Equity Measurement Systems; Tracking Customer-Based Brand Equity. Growing and Sustaining Brand Equity: Designing and Implementing Brand Strategies: The Young and Rubicam (Y&R) Power Grid, Brand Architecture, Brand Stature/ Brand Strength, Managing Brand Portfolios, Brand Hierarchy Decisions; Brand Extensions; Managing Brands Over Time: Life Stages of a Brand, Brand Extensions, Brand Reinforcement Strategies; Managing Brands over Geography Global Branding, Global Brand Strategy.	14 Hours
5	Introduction and concept: Introduction market strategy and online consumer behaviour, Market Analysis, consumer decision process. Culture of Online consumer behaviour: - Meaning of culture, Characteristics of culture, function of culture. types of culture, Cross-cultural consumer analysis: cross cultural marketing objectives, Basic areas for cross-cultural marketing, problem in cross cultural marketing. Motivation and consumer behaviour: - Introduction, motives and motivation, positive or negative motivation, Consumer motives: personal, social motives, Involvement: types of involvement, measuring involvement, values, values and attitudes, means and end chain model.	12 Hours
<p>References:</p> <ul style="list-style-type: none"> • Marketing Strategy, Walker Mullins Boyd & Larreche, Tata McGraw-Hill • Marketing Strategy, Luck & Ferrell, Southwestern • Marketing Strategy, Stephen Schnaars, Free Press • Marketing Metrics, Reibstein, Farris, Bendle, Pfeifer, Pearson • Strategic Marketing, Dr. Shahjahan • New Product Policy & Plans, Yoram Wind 7 Lead Users, Eric Von Hippel 		

Department of Studies in Business Administration
Semester III

DSE4: E-MAIL ANDCONTENT MARKETING

Course Title: E-MAIL ANDCONTENT MARKETING	Course code: 24MBA3E4GL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's): On completion of this course, the students will be able to:

- Students will learn to be able to define Content Niche and build audience personas.
- Students will learn to harness the power of words to disseminate information.
- Students will learn various ways to generate engaging and persuasive content.
- Students will be able to use content marketing strategies, tactics, and best practices to produce fetching content.

Unit	Description	Hours
1	Email marketing an overview: Introduction to Advanced Email Marketing. Fundamentals of Email Marketing. Email Best Practices and Myths. Bulk Email concept. Things you can do with Emails. Elements of marketing emails: Advantages of the different text formats (HTML or Plain Text). Permissions & E-permissions. Frequency & Ethics of Newsletters. Defining your Goals. Email Marketing Strategies.	10 Hours
2	Building email list: Learn ways to build your email list. Build your email list through a website subscribe form. Segmentation. Active Users. Measuring email campaigns success: Open rates, click-through-rates, unsubscribe rates, conversion rates, and bounce rates. A/B Split Testing. How to deal with Spam Filter. Choosing metrics. Tracking Landing Pages. Analysing Test Results. Setting Budget.	10 Hours
3	Introduction to Content Marketing - Applying the Behavioural Framework within a content marketing context, A content marketing business model. Defining Content Niche and Strategy - Content Maturity Model, Six principles of content marketing, Treating content as an asset, Building audience personas, Defining the engagement cycle, Developing on-brand content, Creating brand ambassadors, Enhanced branding through content marketing.	14 Hours
4	Developing and Distributing Content - Analysing current content assets, Developing different types of content, Finding good content within your organization, Creating content your audience wants, Developing an effective editorial calendar. Marketing Content and Evaluating Impact - Content Marketing Pyramid, Brief overview analytics and tracking.	14 Hours

5	Ethics/Diversity in Content Marketing - Importance of considering diversity in developing and marketing content, Ethical issues in the digital age. Putting it All Together - Best practices in content marketing, Applying principles in real world case studies.	12 Hours
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References:

- Social Marketing in India 1st Edition (Sameer Deshpande, Philip Kotler, Nancy R. Lee)
- Marketing with Social Media (Linda Coles)
- The Social Media Marketing Book (Dan Zarrella)
- Social Media Marketing 1st Edition (Michael R. Solomon, Tracy Tuten)
- The Art of Social Media: Power Tips for Power Users (Guy Kawasaki, Peg Fitzpatrick)

Department of Studies in Business Administration
Semester III

DSE5: WEB ANALYTICS: METICS & ROI

Course Title: WEB ANALYTICS: METICS & ROI	Course code: 24MBA3E5GL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

- To Assess that how website visitors view and interact with a site's pages and features, and business intelligence, which would allow using data on customer purchasing patterns, demographics, and demanding trends to make effective strategic decisions.

Unit	Description	Hours
1	Introduction: Definition, Process, Key terms: Site references, Keywords and Key phrases; building block terms: Visit characterization terms, Content characterization terms, Conversion metrics; Categories: Offsite web, on site web; Web analytics platform, Web analytics evolution, Need for web analytics, Advantages, Limitations. Data Collection: Clickstream Data: Web logs, Web Beacons, JavaScript tags, Packet Sniffing; Outcomes Data: E-commerce, Lead generation, Brand/Advocacy and Support; Research data: Mindset, Organizational structure, Timing; Competitive Data: Panel-Based measurement, ISP-based measurement, Search Engine data.	10 Hours
2	Qualitative Analysis: Heuristic evaluations: Conducting a heuristic evaluation, Benefits of heuristic evaluations; Site Visits: Conducting a site visit, Benefits of site visits; Surveys: Website surveys, Post-visit surveys, Creating and running a survey, Benefits of surveys. Web Analytic fundamentals: Capturing data: Web logs or JavaScripts tags, Separate data serving and data capture, Type and size of data, Innovation, Integration, selecting optimal web analytic tool, Understanding clickstream data quality, Identifying unique page definition, Using cookies, Link coding issues.	10 Hours
3	Web Metrics: Common metrics: Hits, Page views, Visits, Unique visitors, Unique page views, Bounce, Bounce rate, Page/visit, Average time on site, New visits; Optimization(e-commerce, non-e-commerce sites): Improving bounce rates, Optimizing AdWords campaigns; Real time report, Audience	14 Hours

	report, Traffic source report, Custom campaigns, Content report, Google analytics, Introduction to KPI, characteristics, Need for KPI, Perspective of KPI, Uses of KPI.	
4	<p>Web analytics 2.0: Web analytics 1.0, Limitations of web analytics 1.0, Introduction to analytic 2.0, Competitive intelligence analysis: CI data sources, Toolbar data, Panel data,ISP data, Search engine data, Hybrid data, Website traffic analysis: Comparing long term traffic trends, Analysing competitive site overlap and opportunities.</p> <p>Google Analytics: Brief introduction and working, AdWords, Benchmarking, Categories of traffic: Organic traffic, Paid traffic; Google website optimizer, Implementation technology, Limitations, Performance concerns, Privacy issues.</p>	14 Hours
5	<p>Relevant technologies:Internet & TCP/IP, Client / Server Computing, HTTP (Hypertext Transfer Protocol), Server Log Files & Cookies, Web Bugs.</p> <p>Laboratory Work:To analysing the web for various functionalities given in the subject and using various tools and technologies to do the experimentation. It also involves installation and working on tools and technologies in this domain.</p>	12 Hours
<p>References:</p> <ul style="list-style-type: none"> • Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc. (2010), 2nd ed. • Kaushik A., Web Analytics 2.0 The Art of Online Accountability and Science of Customer Centricity, Wiley Publishing, Inc. (2010),1st ed. • Sterne J., Web Metrics:Proven methods for measuring web site success, John Wiley and Sons (2002),1sted 		

Department of Studies in Business Administration

Semester-III

DSE1: FOUNDATIONS OF FAMILY BUSINESS MANAGEMENT

Course Title: FOUNDATIONS OF FAMILY BUSINESS MANAGEMENT	Course code: 24MBA3E1HL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Explain generation rules and theories of Family Business.
2. Analyze the importance of Governance in Family Business Challenges.
3. Develop next generation leaders as Successor for Family Business.
4. Outline life cycle stages and transgenerational entrepreneurship.
5. Describe future of family business in Institutional change.

DSE1: FOUNDATIONS OF FAMILY BUSINESS MANAGEMENT

Unit	Contents	Hours
1	Introduction to Family Business: Family Business as a unique synthesis- Succession and Continuity: The three generation rule- Building Family business that last- The systems theory model of Family Business - Agency Theory of Family business - The stewardship perspective of family business - Competitive Challenges and Competitive advantages of family businesses- The role of Genograms and family messages to understand the family system. Family emotional intelligence - The ECI-U Model.	12
2	Ownership Challenges and Family Governance: Shareholder Priorities – Managers vs Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.	12
3	Successor Development: Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power.	10

4	Strategic Planning and Transgenerational Entrepreneurship: Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage – The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.	12
5	The Future of Family Business: New Leaders of the Evolution - Three states of evolution - Continuity and culture - changing the culture - The change formula – Organization Development approaches to change - Commitment planning - Organic competencies and business’s future - Thriving through competition - Institutionalizing the change	10

References

1. Ernesto J.Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 2015.
2. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010
3. Sudipt Dutta, Family Business in India, Sage Publications, 1997.
4. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 2015.
5. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 2011.
6. M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 2010.

Department of Studies in Business Administration

Semester-III

DSE2: ENTREPRENEURIAL DEVELOPMENT

Course Title: ENTREPRENEURIAL DEVELOPMENT	Course code: 24MBA3E2HL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Develop and display soft skills for managing a team and provide leadership.
2. Prepare projected financial statements and ratios for key indicators.
3. Prepare a comprehensive business plan.
4. Recognize the need for social entrepreneurial opportunity and ways to organise the same through own venture.

DSE2: ENTREPRENEURIAL DEVELOPMENT

Unit	Contents	Hours
1.	Meaning, Importance, Qualities, Nature, Types and Traits. Similarities and dissimilarities between Entrepreneur and Intrapreneur. Entrepreneurship Development: importance & role of Entrepreneurs. Concept and features of Entrepreneurial Environment.	10
2.	Evolution of Entrepreneurs- Entrepreneurial promotion. Training and Developing Motivation for entrepreneurs, Mobility of Entrepreneurs - Entrepreneurial change - occupational mobility factors in mobility, Role of consultancy organizations in promoting Entrepreneurs- Forms of business for Entrepreneurs.	10
3.	Creating the new venture - Steps for starting a new venture, Selection of nature and types of organization, International entrepreneurship opportunities and its ways to approach.	10
4.	Managing, growing and ending the new venture - Preparing for the new venture launch, early management decisions, managing early growth of the new venture, new venture expansion strategies and issues - Going public, Exit strategy for ending the venture.	12
5.	Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available. Women Entrepreneurs – Role, Opportunities, Problems and Prospects.	14
References		

1. Satish Taneja, Entrepreneur Development ", New Venture Creation.
2. Vasanth Desai "Dynamics of Entrepreneurial Development and Management Himalaya Publishing House.
3. N.P.Srinivasan & G.P.Gupta," Entrepreneurial Development ", Sultan chand & Sons.
4. Robert D.Hisrich, Michael P.Peters, "Entrepreneurship Development, Tata McGrawHill edition

Department of Studies in Business Administration

Semester-III

DSE3: ENTREPRENEURIAL AND BUSINESS FINANCIAL MANAGEMENT

Course Title: ENTREPRENEURIAL AND BUSINESS FINANCIAL MANAGEMENT	Course code: 24MBA3E3HL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Demonstrate understanding of the finance function, goals of the finance manager
2. To identify the basic financial environment and institutions for the entrepreneurs.
3. Perform analytical reviews of financial results, proposals, plans
4. To demonstrate knowledge of the value of money over time and its uses.
5. Familiarize and identify sources of finance available for the venture.

DSE3: ENTREPRENEURIAL AND BUSINESS FINANCIAL MANAGEMENT

Unit	Contents	Hours
1	Entrepreneurial Finance: Concept & Management, Project planning & Project Appraisal: Estimation of Project Cash flows - Expenditures - Time value of money, Concepts Capital Expenditures - Importance and difficulties, Phases and Methods of Capital budgeting, Levels of Capital budgeting, Cost of acquiring capital - Planning of portfolio. Concept of Risk Analysis & methods of evaluating risk.	10
2	Short Term Sources: Banks and financial Institutions that give short term finance - Bills Discounting - Factoring - Working Capital - Concepts - Importance - Cash Management - Inventory Management - Receivables Management - Sources of Working Capital.	10
3	Long term Sources -Equity Shares, Preference Shares and Debentures, Private Placements- IPOSEBI- FDI- Institutional Finance, Banks - IDBI, IFCI, IIBI, ICICI, SIDBI, SFC's in India, Merchant Banks & NBFC's in India - their way of financing in India for small and medium business.	10
4	Venture capital: Meaning - Origin - Importance - Venture capital in India – benefits, Hire Purchase - Concept - Evaluation of Hire Purchase Proposals, Leasing - Overview –Tax aspects - Lease Accounting - Evaluation of Leasing Proposals.	12
5	Preparing the Financing & Business Plan, General Considerations – Construction, Tax Considerations- Estimating the Borrowing capacity of a project- Loan repayment different available ways.	14

References

1. Projects - Planning, Analysis, Selection, Implementation and Review – Prasanna Chandra. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
2. Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
3. Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
4. Financial Markets - Gordon & Natarajan. (BPB Publications).
5. Investment Management - V. K. Blialla. (S. Chand & Company Publishers Ltd.,)

Department of Studies in Business Administration

Semester-III

DSE4: ENTREPRENEURSHIP IN NEW MARKET DYNAMICS

Course Title: Entrepreneurship In New Market Dynamics	Course code: 24MBA3E4HL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. To guide promoters and key role holders of start-ups for setting up, establishing and scaling up of new enterprises with due regard to the dynamics of entrepreneurial ecosystem.

DSE4: ENTREPRENEURSHIP IN NEW MARKET DYNAMICS

Unit	Contents	Hours
1	Entrepreneurship in the New Age: Getting to know your Business, it's Ecosystem and Environment, Entrepreneurial approaches, mapping and measuring key business health metrics - OKRs, Passion and Values driving, building and growing Family businesses, Challenges and suggested management approaches	10
2	Managerial Accounting and Finance: Understanding and Managing Finance & Commercial Functions - Costs, Expenses, Understanding Gross Margin, Net Margin, Driving Profitability, Ability to Read, understand and analyse P&L and Balance Sheet, Ratio Analysis. Venture Financing: Project Finance, Risk, Returns, Internal Rate of Return, Budgeting, VC investment. Taxation: TDS, GST and Business & New Labour Law Codes	12
3	Marketing: Product Management for Entrepreneurs. Digital Marketing Tools Techniques and its application for branding and lead generation. New Age Sales & Distribution Management - Tools and Techniques B2B and B2C. Business Strategy: Vision Mission and Values, Strategy formulation, implementation and Governance.	12
4	People Management and Leadership: Organization Building - Managing Self and Managing Teams, Leadership development. Driving Change Management in Family Businesses. Organization Design and FB - Succession Planning, Roles, processes, and structures to ensure that the organization success. Succession Planning in Family Businesses. Business & leadership Communication. Negotiations, conflict resolution, persuasion, influencing skills in family business context. Application of Learning in Family Business through Project Assignment Presentations in almost all courses.	12
5	Operations: Driving Excellence in Operations and Execution. Advance Excel and Analytic Tools for Decision Making and Growth Hacking. Logistics & Supply Chain Management - Vendor Management, Input Cost Management. Business Model- Creating Business Models, Value Proposition, Use of Canvases	10

Writing a Business Plans for external fund raising. Business & Company Laws: Regulatory Compliances for Managing and Starting a Business. Designing and using IT Systems: Digitization of Business - Leveraging IT tools for organizational growth.	
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References

1. Entrepreneurship - Abha Mathur – Taxmann(Edition March 2021)
2. Essentials of Entrepreneurship Paperback –Renukadevi D, Santhanakrishnan D,Sathyapriya M) Taxmann(April 2021)
3. Entrepreneurship Development in India: Emergence from Local to Global Business
4. Leadership Somu Giriappa , Noboru Tabe – Kalpaz Publications (January 2013)
5. Fundamentals of entrepreneurship. Nandan, H. (2013) PHI Learning Pvt. Ltd..
6. Operations Management - Heizer, Barry Render, Chuck Munson, Amit Sachan –(Twelfth Edition) Pearson (July 2017)

Department of Studies in Business Administration

Semester-III

DSE5: GOVERNMENTAL SCHEMES FOR ENTREPRENEURSHIP DEVELOPMENT

Course Title: Governmental Schemes For Entrepreneurship Development	Course code: 24MBA3E5HL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Develop clarity about the business idea and particular available government scheme for funding it.
2. Know the market potential for the product or service and learning skills in preparing business plan.
3. Learn the ways of approaching for Government Schemes.

DSE5: GOVERNMENTAL SCHEMES FOR ENTREPRENEURSHIP DEVELOPMENT

Unit	Contents	Hours
1	Entrepreneurship Developmental Schemes in India: Problems and Prospects. Meaning, Role and Importance of Government Schemes for Entrepreneurship Development. Types & Levels of Schemes for Entrepreneurship Development. Entrepreneurship Development: Assessing overall business environment in Indian Economy.	12
2	Introduction to E-Access and E-Registration to Governmental Schemes. Single Window clearance: An initiative of Government of India. Single Point Registration Scheme. eBiz Portal Government Schemes for Start-up Projects in India and Digital India.	10
3	Start Up India & Stand Up India. Make in India. Pradhan Mantri Mudra Yojna. ATAL Innovation Management. A Scheme to Promote Innovative & Rural Entrepreneurship (ASPIRE). Technology Innovation Management and Entrepreneurship Information Service (TIME IS).	12
4	Support for International Patent Protection in Electronics & Information Technology (SIP- EIT). Credit Guarantee Scheme for Start-ups (CGSS). The Venture Capital Assistance Scheme (VCA). Revamped Scheme of Fund for Regeneration of Traditional Industries (SFURTI).	12
5	Small Business Innovation Research Initiative (SBIRI). VIRASAT: A Credit Scheme for Craft persons. Raw Material Assistance Scheme (RMAS). Comprehensive Handloom Cluster Development Scheme (CHCDS). Procurement and Marketing Support Scheme (P&MS)	10
References		

1. IIFB (2017); Micro, Small and Medium Enterprises in India; Taxmann.
2. R. Srinivasan, C.P. Lodha (2017); Strategic Marketing and Innovation for Indian MSMEs; Springer.
3. Gurnani P.S. (2016); Women Entrepreneurship: Emerging Dimension of Entrepreneurship in India; Edu-Creation Publication; New Delhi.
4. Maura McAdam (2013); Female Entrepreneurship; Routledge, London.
5. Rao M.B. & Talluri S. (2018); Micro, Small and Medium Enterprises: MSME; K.Y Publication.

Department of Studies in Business Administration

Semester-III

GEC1: START-UP AND ENTREPRENEURSHIP

Course Title: START-UP AND ENTREPRENEURSHIP	Course code: 24MBA3G1AL
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 1 Hour
Summative Assessment Marks: 30	

Course Outcomes (CO's):

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

1. To get an idea towards entrepreneurship, entrepreneurial opportunity modules to start-up own business.
2. To think critically in identifying SWOT before start-up's.
3. To understand the ways of starting a company and to know how to generate ideas.
4. Develop an entrepreneurial mind-set by learning key skills such as design, personal selling, and communication.

GEC1: START-UP AND ENTREPRENEURSHIP

Unit	Description	Hours
1	Module :1 The New Industrial Revolution; the Rise of the start up Economy; the Six Forces of Change; the Start-up Equation; Generate Ideas with Brainstorming; Stages of growth in a new venture.	5
2	Module :2 Identifying Startup capital Resource requirements; estimating Startup cash requirements; Develop financial assumptions; Constructing a Process Map; Positioning the venture in the value chain; Startup financing metrics; The Legal Environment; Approval for New Ventures; taxes or duties payable for new ventures.	7
3	Module :3 Introduction; Meaning and concept of entrepreneurship, the history of entrepreneurship development, functions of entrepreneurship; types of entrepreneurs; role of entrepreneurship in economic development;	5

	entrepreneurial success stories.	
4	Module :4 Creativity and innovation; innovation process; sources of new ideas; agencies in entrepreneurship management and future of entrepreneurship; institutions supporting entrepreneurs- SDIB, NABARD, IDBI, SIDCO.	5
5	Module :5 Developing business model- importance of business model, components of effective business model; Introduction to various forms of business organization (sole proprietorship, partnership, corporations, Limited Liability company), mission, vision and strategy formulation.	8
References:		
<ol style="list-style-type: none"> 1. Dr. Robert D Hisrich, Dr. Michael P Peters, McGraw Hill 11th edition, 2020. 2. Dr. Sucheta Gauba, 2nd revised edition, Calcutta publishing company. 		

Department of Studies in Business Administration

Semester-III

GEC2: TIME MANAGEMENT

Course Title: TIME MANAGEMENT	Course code: 24MBA3G1BL
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 1 Hour
Summative Assessment Marks: 30	

Course Outcomes (CO's):

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

1. Achieve greater productivity and efficiency
2. Get more opportunities to achieve life and career goals
3. Reduces stress
4. Improve focus
5. Improve confidence levels.

GEC2: TIME MANAGEMENT

Unit	Description	Hours
1	Introduction of time management; nature of time management; Fundamentals of time management; aspects of time management; time management system; Obstacles of time management.	5
2	Effective time management strategies and techniques; Prioritizing – using the important/urgent priority matrix; Productivity – being effective and efficient.	5
3	Six time management strategies- Set goals, organize, plan ahead, maximize time, prioritize, and eliminate distractions.	5
4	Time management system- Functional, Portable, Intelligible; Productive Work- Busy v/s Productive, Indecision & Delay, Overwork, Urgency v/s Importance.	7
5	Tools & techniques of time management; time management process; Tracking your time- Building self-awareness through self-assessment, Tracking your time with tools.	8

References:

1. www.hr-pulse.org.
2. nyc@careercenters.com



VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY

JNANASAGARA CAMPUS, BALLARI-583105

**Department of Studies in
Business Administration**

SYLLABUS

MBA
(IV Semester)

**With effect from
2024-25**



VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY

Department of Business Administration

Jnana Sagara, Ballari - 583105



Distribution of Courses/Papers in Postgraduate Programme I to IV Semester as per Choice Based Credit System (CBCS) Proposed for PG Programs

IV-SEMESTER

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				IA	Sem. Exam	Total	L	T	P		
FOURTH	DSE6	24MBA4E6AL	A. Services Marketing and CRM	30	70	100	4	-	-	4	3
		24MBA4E6BL	B Strategic HRM								
		24MBA4E6CL	C. Advanced Capital Budgeting								
		24MBA4E6DL	D. Actuarial Practices and Practices								
		24MBA4E6EL	E. Distribution Management for Global Supply Chain								
		24MBA4E6FL	F. Marketing Analytics								
		24MBA4E6GL	G. Social Media Marketing								
		24MBA4E6HL	H. Family Business Models								
	DSE7	24MBA4E7AL	A. Pharma Marketing/Management	30	70	100	4	-	-	4	3
		24MBA4E7BL	B. Cross Cultural Management								
		24MBA4E7CL	C. Risk Management and Financial Derivatives								
		24MBA4E7DL	D. Retail Banking, Rural Banking and Micro Finance								
		24MBA4E7EL	E. Green Supply Chain Management								
		24MBA4E7FL	F. H R Analytics								
		24MBA4E7GL	G. Digital Media Planning and Execution Strategy								
		24MBA4E7HL	H. Start-Up Management In Urban, Rural And Metropolitan Setup								
	DSE8	24MBA4E8AL	A. Healthcare and Hospital Management	30	70	100	4	-	-	4	3
		24MBA4E8BL	B. Work life Balance and Well-being								
		24MBA4E8CL	C. International Financial Management								
		24MBA4E8DL	D. Life, Health and General Insurance								
		24MBA4E8EL	E. Supply Chain Information System								
		24MBA4E8FL	F. Financial Analytics								
		24MBA4E8GL	G. E - Commerce Marketing								

	24MBA4E8HL	H. Managing Conflict In Family Business And Team Work								
DSE9	24MBA4E9AL	A. Food and Beverage Management	30	70	100	4	-		4	3
	24MBA4E9BL	B. Personal Growth and Interpersonal Effectiveness								
	24MBA4E9CL	C. Modern Portfolio Management								
	24MBA4E9DL	D. International Banking and Islamic Banking								
	24MBA4E9EL	E. Retail Logistics Management								
	24MBA4E9FL	F. Time Series Analytics								
	24MBA4E9GL	G. Search Engine Marketing								
	24MBA4E9HL	H. Innovation And Entrepreneurship								
DSE10	24MBA4E10AL	A. Hospitality and Tourism Management	30	70	100	4	-		4	3
	24MBA4E10BL	B. Leadership								
	24MBA4E10CL	C. Behavioural Finance								
	24MBA4E10DL	D. Treasury and Forex Management								
	24MBA4E10EL	E. International Trade Documentation Procedure								
	24MBA4E10FL	F. Predictive Analytics								
	24MBA4E10GL	G. Search Engine Optimisation								
	24MBA4E10HL	H. E Business and Entrepreneurship								
	GEC2	24MBA4G2AL	20	30	50	2	-		2	2
		24MBA4G2BL								
	Project	24MBA4C1R	Research Project	30	70	100	-	-	8	4
Total Marks for IV Semester					650	22		8	26	
Grand Total Marks					2600					

Department of Studies in Business Administration
Semester-IV
DSE6: SERVICE MARKETING AND CRM

Course Title: SERVICE MARKETING AND CRM	Course code: 24MBA4E6AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand the Concept of Services and intangible products
2. Discuss the relevance of the services Industry to Industry
3. Examine the characteristics of the services industry and the modus operandi
4. Analyze the role and relevance of Quality in Services
5. Visualize future changes in the Services Industry
6. Understand the basic concepts of Customer relationship management.
7. Understand basics of operational Customer relationship management.

DSE6: SERVICE MARKETING AND CRM

Unit	Description	Hours
1	Nature and Scope of Services: meaning of services, unique characteristics, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries. Services Marketing Introduction, concept and evolution of services marketing, meaning of service marketing, myths encountered in services, need for service marketing, and growth in Services Marketing. Services Marketing Mix and Gaps Model: 7Ps of service marketing, service gaps framework, perceived service quality, models of service marketing	12
2	Service Design and Service Delivery: Service delivery process, service encounters and Moments of Truth, employee role in service delivery, service employee- criteria, importance and emotional approach, role of service provider, intermediaries involved in Service Process and Service Delivery. STP Strategy for Services: Need for segmentation of services, bases of segmentation services, segmentation strategies in service marketing, need for targeting and positioning of services, positioning strategies for services, positioning Through Product/Service Delivery Strategies, Positioning Through Pricing Strategies, Positioning Through Distribution Strategies, positioning through Sales Promotion and Advertising, Service Differentiation Strategies.	12
3	Consumer Behaviour in Services Marketing: Customer Expectations in Services, Service Costs Experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services, Concept of Customer Delight Service Development and Quality Improvement: Types of New Service Development and its Stages, Types of new services, Stages in new service	12

	development, Service Costs Incurred by the Service Provider, service Blue Printing, service Development – Need, Importance and as a Measure of Competitive Advantage, service Quality Dimensions, Service Quality Measurement and Service Mapping, Improving Service Quality and Service Delivery, Service Failure and Recovery.	
4	Marketing of Service: Overview of Different Service Sectors, Marketing of Banking Services, Marketing in Insurance Sector, Marketing of Education Services, Marketing of Tourism and Airlines, Tourism marketing, Airlines marketing, marketing of Hospitality Services, Healthcare Marketing, Social Service by NGOs, Marketing of Online Services, Marketing of Professional Services Emerging Issues in Service Marketing: Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing	10
5	Customer Relationship Management: Meaning and Definition of CRM, Importance of CRM, Concept and Growth of Relationship Marketing, Scope of Relationship Marketing, concept of Lifetime Customer and Customer Loyalty, Benefits and difficulties of CRM CRM Process and Implementation: Customer Development Process, customer Retention, Customer satisfaction, Importance of customer retention, Customer Retention Strategies, Customer Life Time Value, types of Relationship Management, CRM process for B2B markets Technological Support in CRM: technological Applications in CRM, types of Technological Applications in CRM, Customer Databases and Information Systems, Database Marketing Strategies, CRM Software Solutions for B2C and B2B Markets, Accounting Systems for Customer Acquisition and Retention Costs, Customer Loyalty and Profitability through Technology	10
References:		
<ol style="list-style-type: none"> 1. Service Marketing, Christopher, H. Lovelock, 5th Edition, Pearson, 2004 2. Service Marketing, Helen Woodruffe, Macmillan India, 1998 3. Service Marketing, Leonard Bery & Parasuran Free Press, 1999 4. Services Marketing, Valerie Ziethmal, Mary Jo Bitner, Mcgrow Hill International Edition, 1996 5. Services Marketing, Ravi Shankar, Excel books, 2002. 6. Customer Relationship Management-step by step approach, Peeru Mohammed, Vikas Publishing, 2003 7. Hand book of Relationship marketing, Jagadish N.sheth and Atul Parvatiyar, Response books, 2008 8. Customer Relationship Management Essentials, Gosney, Prentice Hall, 2008 		

Department of Studies in Business Administration
Semester-IV
DSE7: PHARMA MARKETING

Course Title: PHARMA MARKETING	Course code: 24MBA4E7AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Describe the concept of pharmaceutical marketing.
2. Enumerate the concept of product management in pharmaceutical industry.
3. Discuss the various components of promotion of pharmaceutical products.
4. Explain the different pharmaceutical marketing channels.
5. Discuss the role and responsibility of professional sales representative.
6. Discuss the roles and responsibilities of pricing authorities in India.
7. Discuss the emerging concepts of marketing.

DSE7: PHARMA MARKETING

Unit	Description	Hours
1	Marketing: Definition, general concepts and scope of marketing; Distinction between marketing & selling; Marketing environment; Industry and competitive analysis; Analyzing consumer buying behaviour; industrial buying behaviour. Pharmaceutical market: Quantitative and qualitative aspects; size and composition of the market; demographic descriptions and socio-psychological characteristics of the consumer; market segmentation & targeting. Consumer profile; Motivation and prescribing habits of the physician; patients' choice of physician and retail pharmacist. Analyzing the Market; Role of market research.	12
2	Product decision: Classification, product line and product mix decisions, product life cycle, product portfolio analysis; product positioning; New product decisions; Product branding, packaging and labelling decisions, Product management in pharmaceutical industry.	10
3	Promotion: Methods, determinants of promotional mix, promotional budget; An overview of personal selling, advertising, direct mail, journals, sampling, retailing, medical exhibition, public relations, online promotional techniques for OTC Products.	12
4	Pharmaceutical marketing channels: Designing channel, channel members, selecting the appropriate channel, conflict in channels, physical distribution management: Strategic importance, tasks in physical distribution management. Professional sales representative (PSR): Duties of PSR, purpose of detailing, selection and training, supervising, norms for customer calls, motivating, evaluating, compensation and future prospects of the PSR.	12
5	Pricing: Meaning, importance, objectives, determinants of price; pricing methods and strategies, issues in price management in pharmaceutical industry. An overview of DPCO (Drug Price Control Order) and NPPA (National Pharmaceutical Pricing Authority). Emerging concepts in marketing: Vertical & Horizontal Marketing; Rural Marketing; Consumerism; Industrial Marketing; Global Marketing.	10

References:

1. Philip Kotler and Kevin Lane Keller: Marketing Management, Prentice Hall of India, New Delhi
2. Walker, Boyd and Larreche: Marketing Strategy- Planning and Implementation, Tata MC GrawHill, New Delhi.
3. Dhruv Grewal and Michael Levy: Marketing, Tata MC Graw Hill
4. Arun Kumar and N Menakshi: Marketing Management, Vikas Publishing, India
5. Rajan Saxena: Marketing Management; Tata MC Graw-Hill (India Edition)
6. Ramaswamy, U.S & Nanakamari, S: Marketing Managemnt: Global Perspective, Indian Context, Macmilan India, New Delhi.
7. Shanker, Ravi: Service Marketing, Excell Books, New Delhi
8. Subba Rao Changanti, Pharmaceutical Marketing in India (GIFT – Excel series) Excel Publications.

Master of Business Administration
Semester-IV
DSC8: Healthcare and Hospital Marketing

Course Title: Healthcare and Hospital Marketing	Course code: 24MBA4E8AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Students Will understand marketing strategy its value and implications in the healthcare and proposes the new strategies
2. Develop skills in Decision Making, Marketing Research, Customer Engagement and other aspects of healthcare.
3. This course leads to direct employment in various healthcare sectors.

DSC8: Healthcare and Hospital Marketing

Unit	Description	Hours
1	Healthcare Marketing: Origin and Evolution of Marketing in Healthcare, Developments Encouraging to Healthcare Marketing, Reasons for Marketing Healthcare, Healthcare Developments, Nature of Healthcare Markets	10
2	Healthcare Consumers and Consumer Behaviour: Healthcare Consumer, Consumer of Healthcare Vs Consumer of Other Services, Variety of Healthcare Customers, Professional and Institutional Customers, Segmenting the Market for Healthcare Products, Consumer Behaviour, Consumer Decision Making Process	12
3	Healthcare Products and Service: Goods Versus Services, Consumer Goods Versus Industrial Goods, Level of Care, Various forms of services, Demand for Healthcare, factors influencing demand, predicting the Demand for Health Services, Measuring Health service Utilization	10
4	Marketing Healthcare and Hospital: Strategic Planning, Strategic Planning Process, Strategy and four P's, Branding Hospital as a Strategy, Promotional Strategies in Healthcare, Contemporary Marketing Techniques, Consumer Engagement in Hospitals, International Healthcare Marketing Strategies	12
5	Marketing Efforts: Managing and Evaluating the Marketing Process, Components of Marketing Department, Marketing Research in Healthcare, Steps in Marketing Research, Future of Healthcare Marketing, Trends Affecting the Future of Healthcare Marketing	12

References:

1. Essentials of Healthcare Marketing by Eric N. Berkowitz, Jones & Barrett publishers, 2006
2. Marketing Health Services by Richard K. Thomas, Second Edition, AUPHA Publication, 2010
3. Services Marketing-People, technology and strategy by Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee, Pearson education 2006.
4. Strategic Marketing For Health Care Organizations: Building A Customer-Driven Health System Book by Joel I. Shalowitz, Philip Kotler, and Robert J. Stevens, 2000.

Department of Studies in Business Administration
Semester-IV

DSE9: FOOD AND BEVERAGE MANAGEMENT

Course Title: FOOD AND BEVERAGE MANAGEMENT	Course code: 24MBA4E9AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand the challenges associated with the Food and Beverage Industry.
2. Review aspects of management and planning in Food and Beverage operations.
3. Recognize the role and structure of Food and Beverage functions, along with its relationship with other departments within the hotel.
4. Discuss the industry's opportunities and future trends.

DSE9: FOOD AND BEVERAGE MANAGEMENT

Unit	Description	Hours
1	Introducing food and beverage management: Introduction, Size and scope of food and beverage operations, Food and beverage management, managing the meal experience. The restaurant sector: Introduction, Full service restaurants and licensed retail, Hotel restaurants and private clubs, Fast food.	10
2	Food and beverage operations: Purchasing and storage Introduction, Purchasing, The purchasing procedure, Price and quality performance, The purchasing of foods, The purchasing of beverages, Receiving of food, Storing and issuing food, Stocktaking of food, Receiving of beverages, Storing and issuing of beverages. Production and service: Introduction, Food production methods, Beverage production methods, Food and beverage service methods.	12
3	Food and beverage control: Introduction, The objectives of food and beverage control, Special problems of food and beverage control, The fundamentals of control, The reality of control, Setting the budget and break-even analysis, Basic concepts, Methods of food control, Methods of beverage control, EPOS reporting, Food and beverage control checklists, Revenue control, Profit sensitivity analysis and menu engineering, Systems of revenue control, Computerized systems, Forecasting, Operating ratios.	12
4	Staffing issues: Introduction, Recruitment, Staff turnover, Staff training, legal framework, Staff scheduling, Supervision and communication	10
5	Food and beverage marketing: Marketing, Advertising, Public relations, Merchandising, Sales promotion, Personal selling and up selling. Managing quality in food and beverage operations: What is quality?, Why is quality important?, Managing quality in food and beverage operations, A systematic approach to quality management, Developing approaches to quality management, Examples of quality management in practice.	12

References:

1. Bernard Davis, Andrew Lockwood, Ioannis Pantelidis, Peter Alcot, (2008) *Food and Beverage Management*, Butterworth-Heinemann
2. Andrews S, (2009), *Food & Beverage Service A Training Manual,(Second Edition)*, Tata McGraw-Hill Publishing Company Limited, New Delhi
3. Fuller, John, (1992), *Advanced Food Service*, Stanley Thornes Publishers Ltd., England
4. Kivela, Jaska, (1994), *Menu Planning for the Hospitality Industry*, Hospitality Press P Ltd.,Melbourne.
5. Lilicrap, Dennis & Cousins, John, (1994), *Food and Beverage Service*, Common Wealth Publication, New Delhi
6. Magris, Marzia, (1995), *An Introduction to Food & Beverage Studies*, Hospitality Press P Ltd, Melbourne
7. Singaravelavan .R, (2011), *Food and Beverage Service*, Oxford University Press, Delhi

Master of Business Administration
Semester-IV
DSC10: Hospitality and Tourism Marketing

Course Title: Hospitality and Tourism Marketing	Course code: 24MBA4E10AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. It helps to develop skills to understand and identify the scope of different hospitality and tourism services and its challenges.
2. It leads to direct employability in the form of setting up tourist agency, destination marketing etc.
3. It helps to gain skills to develop strategies to handle present and future challenges.

DSC10: Hospitality and Tourism Marketing

Unit	Description	Hours
1	Introduction to Marketing: Core Concept of Marketing, Need, Want and Demand, Product, Value, Satisfaction, Quality, Exchange and Transaction, Market and Marketing, Marketing philosophies-Service Characteristics of Tourism- The Service Marketing Triangle	10
2	Analysis and Selection of Market: Measuring and forecasting tourism Demand in Tourism and Hospitality-Fore casting Methods-Market Segmentation and Positioning-P's of service marketing and marketing mix applications	10
3	Developing Marketing Environment: Consumer Buying Behavior-Competitive Differentiation and Marketing Strategies-New Product Development- Incentive and Relationship Marketing-Issues Pertaining to Relationship Marketing-Strategies and Relevance for Current Trends in Market Place	12
4	Module 4: Planning Marketing Program: Product and product strategies-Product line-Product Mix-Branding in Tourism and Hospitality: -Meaning of brand, essentials of a good brand, benefits of brand, Types of brand. Meaning of branding, elements of branding. Case studies. and Packaging-Pricing Considerations-Approaches and Strategies-Distribution Channels and Strategies- Advertising and Sales Promotion,	12
5	Destination Marketing and Integrated Marketing Communications: Identifying Target Market-Classification of Visitor Segments-Monitoring the Tourist Market-Competition of Visitors involves image Making-Developing Package of attraction and Amenities-Marketing communication in hospitality and tourism, different communication platforms, and examining the fast-changing landscape in digital marketing.	12

References:

1. Chaudhary, Manjula (2011). Tourism Marketing, Oxford University Press, New Delhi.
2. Bennett J. A., Strydom J.Wilhelm (2001). Introduction to Travel and Tourism Marketing, Juta Education, Lansdown.
3. Kotler P. (2012). Marketing Management, Pearson Education, New Delhi.
4. S M Jha-Service Marketing, Himalaya Publications, ISBN 13, 978 9350247365
5. Sinha, P.C : Tourism marketing, Anmol Publications Pvt. Ltd.
6. Singh Raghubir, Marketing and Consumer Behaviour.

Department of Studies in Business Administration

Semester-IV

DSE 6: STRATEGIC HRM

Course Title: Strategic HRM	Course code: 24MBA4E6BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3hrs
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Define SHRM and its role in the organization.
2. Analyze SHRP in attaining organization goals.
3. Explain the dynamics of Strategic Performance Management
4. Design and develop Strategic HRM at organization level
5. Explain and practice HRM, SHRM AND GHRM.

DSE 6: STRATEGIC HRM

Unit	Description	Hours
1	Introduction – meaning, definition, objectives, scope and advantages of strategic HRM; strategic HRM v/s traditional HRM; evolution of SHRM – globalization; approaches to SHRM – universalist and contingency approaches; strategic role of HR function; foundations of SHRM – Resource based view and Institutional Perspective; Strategic framework for HRM; matching HR Strategy with business strategies; HR Strategies – meaning, purpose, nature, types, developing, implementing and evaluating HR Strategies; HR Responsibilities and Roles; competitive challenges in SHRM.	12
2	Strategic HR Planning – temporary v/s permanent employees; internal v/s external recruiting; methods of recruiting – selection, interviewing and testing; strategic training and development – benefits, planning and strategising training; organizational development – strategic HRD – philosophy and elements; organizational and individual learning strategies;	12
3	Reward/Compensation Strategy – meaning, need, characteristics, basis, content, guiding principles and developing reward/compensation strategies; legal issues in compensation; executive compensation; SHRM and Talent Management, Employee Relations and Engagement – strategic dimensions of talent management, process, development and evaluating talent management strategy; employment relations – perspective, methods and legal regulation; implementing employee voice; employee engagement – meaning, outcomes and consequences of engagement;	12

4	<p>Strategic Performance Management – meaning, objectives, purpose, and process of performance management and performance appraisal; methods of performance appraisal – 360 degree, balanced scorecard; elements of effective performance appraisal system; Strategic Knowledge Management building knowledge management into strategy framework, knowledge sharing; Strategic approach to industrial relations, outsourcing & its HR implications.</p>	10
5	<p>Global human resource management: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriates selection & repatriation; building a multicultural organization- multinational organization, strategic choice, leadership & strategic issues in international assignment.</p>	10
<p>References:</p> <ol style="list-style-type: none"> 1. Armstrong, Michael & Baron Angela, Handbook of Strategic HRM, Jaico Publishing House, New Delhi. 2. Mello, Jeffrey A, Strategic Human Resource Management, Cengage Publications, New Delhi. 3. Regis, Richard, Strategic Human Resource Management & Development, Excel Books, New Delhi 4. Charles Greer, Strategic Human Resource Management – A General Management Approach, Pearson Education, New Delhi. 5. Catherine Truss, David Mankin and Clare Kelliher, Strategic Human Resource Management, Oxford University Press, New Delhi. 		

Department of Studies in Business Administration
Semester-IV
DSE 7: CROSS CULTURAL MANAGEMENT

Course Title: Cross Cultural Management	Course code: 24MBA4E7BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Define culture and its role in the organization
2. Analyse the dynamics of cross culture
3. Design and develop training programs in foreign assignments
4. Evaluate the influence of cross culture on organization
5. Formulate strategies for cross culture organizations

DSE 7: CROSS CULTURAL MANAGEMENT

Unit	Description	Hours
1	Module:1 Introduction to Cross-Culture Management Meaning of culture; Significance of culture in organization; Why culture matters in business? Meaning of cross-culture; Functions of cross-cultural management; Evolution of culture to cross-culture; Emerging challenges in Cross-Cultural Management; Pros & Cons of Cross-Culture Management in the organization.	12
2	Module:2 Concept of Cross-Culture Management Elements of Culture; cultural shock; Types of cross-cultural behavior: power distance, uncertainty avoidance, individualism v/s collectivism, feminism v/s masculinity, orientation; Determinants of Cross-Culture; Characteristics of Cross-Culture; Scope of Cross-Cultural Management.	12
3	Module:3 Training and Development in Cross-Cultural Management Significance of training and development in Cross-Cultural Management; Who are Expatriates and Repatriate; Training approaches: contingency approaches, post arrival training; Training for expatriate family; Role of training and development for expatriates; Importance of communication in cross-cultural management.	12
4	Module: 4 Approaches and Dimensions of Cross-Cultural Management. Approaches to Cross-Cultural Management: Awareness, Understanding, Acceptance, Evaluation, Application; Greet Hofstede's Dimension.	10
5	Module :5 Global Challenges People Global Skills; Global Expatriation Skills; Global skill pyramid; Managing cross-cultural barriers; Cultural strategies of Cross-Cultural Organization.	10

References:

1. Global talent management: An integrated approach, SonalMinocha& Dena Hristov Saga Publication India Pvt Ltd. 2019
2. Irina I. Pshenichnikova PhD from university of Indonesia.
3. HRM D Fishers, Lyle F Schoenfelolt, James D Show., 2008
4. IHRM Srinivas R Kondula, Sage publication pvt. Ltd., 2019
5. IHRM Anne-Wil Harzing, Ashly H Pinnington, Sage Publication India pvt. Ltd., 2018

Department of Studies in Business Administration
Semester-IV
DSE 8: WORK LIFE BALANCE AND WELL-BEING

Course Title: Work life Balance and Well-being	Course code: 24MBA4E8BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam:3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Define and explain the nature and significance of work life balance
2. Explain and evaluate the global aspects of WLB
3. Analyze the issues of WLB
4. Develop and practice principles of WLB
5. Explain and apply balancing self and workplace

DSE 8: WORK LIFE BALANCE AND WELL-BEING

Unit	Description	Hours
1	Module :1 Introduction to Work life Balance Concepts of work life balance; Evolution of worklife balance; Role of time management in work life balance.	10
2	Module :2 Global aspects of Work Life Balance Global Scenario of work life balance; Reasons for imbalance of worklife; Global economy, longer working hours, international business; Work life balance relation: company, society, employee; Solutions to overcome the problem of work life balance: On the job training, flexible work, time management.	12
3	Module :3 Issues of Work Life Balance Gender issues; impact of government policies; welfare activities; safety and security; work place violence; sexual harassment, alcoholism, drugs and abuse.	10
4	Module :4 Quality and Principles of Work life Balance Quality of work life; humanism of work and its principles; work life balance scale; Effectiveness of stress management; stress factors; dynamics of stress and relaxation; work place rules.	12
5	Module :5 Balancing Self and Workplace Steps in wellbeing: examine the situation; manage expectation, planning activities, take care of health, negotiation flex hours and part time hours; Wellness programs and initiatives; workplace climate and consultation.	12
References:		
<ol style="list-style-type: none"> 1. People and self-management- Sally Palmer 2. Human relations and organization Behaviours- Nirmal Singh 3. Personal Human resource management- P Subba Rao. Himalaya publication 5/e 2014. 4. Human Resource Management – David A DeCenzo, Stephen P Robbins and Susan L Verhulst. 11/e 		

Department of Studies in Business Administration

Semester-IV

DSE 9: PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

Course Title: Personal Growth and Interpersonal Effectiveness	Course code: 24MBA4E9BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Define personal growth and interpersonal effectiveness and their role in OD
2. Explain and examine the components of interpersonal behavior
3. Define and evaluate personality models
4. Design and develop competency enhancement programs
5. Formulate strategies for personal growth and interpersonal effectiveness

DSE 9: PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

Unit	Description	Hours
1	Module :1 Introduction to Personal Growth and Interpersonal Effectiveness Meaning of Personal Growth; Nature of personal growth; Significance of personal growth, Role and Effectiveness of personal growth in organization; Effectiveness of interpersonal behavior; Causes and effects of interpersonal behavior.	12
2	Module: 2 Elements of Intrapersonal Effectiveness Self-awareness; Self-Esteem; Ego states-Id; Ego and super Ego; Johari window; Understanding the unknown parts of personality: self-disclosure, self-feedback, self-reflection.	10
3	Module :3 Models of Personality Personality models: Type A and Type B behavior, The big 5 model, MBTI Model, Trait Theory: Allport's work and Cattell's work; Transactional analysis technique: parent ego state, adult ego state, child ego state.	12
4	Module :4 Competency in Personal Growth What is competency? Significance of competency in personality development; Contribution of competency in personal growth; Creativity process; creative tools: convergent and divergent thinking; Effectiveness of competency in personal growth.	12

5	Module :5 Interpersonal Behavior Interpersonal behavior: Attitude, Belief, Values at workplace; Need and Importance of interpersonal relationship; Controlling interpersonal behavior; Conflict resolution and negotiation.	10
References: <ol style="list-style-type: none"> 1. Theories of personality, Calvin Shall, Wiley India private limited publications 4/e. 2. Understanding OB, Udai Pareek Oxford University 3. Organization behavior: Human behavior at work, John W Newstrom and Keith Davis, Tata Mc Grew hill publication 11/e, 2003 4. Competency mapping assessment and growth – Naik G P IIHRM 2010. 5. Human relation in organization, Robert N Lussier. Mc Grew hill education 6/e. 		

Department of Studies in Business Administration

Semester-IV

DSE 10: LEADERSHIP

1

Course Title: Leadership	Course code: 24MBA4E10BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 HRS
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Define LEADERSHIP and its role in the organization.
2. Analyze LEADERSHIP ROLE in attaining organization goals.
3. Explain the dynamics of LEADERSHIP.
4. Know about Blue Ocean Strategy.

DSE 10: LEADERSHIP

Unit	Description	Hours
1	Introduction to Leadership -Definition, the nature of Leadership, Manager vs Leaders, Traits of good leaders and followers, Effective leadership behaviors, level of conceptualization Participative Leadership and Empowerment: Participative Nature, Normative decisions framework, Delegation, Motivation and Empowerment, Consequences of empowerment, Facilitating conditions for empowerment	12
2	Transformational Leadership and Adaptive Leadership -Concepts of power and authority, Influence processes, Power types and sources, Power acquisition – Social exchange theory, Strategic contingency theory, Consequences of Position and Personal power, Influence tactics and its usage and effectiveness. Leader as change and Transformation agent: Leading change – coaching and mentoring. Transactional, transformational, level five leaders and servant leadership. Charismatic Leadership, Early contingency theories of effective leadership: Contingency approaches - Fiedler's contingency model, Hersey and Blanchard's theory, Path goal theory and Blake and Mouton managerial grid.	12
3	Leadership in Teams and strategic Leadership in Organization - Nature of teams and determinants of team performance. Leadership in teams, procedures for facilitating team learning, Leadership training programs, Ethical leadership, gender and leadership, leadership in different cultures, managing diversity, Women Leadership.	12

4	Blue Ocean Strategy Basics Red Ocean Strategy vs. Blue Ocean Strategy, Blue Ocean Strategy: Aligning Value, Profit and People in Pursuit of Differentiation and Low Cost	10
5	Blue Ocean Shift Red Ocean Traps and How to avoid them Overview of the Blue Ocean Shift Process, Pioneer-Migrator-Settler Map, Buyer Utility Map, Blue Ocean Leadership, A National Blue Ocean Shift in Action	10
<p>References:</p> <ol style="list-style-type: none"> 1. Kim, WC. Mauborgne, R. (2017) Blue Ocean Shift Beyond Competing: Proven Steps to Inspire Confidence and Seize New Growth. New York: Hachette Books. 2. Daft, R L (2012). Leadership. Cengage Learning. 		

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration

Semester-IV

DSE6: ADVANCED CAPITAL BUDGETING

Course Title: Advanced Capital Budgeting	Course code: 24MBA4E6CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam:
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Advanced capital budgeting techniques in investment decision-making.
2. Evaluate and incorporate real options into capital budgeting decisions, understanding their strategic role in flexibility and risk management.
3. Assess and mitigate risk and uncertainty in capital investments
4. Incorporate ESG criteria and sustainability considerations into capital budgeting decisions, recognizing their growing importance in corporate finance.

DSE6: ADVANCED CAPITAL BUDGETING

Unit	Description	Hours
1	Advanced Capital Budgeting Techniques: Modified Internal Rate of Return (MIRR), Differences from IRR and when to use MIRR, Equivalent Annual Cost (EAC), Comparing mutually exclusive projects with unequal lives using EAC, Adjusted Present Value (APV), Strategic Role of Capital Budgeting in Corporate Finance: Capital budgeting as a strategic tool, Aligning investments with corporate goals.	10
2	Real Options in Capital Budgeting: Introduction to real options and their importance in investment decisions. Types of real options: option to postponement, expansion, or abandonment projects. Differences between real options and financial options. Valuation of real options using Black-Scholes and binomial option pricing models. Application of real options in strategic capital budgeting decisions.	12
3	Risk and Uncertainty in Capital Budgeting: Incorporating risk into capital budgeting through risk-adjusted discount rates. Techniques to assess uncertainty: sensitivity analysis and scenario analysis. Decision tree analysis for evaluating capital investments under uncertainty. Introduction to Monte Carlo simulation: methodology and application.	12

4	International Capital Budgeting: Challenges in International Capital Budgeting, Adjusting for currency fluctuations, Evaluation of International Projects: Adjusting NPV and IRR for international investments, Using risk-adjusted discount rates for international projects.	
5	Environmental and Social Considerations in Capital Budgeting: ESG Criteria in Capital Budgeting, Importance of considering environmental, social, and governance factors, Sustainable finance and green capital budgeting. Impact of Regulatory Frameworks on Investment Decisions: Carbon taxes, environmental regulations, and their effects on capital budgeting	

REFERENCES:

1. Brealey, R., Myers, S., & Allen, F. (2016). Principles of Corporate Finance (12th Edition). McGraw-Hill Education.
2. Ross, S., Westerfield, R., & Jaffe, J. (2019). Corporate Finance (12th Edition). McGraw-Hill Education.
3. Damodaran, A. (2012). Investment Valuation: Tools and Techniques for Determining the Value of Any Asset (3rd Edition). Wiley.
4. Copeland, T., & Antikarov, V. (2003). Real Options: A Practitioner's Guide. Thomson Learning.

Semester-IV

DSE 7: RISK MANAGEMENT AND FINANCIAL DERIVATIVES

Course Title: Risk Management and Financial Derivatives	Course code: 24MBA4E7CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. To describe the characteristics of the relevant financial derivative instruments.
2. explain how the instruments covered can be used to implement basic market risk management strategies, appropriate for corporate applications

DSE 7: RISK MANAGEMENT AND FINANCIAL DERIVATIVES

Unit	Description	Hours
1	Introduction: Meaning of derivatives, forwards and futures contract, option, traders in futures and option markets, functions of derivatives market, world derivatives market	10
2	Forwards and Futures contract: Basics of forwards and futures, forwards and futures market trading mechanism, determination of forward prices, Valuation of forwards and futures, stock index futures, valuation of stock index futures,. Arbitrage opportunities using futures	12
3	Option contracts: Types of options, characteristics of option contracts, buyer and seller attitudes, option position, and determination of option pricing, option-money ness.	12
4	Valuation of option: Value of an option- intrinsic value, time value and factors influencing time value. Pay off profiles of option position. put-call parity, models of valuation of option: applicability of Black and Scholes Model and Binomial Option pricing model.	12
5	Swap contract: meaning, types, features of swaps, the swap market, economic motives of swap. Valuation of swaps.	10

References:

1. Risk Management & Derivative – Shulz, Cengage Learning.
2. Principles of Risk Management & Insurance – George E. Rejda, 11/e, Pearson Education, 2011.
3. Introduction to Derivatives and Risk Management – Don M. Chance, Cengage Learning, 2008.
4. Options & Futures – Edwards & Ma, 1/e, McGraw Hill.
5. Derivatives & Financial Innovations – Bansal, TMH.

Department of Studies in Business Administration

Semester-IV

DSE8: INTERNATIONAL FINANCIAL MANAGEMENT

Course Title: International Financial Management	Course code: 24MBA4E8CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam:
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

To provide an understanding the international financial environment and to explain the foreign exchange rate determination, including the foreign exchange and derivatives markets

DSE8: INTERNATIONAL FINANCIAL MANAGEMENT

Unit	Description	Hours
1	Multinational Financial Management: Meaning and objectives, MNC and TNC, the scope of international finance, global financial manager-functions of International financial management-International business methods, international financial management and domestic financial management.	12
2	The International Financial Environment- International Monetary System. International Financial institutions- The world Bank, ADB and BIS. International Monetary Fund. FDI- the Indian Perspective. Balance of Payments.	10
3	The Foreign Exchange market: Introduction, Evolution of foreign exchange market, functions of foreign exchange market, the foreign exchange rates, arbitrage, cross rates of exchange, spot market and the forward market, Bid price, Ask price and spread in foreign exchange quotation.	12
4	Management of Foreign Exchange Risk: Introduction to exchange risk, , tools and techniques of foreign exchange. Types of exposure: Translation exposure, Transaction exposure and Economic exposure.	10
5	Measurement of Exposure: Management of Translation exposure- methods of translation exposure, FASB8 and FASB 52, functional currency, calculation of the translation loss or gain under the four translation methods. Measurement of transaction exposure. Measurement of economic exposure: foreign currency hedging strategies	12

REFERENCES BOOKS:

1. Buckley, Adrian – Multinational Finance, New York, Prentice Hall Inc.m 1996
2. Kim, Suk and Kim, Seung – Global Corporate Finance: Text and Cases, 2nd ed.Miami Florida, Kolb, 1993
3. Shapiro, Alan.C – Multinational Financial Management, New Delhi, Prentice Hall of India, 1995
4. International Financial Management by P.G.Apte, Mc Graw Hill.

Department of Studies in Business Administration

Semester-IV

DSE9: MODERN PORTFOLIO MANAGEMENT

Course Title: Modern Portfolio Management	Course code: 24MBA4E9CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam:
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. To provide the students with the in-depth knowledge of the theory and practice of modern portfolio management.
2. To equip students with the modern theories of portfolio management.

DSE9: MODERN PORTFOLIO MANAGEMENT

Unit	Description	Hours
1	Introduction to Modern Portfolio Management: Modern Portfolio - Concept, Assumptions of modern portfolio theory. Diversification - Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Criticism of modern portfolio theories. Portfolio optimization - simple marketing portfolio optimization model - utility, indifference curve and risk penalty. Strategies of Warren Buffet and Peter Lynch, The investment Gurus.	12
2	Modern Portfolio Theories: Importance of modern portfolio theories for risk management. An optimal portfolio selection using Markowitz risk return diversification model - generating efficient frontier shapes, Single Index Model, Capital market theorem, Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.	12
3	Portfolio Risk and Return: The concept of covariance, computation of expected returns of a portfolio, calculation of Portfolio Risk and Return. Calculation of risk and return of Portfolios with 2 assets and with more than 2 assets.	10
4	Portfolio Rebalancing, Upgradation and revision: Investment timing and formula plans - constant dollar, constant rates, variable ratio plans. Portfolio Management Strategies: Active and Passive Portfolio Management strategy.	8

5	<p>Portfolio Performance Measurement: Methods of calculating rate of return -Sharpe's measure, Treynor's measure, Jensen's measure, Eugene Fama's model of decomposition. Portfolio returns – buying the index approach –market timing issues in risk adjusted performance measure – managed portfolio and mutual fund – mutual fund performance measures and practice. SEBI guidelines on portfolio management.</p>	12
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Reilly & Brown, Analysis of Investments & Management, Cengage, 10e/2017 2. ZviBodie, Kane, Marcus &Mohanty, Investments, 8/e, TMH, 2010. 3. Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann, Modern Portfolio Theory and Investment Analysis, John Wiley & Sons, 2009. 4. Dongcheol Kim & Jack Clark Francis Modern Portfolio Theory: Foundations, Analysis, and New Developments, Wiley Finance, 2013 		

Semester-IV

DSE 10: BEHAVIOURAL FINANCE

Course Title: BEHAVIOURAL FINANCE	Course code:24MBA4E10CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. To help students appreciate the limitations of rational models of investment decision making.
2. To identify persistent or systematic behavioral factors that influence investment behavior
3. To identify the key behavioral biases of individual and professional investors

DSE 10: BEHAVIOURAL FINANCE

Unit	Description	Hours
1.	Introduction to Behavioural Finance: Introduction, concept, meaning, nature, scope, objectives and assumptions of behavioural finance, building blocks of behavioural finance, behavioural finance – micro vs macro. Traditional vs Behavioural finance. Behavioural biases that influence investment decisions. The criticisms of behavioural finance.	12
2.	Theories of behavioural finance: Introduction, Theories of behavioural finance, Asymmetric information theory, Agency theory – introduction, agency costs, agency problems. Prospect theory – Introduction, key tenets to prospect theory. Psychological tendencies affecting financial decision-making and financial markets.	10
3.	Biases and Heuristics: Meaning of biases and heuristics related to financial investments. Cognitive bias, emotional bias, overconfidence bias, representativeness bias, availability bias, Heuristics – Introduction, availability heuristics, representative heuristics, anchoring heuristics, valuation heuristics. Financial behaviour stemming from familiarity – home bias, investing in your employer or brands you know, diversification heuristic. Financial behaviour stemming from representativeness – good investments vs good companies, chasing winners, Anchoring, Herding, overconfidence and excessive trading, Evidence from the field of trading.	15

4.	Behavioural Investor Types: Introduction to investor types, the preserver, the follower, the independent and the accumulator. Different types of investors and the content they analyse – organisation watchers, strategy followers, financial addicts, management watchers	10
5.	Market and Behavioural Anomalies: Introduction, Growth trap – Introduction, behavioral anomalies of investors chasing fads and fancies. Bubble trap – anatomy of financial crisis, formation of a bubble, bubble building process, Rational individual vs crowd psychology, bandwagon effect.	9

REFERENCE BOOKS:

1. Richard M. Thaler(2005), Advances in Behavioural Finance: Volume II, Princeton University Press.
2. Sujata Kapoor, Jaya Mamta (2019), Behavioural Finance, Sage.
3. M. M. Sulphrey (2014), Behavioural Finance, PHI, 1st edition.

Department of Studies in Business Administration

Semester-IV

DSE6: ACTUARIAL PRINCIPLES AND PRACTICES

Course Title: Actuarial Principles and Practices	Course code: 24MBA4E6DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Demonstrate strategic concepts of actuarial practice expanding to fill the developing role in the management
2. Identify the risks faced both by individuals and groups who might effect financial products and also by the providers of such products
3. Explain the principles and techniques used to manage risk in an actuarial context
4. Analyze the issues and formulate, justify, and present plausible solutions to business problems.

DSE6: ACTUARIAL PRINCIPLES AND PRACTICES

Unit	Description	Hours
1	Definition and Nature of Insurance: Functions -Evolution-Kinds of Insurance Organisation- Role and Importance – Scope of Insurance business- Insurance Contract- Insurance Documents- Classification of Insurance. Reinsurance: Concepts-Characteristics-Types. Double Insurance - Difference between Reinsurance and Double Insurance. Over Insurance.	12
2	Insurance Professionals and Intermediaries: Various intermediaries Insurance Repositories and electronic Issuance of Insurance policies- Actuary- Definition- Appointment of an Actuary- Functions of an Actuary- Duties of an Actuary- Functions of an Actuary in General Insurance business-Scope of an Actuary.	10
3	Actuarial principles: Premium income and outgo investments - reserves - Surplus - profit - valuation of surplus. Theory of rating - actuarial principles - mortality tables - physical and Moral hazard - risk appraisal - risk selection - under writing – reinsurance-- concepts and methods.	10
4	The Insurance Contract: Terms of an insurance contract – principles which form the foundation of insurance – significance of the principle of insurable interest – the principle of indemnity – the principle of subrogation – the principle of contribution – disclosure of all relevant information – principle of utmost good faith – the relevance of proximate cause – the insurance contract.	12
5	Underwriting: Concepts- Underwriting standards. Premium: Concepts- Types of Premium Factors considered in the calculation of premium- Calculation of Insurance Premium. Premium payment: lapse and Renewal. Bonus; Mortality table; Policy claims; Survival Benefits; Death claims – Claim concessions.	12

References:

1. M.N.Mishra and Dr.S.B.Mishra, Insurance Principles And Practice, S.Chand and Company Ltd 2011.
2. Alka Mittal , S.L.Gupta,S. Principles of Insurance and Risk Management S. Chand & Sons 2010
3. Practice of Life insurance (IC 02) Insurance Institute of India 2011
4. Dr.P.Periasamy Principles And Practice Of Insurance Himalaya Publishing House 2015
5. Insurance Planning Models:Price Competition and Regulation of Financial Stability: Advances in Statistics, Probability and Actuarial Science by Vsevolod K Malinovski
6. Arthur C. and C. William Jr., —Risk Management and Insurance,| Tata Mcgraw Hill; 2001
7. Principles of Insurance- Insurance Institute of India; 2003
8. Angelo Kinicki, Management, 2nd edition, Tata McGraw Hill publishing company Ltd, New Delhi, 2006.

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Semester-IV

DSE7: RETAIL BANKING, RURAL BANKING AND MICRO FINANCE

Course Title: Retail Banking, Rural Banking and Micro Finance	Course code: 24MBA4E7DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Identify the current scenario of agricultural banking.
2. Create awareness about operational aspects of micro finance and rural banking.
3. Obtain awareness of financing economically backward classes through self help groups and micro credit.
4. Acquaint the website that is used to fulfill the microloans and its corresponding application process, with emphasis in public profile creativity

DSE7: RETAIL BANKING, RURAL BANKING AND MICRO FINANCE

Unit	Description	Hou rs
1	Introduction to Retail Banking: Concept, Main Subsets, Consumer Banking- Change in Bankers' Perception about Retail Banking and Acceptance of Retail Banking As Risk Diversification Tool-Differences Between Retail Banking, Private Banking & Priority Banking.	10
2	Retail Products and Channels: Opening of Various types of Bank accounts. All Channels Traditional Banking vs. Branch Banking, Technology Based Channels- ATM-Tele Banking-Internet Banking-Kiosk Banking, Advantages & Disadvantages-Types of Retail Banking Products & Services-Savings Plastic Money Products	12
3	Recent Trends in Retail Banking: Alternate delivery channels – Customer Relationship management vs. Customer Interaction management (CIM)- Technology as a differentiator- International Trends and Tools. Regulatory Aspects-Microfinance- Urban Retail Products	12
4	Rural Informatics: Information Systems (IS) Applications – Geographical Information Systems (GIS) Applications – Networking Applications – Multi-media Applications – NIC's Role – E-governance for Rural Masses – Basic Statistical Returns.	12
5	Development of Microfinance Products: Types of Products – Savings, Objectives – Micro insurance, Regulation of Micro insurance; Insurer-MFI Partnership Model – Securitization, Need for Securitization in India	10

References:

1. The Art Of Better Retail Banking Croxford, Hugh et al. John Wiley and sons Inc - 2005
2. Rural Development in India Desai, Vasant. Himalaya Publishing House - 2005
3. A challenge in the crisis Functional and Subrahmanyam, K. Siva / Choudhury, R.C.
4. Financial Devolution on Panchayats in India NIRD
5. Impact of Liberalisation & Globalisation on Edited by A.V.S.Reddy and B.K.Thapliyal,

6. Achieving Excellence in Retail Banking Leichtfuss, Reinhold. John Wiley & Sons – 2003
7. Rural Banking ICFAI University
8. Rural Livelihoods NIRD - 2003 Microfinance ICFAI

Department of Studies in Business Administration

Semester-IV

DSE8: LIFE, HEALTH AND GENERAL INSURANCE

Course Title: Life, Health and General insurance	Course code: 24MBA4E8DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand the concept of insurance and its types
2. Know the types and riders in health insurance contracts
3. Acquaint with the functioning of life Insurance in risk management.
4. Understand general insurance contract

DSE8: LIFE, HEALTH AND GENERAL INSURANCE

Unit	Description	Hours
1	Fundamentals of Insurance: Meaning, definition of insurance; characteristics of insurance, essential features of insurable risk, types and classification of insurance, insurance vs gambling, hedging, speculation, benefits of insurance, individual vs group insurance, Role of insurance in economic growth.	12
2	General Insurance: Introduction to general insurance, Basic principles of general insurance contracts, classification of general insurance, general insurance rate making process and general insurance claims.	10
3	Health Insurance: Introduction to health insurance, importance of health insurance, health insurance policies in India, IRDAI's health insurance regulations, IRDAI Protection of health insurance Policyholder's, health insurance products.	10
4	Life Insurance: Introduction to life insurance, Fundamental Legal Principles of Life Insurance, life insurance products and characteristics – Term insurance, endowment, whole life, universal life, other flexible policies, benefits and riders.	12
5	Legal aspects, regulations of Insurance and Reinsurance: Characteristics of an enforceable contract, fundamental legal principles of life insurance, Laws governing general insurance business in India. Concept of reinsurance, types of reinsurance.	12

References:

1. P. Periasamy, Principles and Practice of Insurance Himalaya Publishing House 2/e, 2009
2. George E Rejda, Principles of Risk Management and Insurance, Pearson 12/e, 2009
3. P.K. Gupta, Insurance and Risk Management Himalaya 1/e, 2010
4. Dorfman, Mark S, Introduction to Risk Management and Insurance, Prentice Hall India 10/e, 2008
5. Scott E. Harrington, Gregory R Niehaus, Risk Management and Insurance, TMH 2/e, 2007

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Semester-IV

**DSE9: INTERNATIONAL BANKING AND ISLAMIC
BANKING**

Course Title: International Banking and Islamic Banking	Course code: 24MBA4E9DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Differentiate between international banking, Islamic banking and conventional banking
2. Identify the different Islamic instruments and underlying principles
3. Determine exchange rates in Forex markets.

**DSE9: INTERNATIONAL BANKING AND ISLAMIC
BANKING**

Unit	Description	Hours
1	International Banking: Meaning, Historical perspective on international banking, international vs foreign banking, role of international banking in economic development, modes of international banking, financing of exports and imports, international payment systems.	12
2	Forex Markets: Meaning, Definition of Forex, factors determining exchange rates, exchange rate mechanism, different types of risks in forex operations, determination of exchange rates - theories of determination of foreign exchange rates. Problems of foreign exchange market in India.	10
3	Correspondent Banking: Introduction to correspondent banking, Nostro account, Vostro account, Loro account, Mirror account, Electronic modes of transmission and payment gateways – swift, chip, fedwire, chaps, target, RTGS, NEFT in India	10

4	Islamic Banking: Introduction to Islamic banking, history, Islamic vs conventional banking, risk management in Islamic banking, types of Islamic financial instruments, Sharia board, Sharia investment principles, Islamic Index	12
5	Regulation of international banking: Role of RBI, Role of Exim Bank, Role and rules of FEDAI, Role of FEMA and its rules	12
<p>References:</p> <ol style="list-style-type: none"> 1. Mukund Sharma, Banking and Financial Services, Himalaya Publishing House, 2015 2. Raheem A Abdul, Islamic Banking, New Century Publications 3. Thamarasseri Ismail, Islamic Banking and Finance, Discovery Publishing Pvt.Ltd 4. Abdul Raheem, Islamic Banking: Principles, Practices and Performance: Principles, Practices & Performance, Ingram, 2013 		

Department of Studies in Business Administration

Semester-IV

DSE10: TREASURY AND FOREX MANAGEMENT

Course Title: Treasury and Forex Management	Course code: 24MBA4E10DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Identify the treasury management process from inception to end.
2. Examine the steps in the competitive bid process.
3. Differentiate between law and policy in regard to treasury management.
4. Recognize the components of a strong investment policy

DSE10: TREASURY AND FOREX MANAGEMENT

Unit	Description	Hours
1	Introduction to Treasury Management: Overview of Corporate Treasury Management, need and benefits, functions and Treasury exposures. Organisation structure of treasury.	12
2	Treasury Products: Treasury products for foreign exchange (forex) markets and forex derivatives. Commodity market instruments.	10
3	Liquidity Planning and Managing Cash Assets: Introduction of treasury management – liquidity –planning and control of liquidity cash management systems (both domestic and international), role of working capital management in liquidity.	10
4	RBI and the Foreign Exchange Market: Crucial role of Reserve Bank of India (RBI) in forex management. Development of forex market in India is delineated, capital account convertibility, and Foreign Exchange Management Act (FEMA)	12
5	Treasury Risk: Interest rate risk, traditional and modern theories of interest rate, management strategies and the role of financial intermediaries.	12

References:

1. Treasury Risk Management: Analysing Market Risk Dimension by S.K. Bagchi, JAICO
2. Treasury Finance and Development Banking: A Guide to Credit, Debt, and Risk (Wiley Finance) by Biagio Mazzi
3. Treasury Management: The Practitioner's Guide by Steven M. Bragg
4. Treasury Markets and Operations by Hong Kong Institute of Bankers (HKIB)
5. Treasury, Investment and Risk Management by Indian Institute of Banking & Finance.
6. Treasury Management by IIBF (Indian Institute of Banking and Finance)

Department of Studies in Business Administration
Semester-IV
DSE6: DISTRIBUTION MANAGEMENT FOR GLOBAL
SUPPLY CHAIN

Course Title: Distribution Management for Global Supply Chain	Course code: 24MBA4E6EL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. *Able to* understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers.
2. Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization Globally.

DSE6: DISTRIBUTION MANAGEMENT FOR GLOBAL
SUPPLY CHAIN

Unit	Contents	Hours
1.	Need for physical distribution – functions of distribution –marketing forces affecting distribution. The distribution concept – systems perspective. Physical distribution trends.	10
2.	Channels of distribution: role of marketing channels – channel functions – channel structure –designing distribution channel – choice of distribution channels – factors affecting. Intermediaries: functions of intermediaries – types of intermediaries – variables in selecting channel members – motivating – training – evaluating channel members – modifying channel arrangements.	10
3.	Distribution control & Evaluation: Distribution control – stages of control process – standards & goals– performance report - measurement – monitoring – corrective action. Organization for Distribution: Distribution Organization structure – Private & Public organizations - conflict resolution – rising costs& need for control – complexities of physical distribution.	10
4.	Role of Material Handling in Logistics – Material Handling Guide lines – Material Handling Equipment and Systems – Automated Material Handling, Benefits of Logistics Outsourcing – Third Party Logistics – Fourth Party Logistics – Value Added Services.	10
5.	Role of Logistics in Distribution Channel – Distribution Channel Structure – Logistic Requirements of Channel Members – Logistics Support to Distribution Channel.	10

References

1. Kapoor Satish K., and KansalPurva, 'Basics of Distribution Management: A Logistical Approach', Prentice Hall of India
2. D K Agrawal, 'Distribution and Logistics Management: A Strategic Marketing Approach', Macmillan publishers India
3. Alan Ruston, Phil Crouches, Peter Baker, 'The Handbook of Logistics and Distribution Management kogan page
4. Kapoor Satish K., and KansalPurva, 'Basics of Distribution Management: A Logistical Approach', prentice hall off India
5. D K Agrawal, 'Distribution and Logistics Management: A Strategic Marketing Approach', Macmillan publishers India

Department of Studies in Business Administration
Semester-IV
DSE7: GREEN SUPPLY CHAIN MANAGEMENT

Course Title: Green Supply Chain Management	Course code: 24MBA4E7EL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand the Closed-loop Supply Chain.
2. Understand the various tools of Product Eco-Design.
3. Identify the Green Supplier Development.
4. Illustrate the 4Re's.
5. Illustrate the Closing the Loop: Reverse Logistics.

DSE7: GREEN SUPPLY CHAIN MANAGEMENT

Unit	Contents	Hours
1.	Introduction – Traditional Supply Chain and Green Supply Chain – Environmental Concern and Supply Chain – Closed-loop Supply Chain – Corporate Environmental Management – Green Supply Chain (GSCM): Definition, Basic Concepts – GSCM Practices	10
2.	Eco-Design - Design for the Environment (DFE) or Eco-Design – Eco-Design and Supplier Relationships –Definitions of Eco-Design – Tools of Product Eco-Design – Involving suppliers in product eco- design: Drivers, Challenges and Successful factors	10
3.	Green Purchasing- Green Procurement and Purchasing – Definitions of green purchasing – Drivers of green purchasing – Green purchasing strategies – Green purchasing performance measurement –Green Supplier Development and Collaboration	10
4.	Green Manufacturing - Green Manufacturing or Production: Evolution, Definitions – 4Re's: recycling, remanufacturing, reuse and reduction – Closed-loop Manufacturing – ISO 14000 systems – Life Cycle Analysis (LCA) – Lean Manufacturing for Green Manufacturing or Production..	10
5.	Green Logistics And Transportation- Green Logistics and Transportation – Definitions of Green Logistics – Critical drivers of Green Logistics – Green transportation and logistics practices – Environmental impacts of transportation and logistics – Closing the Loop: Reverse Logistics	10
References		
1. Joseph Sarkis, Yijie Dou. Green Supply Chain Management: A Concise Introduction,		

Routledge.

2. Charisios Achillas, Dionysis D. Bochtis, Dimitrios Aidonis, Dimitris Folinas. Green Supply Chain Management, Routledge.

3. Hsiao-Fan Wang, Surendra M. Gupta. Green Supply Chain Management: Product Life Cycle Approach, McGraw Hill publishing.

4. Stuart Emmett, Vivek Sood. Green Supply Chains: An Action Manifesto by Stuart Emmett, Wiley publications

Department of Studies in Business Administration
Semester-IV
DSE8: SUPPLY CHAIN INFORMATION SYSTEM

Course Title: Supply Chain Information System	Course code: 24MBA4E8EL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand e-SCM, benefits and communication networks.
- 2: Explain about data security in communication networks.
- 3: Explain about the various enterprise information systems and their benefits.
- 4: Examine various information systems development methodologies & enterprise architectures

DSE8: SUPPLY CHAIN INFORMATION SYSTEM

Unit	Contents	Hours
1.	Electronic SCM, Communication networks: Introduction e-SCM –e-SCM framework - Key success factors for e-SCM - Benefits of e-SCM Positioning information in Logistics - Strategic information linkage - Supply chain communication networks - Role of communication networks in supply chains - Overview of telecommunication networks – EDI - Data security in supply chain networks	10
2.	Enterprise Information Systems: Overview of enterprise information systems - Information functionality and principles - Introduction enterprise information systems -Classification of enterprise information systems - Information architecture - Framework for managing supply chain information -Benefits of enterprise information systems.	10
3.	SCM Systems Development: Stakeholders in supply chain information systems - Stakeholders in SCM - Stakeholders in supply chain information systems - Information systems development- Logistics information systems design- Defining enterprise architecture - Choosing appropriate system development methodologies- Adopting relevant	10

	systems development model.	
4.	Deployment and Management: Information systems deployment - IT Operations and infrastructure management - Portfolio, programme and project management - Management of risk - Management of value.	10
5.	Information Integration: Enterprise application integration and supply chain visibility - Enterprise application integration -Supply chain visibility - Supply chain event management -Supply chain performance - Planning and design methodology - Problem definition and planning - Data collection and analysis - Recommendations and implementation - Decision support systems.	10

References

1. Donald Bowersox, David Closs ,& Bixby cooper Supply chain Logistical Management
2. R.H. Ballou, and Samir Business Logistics Management, 5th Edition 2014.
3. Strauss, Alexa & Frost E-Marketing, Routledge; 8th New edition 2018
4. Statistics for Managers Using MS Excel, 8th Edition Levine & David Pearson Education2017
5. David B. Grant & Chee Yew Wong Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management Kogan Page; 2nd edition April 3, 2017

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Semester-IV
DSE9: RETAIL LOGISTICS MANAGEMENT

Course Title: Retail Logistics Management	Course code: 24MBA4E9EL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. The student has to design suitable invoice management system for a retailer.
2. The student should have knowledge on 4pl logistics, its various operations and the role played in retailing operations.

DSE9: RETAIL LOGISTICS MANAGEMENT

Unit	Contents	Hours
1.	Concept and Scope: Concepts of Logistics and supply chain- Importance of Logistics in these days global Sourcing, Production and consumption- Dimension of Logistics: Macro and Micro aspects- Logistics as a competitive edge driver- Peculiarities and diversity of needs of Logistics for Retailing.	10
2.	Logistics and Procurement: Logistics as a Support function of Procurement and Vendor Facilitation - Logistics as interface function of Demand Forecasting, Global procurement, Tracking inward shipments and Storage Planning- Logistics as an enabler of Just-in-Time (JIT), Kanban (A scheduling system for lean inventory), Vendor Managed Inventory (VMI) for Vendors and the firm	10
3.	Logistics and Marketing: Logistics as a Support function of Order Fulfillment, Assembling & Labeling from Multi-storage points and Delivery- Logistics as an interface of Market forecasting, Stock level	10

	management, invoice or sales documentation, picking products, consolidation, transport-packaging, packing, marking, preparing outbound documentation and shipping out by loading into containerscustomer facilitation tracking out-bound shipments.	
4.	EXIM Logistics: Importance of Global Logistics- Export Logistics: Special Aspects of EX-IM logistics- Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents collection-Bonded Warehousing Customs Formalities- Clearing	10
5.	Invoice management, call centers, warehouse/distribution facilities – Carrier management- 4PL Specialties: Implementation Center: Business process analysis/scoping, Development of all activities into an open systems frameworkProduct/Skill Centers: Added services: Knowledge Transfer, Business Development and Functional Support	10
References		
<ol style="list-style-type: none"> 1. Alan E. Branch, Global Supply Chain Management and International Logistics 2. Dawson, Larke&Mukoyama, Strategic Issues in International Retailing: Routledge. 3. James B. Ayers, Retail Supply Chain Management: Auerbach Publications. 4. Managing Supply Chains(2011): Harvard Business Review 5. Paul R. MurphyJr. & Donald Wood Contemporary Logistics 		

**Department of Studies in Business Administration
Semester-IV**

DSE10: INTERNATIONAL TRADE DOCUMENTATION PROCEDURES

Course Title: International Trade Documentation Procedure	Course code: 24MBA4E10EL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. To identify future opportunities and challenges of India's Foreign Trade.
2. Students gain the knowledge of Export and Import Documents used in Global Trade.
3. To Explore knowledge in starting an export organization and related procedures.
4. Understand Finance and Insurance issues relating to Exports.

DSE10: INTERNATIONAL TRADE DOCUMENTATION PROCEDURES

Unit	Contents	Hours
1.	International Trade: Need and importance of International Trade– India's Foreign Trade –Commodity composition and Destination – India's Export and Import position in World merchandise trade and services –Project Exports-Deemed Exports - India's Foreign Trade Policy – India Trade Agreements and tariff benefits	10

2.	Starting an Export Organization: Starting an export firm – Selection of an export product – Market selection –Buyer selection – Registration procedure with Sales Tax, Central Exercise and various Boards and councils – Exim code number – Elements of export contract- Global rules as UCP 600 of ICC, INCOTERMS – Terms of payment and Letter of Credit – Payment settlement of exports and Imports	10
3.	Export Documentation: Types of documents – Primary Documents – Regulatory Documents - Transport, Negotiation and Insurance documents –E- Databases and Documents	10
4.	Export Finance: Sources of Finance - Role of commercial bank, EXIM Bank, ECGC SIDBI and others – Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods.	10
5.	Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licenses - Export Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme –Import formalities for EOUs and SEZs –CEZ - Import Risk Management	10

References

1. Aseem Kumar “Export and Import Management”, Excel Books Publications, New Delhi
2. David Stewart “International Supply Chain Management”, Cengage publications,
3. Ram Singh “Export Management” Indian Institute of Foreign Trade, New Delhi
4. P.K.Khurana Export Management, Galgotia Publication, New Delhi
5. Jeevanandam C “Foreign Exchange: Practices Concepts and control” Sultan Chand Publications

Department of Studies in Business Administration

Semester IV

DSE6: Marketing Analytics

Course Title: : Marketing Analytics	Course code: 24MBA4E6FL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

- Comprehend the concept of marketing analytics and various analytical modelling.
- Understand the marketing segmentation and various business strategy.
- Understand the dynamics of product, service and price analytics.
- Evaluate the promotion budget and allocation.
- Understand the analytics in action.

Unit	Description	Hours
1	Concept and Marketing Insight Concept of marketing analytics, analytical modelling and metrics in marketing, Marketing Insight: sources of market data, market sizing, porter five forces analysis, STEEPLE model.	12 Hours

2	Market Segmentation and Business Strategy Market segmentation: market segmentation, target market, marketing positioning. Business strategy: strategic scenarios and strategic decision models, business forecasting, predictive analytics in marketing, data mining, balanced scorecard, critical success factors.	12 Hours
3	Product, Service and Price Analytics Product and Service Analytics: Conjoint analysis, portfolio resource allocation, decision tree models, product and service metrics, attribute preference testing. Price analytics: pricing techniques and assessments, price metrics, profitable pricing, price discrimination	12 Hours
4	Promotion and Distribution Analytics Promotion Analytics: Promotion budget estimation and allocation, promotion metrics for traditional and social media marketing. Distribution Analytics: Designing distribution channel, channel evaluation and selection, managing conflicts and control in channels.	12 Hours
5	Sales Analytics and Analytics in Action Sales Analytics: Consumer sales process, e-commerce sales model, prescriptive marketing sales metrics, profitability metrics, support metrics. Analytics in Action: Rapid decision models, metrics in marketing campaigns, excel excellence, data driven presentations	12 Hours

References:

1. Sorger, S. (2013), Marketing Analytics: Strategic Models and Metrics, Admiral Press.
- Winston, W.L. (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, First Edition.
- Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A. (2010). Marketing (14th ed.). Mc Graw Hill.
- Grewal, D., & Levy, M. (2022). Marketing (8th ed.). McGraw-Hill Education.
- Kapoor, N. (2021) Principles of Marketing, Prentice Hall of India.
- Kotler, P., Keller, K L., & Chernev, A. (2022). Marketing Management (16th Edition). Pearson Education.
- Kotler, P., Armstrong, G. & Agnihotri, P. (2018). Principles of Marketing (17th Edition), Pearson Education. Indian edition.
- Sharma, K., & Swati Aggarwal. (2021). Principles of Marketing. Taxmann Publications.

Department of Studies in Business Administration
Semester IV
DSE7: HR Analytics

Course Title: : HR Analytics	Course code: 24MBA4E7FL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

- understand role of analytics in human resource management.

- develop knowledge about HR metrics and types of analytics in HR.
- critically analyse the HR effectiveness and its impact on employee life cycle & experience.
- analyse data driven insights out of HR analytics.
- help in implementation of predictive modelling and dashboards in HR

Unit	Description	Hours
1	Introduction to HR Analytics Evolution of HR analytics, challenges with HR Analytics, strategic focus on HR Analytics; Common pitfalls of HR Analytics; HR analytics process and skill-set needed in HR analytics team.	05 Hours
2	Approaches to Data Analytics Current approaches to measuring HR; Strategic HR metrics versus Bench marking; HR scorecards & workforce scorecards; Types of analytics in HR- descriptive, predictive and prescriptive; HR analytics framework.	15 Hours
3	Dynamics of HR Metric People analytics cycle, employee lifecycles and employee experiences, performance- and succession management; Agile framework; HR value chain; Metrics to measure HR effectiveness; Factors driving employee turnover, link between engagement and performance; Competitive edge and HR analytics.	10 Hours
4	- Data Mining Techniques Data analysis, data visualization techniques and effective utilization using tools; Common pitfalls associated with data visualization; Driving insights out of HR analytics.	15 Hours
5	Decision Making Based on Analytics Data driven culture in an organization; Implementation of predictive modelling; Importance of predictability in fulfilling strategic objectives; Effective HR dashboards.	15 Hours

References:

- 1. Edwards, M. & Kirsten Edwards, K. (2016). *Predictive HR Analytics: Mastering the HR Metric*. Kogan Page.
- Isson, J.P. Harriott & J.S. (2016). *People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent*. John Wiley & Sons.
- James, E.R. (2017). *Business Analytics*. UK: Pearson Education Limited.
- Van, Wieren S. (2017). *Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish*. Technics Publications LLC

Department of Studies in Business Administration
Semester IV
DSE8: Financial Analytics

Course Title : Financial Analytics	Course code: 24MBA4E8FL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours

Summative Assessment Marks: 70	
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Course Outcomes (CO's):

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

- understand role of analytics in finance.
- develop knowledge about business valuation and types of methods used in valuation.
- apply predictive modelling techniques in analyzing financial data for decision making.
- understand derivative pricing and role of real options in business decisions.
- develop a sound investment strategy considering market and credit risk.

Unit	Description	Hours
1	Introduction to Financial Analytics Definition, relevance and scope financial Analytics, recent trends in financial analytics, Concept of Primary Data and Secondary Data, Concept of Supervised and Unsupervised learning.	05 Hours
2	Business Valuation Analytics Financial and Cost Modelling using Spreadsheets, Company Business Model Analysis, Company Profitability Analysis, Product Profitability Analysis, Financial Statements and Projections - Discounted Cash Flow Analysis, Comparable Company Analysis, Precedent Transactions Analysis etc.	15 Hours
3	Predictive Analysis in Finance Simple linear regression: coefficient of determination, significance tests, residual analysis, confidence and prediction intervals. Multiple linear regression: coefficient of multiple coefficients of determination, interpretation of regression coefficients, categorical variables, heteroscedasticity, multi-collinearity, outliers, autoregression and transformation of variables, stock prices forecasting models using machine learning	10 Hours
4	Derivative Pricing Issues regarding derivative markets, Brownian motion, Black-Sholes model, Monte-Carlo simulation. Use of real options for better financial decisions- Growth (or expansion) options, Abandonment options, Investment timing options and flexibility (input/output) options.	15 Hours
5	Unit-V - Portfolio Analytics Modelling Volatility and Risk: Characteristics of volatility. Modelling volatility using ARCH/GARCH models. Measuring and modelling risk. application of Value at Risk (VaR), building an optimum portfolio. develop a sound investment strategy considering market and credit risk. Credit Risk Modelling-Firm wide Risk, Business Risk, Non-Business Risk, building blocks of making a credit default model, Statistical Models in Credit Risk Measurement.	15 Hours

References:

- Liu, S., & Sathye, M (2021). Financial Statistics and Data Analytics, (Eds.)
- <https://doi.org/10.3390/books978-3-03943-976-8>
- James, E.R. (2017). Business Analytics. UK: Pearson Education Limited.
- Hull, J. C., & Basu, S. (2022). *Options futures and other derivatives*. 11th Edition Pearson Education India.
- Brigham, E. F., & Houston, J. F. (2021). *Fundamentals of financial management*. 16th Edition Cengage Learning.
- Gujarati, D., Porter, D., & Gunasekar, S., *Basic Econometrics* 5th Ed, McGraw Hill Education
- Brooks, C., *Introductory Econometrics for Finance* 3rd Ed, Cambridge University Press
- Wooldridge, J., *Introductory Econometrics – A Modern Approach* 5th Ed, South Western Publication

Department of Studies in Business Administration
Semester IV
DSE9: Time Series Analytics

Course Title: : Time Series Analytics	Course code: 24MBA4E9FL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

- Discuss the basics of Time Series Data.
- Evaluate Stationary Time Series Models.
- Test and analyze the Stationary Time series.
- Model volatility using Time series.
- Examine cointegration and error correction among time series data.
- Analyze, Model and Forecast using time series data.

Unit	Description	Hours
1	Difference Equations Time series models, Difference equations and their solutions, solution by iteration, an alternative solution methodology, the cobweb model, solving homogeneous difference equations, particular solutions for deterministic processes, the method of undetermined coefficients, lag operators	10 Hours
2	Stationary Time Series Models Stochastic difference equation models, ARMA models, stationary restrictions for ARMA(p,q) model, autocorrelation function, partial autocorrelation function, sample autocorrelations of stationary series, box-jerkins model selection, properties of forecasts, model of interest rate spread, seasonality, parameter instability and structural change.	12 Hours
3	Models with Trend Deterministic and Stochastic trends, removing the trend, unit roots and regression residuals, Monte- Carlo method, Dickey-Fuller tests: examples and extensions, structural change, power and the deterministic regressors, test with more power, panel unit root tests, trends and univariate decompositions.	12 Hours
4	Modelling Volatility Economic time series: the stylized facts, ARCH processes, ARCH and GARCH estimates of inflation, examples of GARCH models, A GARCH model of risk,	13 Hours

	ARCH-M model, additional properties of GARCH processes, maximum likelihood estimation of GARCH models, other models of conditional variance, Multivariate GARCH	
5	Difference Equations Time series models, Difference equations and their solutions, solution by iteration, an alternative solution methodology, the cobweb model, solving homogeneous difference equations, particular solutions for deterministic processes, the method of undetermined coefficients, lag operators	10 Hours

References:

- Anderson (2011). *The Statistical Analysis of Time Series*. Wiley.
- Brockwell, P.J. & Davis, R.A. (2016). *Introduction to Time Series and Forecasting*. Springer, Third Edition.
- Chatfield, C. (2003). *The Analysis of Time Series: An Introduction*. Chapman & Hall, Sixth Edition.
- Enders W. (2014). *Applied Econometric Time Series*. John Wiley & Sons, Inc., Fourth Edition.
- Hamilton, J.D. (2012). *Time Series Analysis*. Princeton University Press.
- Mills, T.C. & Markellos, R.N. (2008). *The Econometric Modelling of Financial Time Series*. Cambridge University Press, Third Edition.
- Shumway, R.H. & Stoffer, D.S. (2013). *Time Series Analysis and Its Applications: With R Examples*. Springer.
- Tsay, R.S. (2014). *Analysis of Financial Time Series*. Wiley, Third Edition

Department of Studies in Business Administration
Semester IV
DSE10: Predictive Analytics

Course Title: : Predictive Analytics	Course code: 24MBA4E10FL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

- Gain skills in understanding predictive models.
- Analyze metric data and get an overview of statistical tests
- Gain skills in building predictive models.
- Recognise the process of hypothesis testing and model evaluation.
- Use Linear and Logistic Regression for Model Estimation.
- Apply predictive models to solve business problems.

Unit	Description	Hours
1	Introduction Classification & prediction, Key ingredients of predictive models, Goals of a regression analysis. Regression models, Data in a regression analysis.	05 Hours
2	Data Preparation & Statistical Tests Analyzing the metric data: Measures of central tendency, measures of dispersion, data distribution, histogram analysis, outlier analysis, correlation analysis. Attribute Reduction Methods: Univariate Analysis, Correlation-based Feature Selection, Attribute Extraction: Principal Component Analysis. Overview of statistical tests: Categories, one-tail and two-tail, Type I and Type II errors, interpreting significance results.	10 Hours

3	Model Development Model Development: Data partition, Attribute reduction, model construction, model validation, hypothesis testing, results interpretation, cross-validation.	10 Hours
4	Hypothesis Testing & Model Evaluation Steps in Hypothesis Testing, Statistical testing, model-comparison tests. Performance measures for categorical and continuous dependent variables, ROC analysis.	10 Hours
5	Linear and Logistic Regression Model Estimation Simple Linear Regression, Multiple Regression, Logistic Regression Overfitting, Model Tuning & Class Imbalance.	25 Hours

References:

1. Chatterjee, S. & Hadi, A. (2012). *Regression Analysis by Example*, John Wiley, Fifth Edition.
- Frees, E. E, Derrig, E. W. & Meyers, G. (2014). *Predictive Modeling Techniques in Actuarial Science, Vol. I: Predictive Modeling Techniques*. Cambridge University Press.
 - Kuhn, M. and Johnson, K. (2013). *Applied Predictive Modelling*, Springer Verlag.
 - Larose, D.T. & Larose, C.D. (2016). *Data Mining and Predictive Analytics*. Wiley.
 - Malhotra, R. (2016). *Empirical Research in Software Engineering: Concepts, Analysis & Applications*, CRC press.
 - Mayor, E. (2015). *Learning Predictive Analytics with R*, Packt Publishing.
- Sarma, K.S. (2013). *Predictive Modeling with SAS Enterprise Miner: Practical Solutions for Business Applications*, SAS Institute, Second Edition.
- Strickland, J. (2014). *Predictive Modeling and Analytics*, Lulu.com.
 - Weisberg, S. (2014). *Applied Linear Regression*, Wiley, Fourth Edition.

Department of Studies in Business Administration
Semester IV
DSE6: SOCIAL MEDIA MARKETING

Course Title: SOCIAL MEDIA MARKETING	Course code: 24MBA4E6GL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's): At the end of the course, students will be able to:

- To understand and estimate the mindset of online consumer and design strategies to enhance Consumer Digital Marketing Experiences.

Unit	Description	Hours
1	Introduction – Evolution of Digital Marketing, Importance, Scope, The Digital Consumer & Communities Online, Digital Marketing Landscape.	10 Hours
2	Affiliate Marketing: Affiliate Marketing & Strategic Partnerships, Affiliate Marketing Networks, Promoting the Affiliate Products, Social Affiliate, Email Marketing, Content Strategies	10 Hours
3	Affiliate Marketing: Affiliate Marketing & Strategic Partnerships, Affiliate Marketing Networks, Promoting the Affiliate Products, Social Affiliate, Email Marketing, Content Strategies.	14 Hours
4	Analytics: CRM & CX in Digital Marketing-Digital Marketing, Data and Analytics-Social Listening- Web Analytics.	14 Hours
5	Integrating Digital & Social Media: Social Media Analytics – Mobile Marketing – Integrating Digital and Social Media Strategies.	12 Hours

References:

- Michael Solomon and Tracy Tuten, Social Media Marketing, Pearson,2013
- Social Media Marketing for Beginners: Create Successful Campaigns, Gain more Fans and boost sales from any social network by F.R.Media, 2/e, June 2014
- Jan Zimmerman and Deborah Ng. Social Media Marketing All in one for Dummies, 2012
- Douglas A.Norman, The Design of Everyday Things, Apr, 2011
- Jack Z.Scissors and Roger B.Baron Advertising Media Planning, 2010
- Bhatia Punit, Fundamentals of Digital Marketing, Pearson, 2017
- Ian Doodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaign, Wiley, 2016.
- New Product Policy & Plans, Yoram Wind 7 Lead Users, Eric Von Hippel

Department of Studies in Business Administration
Semester IV

DSE7: DIGITAL MEDIA PLANNING AND EXECUTION

Course Title: DIGITAL MEDIA PLANNING AND EXECUTION	Course code: 24MBA4E7GL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

- To understand Media Planning, Strategy and Management with reference to current business scenario.
- To know the basic characteristics of all media to ensure most effective use of advertising budget.
- To provide an insight on Media Planning, Budgeting, Scheduling and Evaluating the Different Media Buys.

Unit	Description	Hours
1	Overview of Media and Media Planning: Meaning of Media & Features of Media, Meaning of Media Planning, Scope of Media planning, Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning.	10 Hours

	<p>Media Research: Meaning, Role and Importance. Sources of Media Research: Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen's Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CIB Listenership Survey.</p>	
2	<p>Media Mix and Media Strategy: MEDIA MIX: a) Meaning, Need for Media Mix, Identifying Audience for Mass Media, Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix. b) Media Choices: Print Meaning- Factors Affecting Selection of Print Media Decisions, Types of Print Media, Advantages and Limitations. Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations. Radio- Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations. Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations. c) Emerging Media: Online, Mobile, Gaming, In flight, In Store, Interactive Media. MEDIA STRATEGY: Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components. Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.</p>	10 Hours
3	<p>Media Budgeting, Buying & Scheduling: a) Media Budget: Meaning. Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing, Frequency of Purchase. Importance of Media Budget. Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning. b) Media Buying: Meaning, Role of Media Buyer, Objectives of Media Buying. Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy. Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback. Criteria in Media Buying.</p>	14 Hours
4	<p>Developments in International Marketing: a) Media Measurement: Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach. Television Metrics: Dairy v/s People meter, TRP/TVR, Program Reach & Time Spent, Stickiness Index, Ad Viewership. Radio Metrics: Arbitron Radio Rating. Print Metrics: Circulation, Average Issue Readership (AIR), Total or Claimed Reader, Sole or Solus reader. OOH Metrics: Traffic Audit Bureau(TAB) b) Benchmarking Metrics: Share, Profile, and Selectivity Index. c) Plan Metrics: Gross Rating Points (GRP), Gross Impressions (GI), Share</p>	14 Hours

	of Voice (SOV).	
5	<p>Developments in International Marketing:</p> <p>Evaluating Media Buys: Evaluating Television Media Buying: Dysfunctional Card Rate, Secondary and Effective Rate, Deal Composition, Cost Per Rating Point (CPRP), Reach Delivered by the Buy, Visibility Spots, Bonus Percentage, Upgrades and Spot Fixing, Sponsorships. Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, CostPer Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations. Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys.</p>	12 Hours
<p>References:</p> <ul style="list-style-type: none"> • Dewdney A. & Peter R. 2014. <i>The Digital Media Handbook</i>. 2nd Edition. Routledge. Oxon. • Lipshultz, J.H. 2014. <i>Social Media Communication: Concepts, Practices, Data, Law</i>. New York: Routledge. • Sharma, R., (2015). „Media Literacy and Governance: A study of Sangrampur Block in Bihar“. In <i>Democracy and Good Governance: Reinventing the Public Service Delivery System in India</i>, RumkiBasu, M. BadrulAlam and Furqan Ahmad. (eds.). India: Bloomsbury. • Thussu, D. K. 2010. <i>International Communication: A Reader</i>. London: Routledge. • Sreberny, A. 1997. <i>Media in global context: A reader</i>. London: Arnold. • Seargent, P. and Tagg, C. 2014. <i>The Language of Social Media: Identity and Community on the Internet</i>. New York: Palgrave Macmillan. • Grant, A.E. & Wilkinson, J. 2009. <i>Understanding Media Convergence: The State of the Field</i>. United Kingdom: Oxford University Press • Silverblatt, A, Yadav, Anubhuti&Kundu, V. (2022). <i>Media Literacy: Keys to Interpreting Media Messages</i> (Indian Edition) 		

Department of Studies in Business Administration
Semester IV
DSE8: E-COMMERCE

Course Title: E-COMMERCE	Course code: 24MBA4E8GL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's): At the end of the course, students will be able to

1. Understand the technological aspects of E-Commerce
2. Realise the consumer orientation towards E-Commerce
3. Identify threats in E-Commerce

Unit	Description	Hours
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1	E-commerce and its Technological Aspects: Overview of developments in Information Technology and Defining E-Commerce: The scope of E-commerce, Electronic Market, Electronic Data Interchange, Internet Commerce, Benefits and limitations of E-Commerce, Produce a generic framework for E-Commerce, Architectural framework of Electronic Commerce, Web based E Commerce Architecture.	10 Hours
2	Consumer Oriented E Commerce E-Retailing: Traditional retailing and e-retailing, Benefits of e retailing, Key success factors, Models of e retailing, Features of e retailing. E services: Categories of e-services, Web-enabled services, matchmaking services, Information-selling on the web, e entertainment, Auctions and other specialized services. Business to Business Electronic Commerce	10 Hours
3	Electronic Data Interchange: Benefits of EDI, EDI technology, EDI standards, EDI communications, EDI Implementation, EDI Agreements, EDI Security. Electronic Payment Systems, Need of Electronic Payment System: Study and examine the use of Electronic Payment system and the protocols used, Study Electronic Fund Transfer and secure electronic transaction protocol for credit card payment. Digital economy: Identify the methods of payments on the net – Electronic Cash, cheques and credit cards on the Internet.	14 Hours
4	Security in E Commerce: Threats in Computer Systems: Virus, Cyber Crime Network Security: Encryption, Protecting Web server with a Firewall, Firewall and the Security Policy, Network Firewalls and Application Firewalls, Proxy Server. (CMS) Issues, Optimizing Flash, Best Practices for Multilanguage/Country Targeting.	14 Hours
5	Issues in E Commerce: Understanding Ethical, Social and Political issues in E-Commerce: A model for Organizing the issues, Basic Ethical Concepts, Analyzing Ethical Dilemmas, Candidate Ethical principles Privacy and Information Rights: Information collected at E-Commerce Websites, The Concept of Privacy, Legal protections Intellectual Property Rights: Types of Intellectual Property protection, Governance.	12 Hours

References:

- Elias. M. Awad, " Electronic Commerce", Prentice-Hall of India Pvt Ltd.
- RaviKalakota, Andrew B. Whinston, "Electronic Commerce-A Manager's guide", Addison-Wesley.
- Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Commerce–A ManagerialPerspective", Addison-Wesley.
- Elias M Award, "Electronic Commerce from Vision to Fulfilment", 3rd Edition, PHI, Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3RDEdition, Pearson Education.

Dept Name: Department of Studies in Business Administration
Semester IV

DSE9: SEARCH ENGINE MARKETING

Course Title: SEARCH ENGINE MARKETING	Course code: 24MBA4E9GL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours

Summative Assessment Marks: 70	
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Course Outcomes (CO's):

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

1. Know the importance of SEM
2. Set up SEM Campaigns
3. Develop SEM Tools and Automation

Unit	Description	Hours
1	<p>Introduction to Search Engine Marketing: Overview of SEM. What is Search Engine Marketing? Importance of SEM in Digital Marketing. Difference between SEM, SEO, and PPC. Understanding Search Engines. How search engines work. Organic vs. Paid results. Key search engine platforms: Google, Bing, Yahoo. SEM Terminologies. CPC, CTR, Quality Score, Conversion Rate, etc.</p> <p>Google Ads Basics: Introduction to Google Ads. Types of Google Ads campaigns. Google Ads account setup. Interface overview and navigation. Campaign Types, Search campaigns. Display campaigns, Shopping ads. Video campaigns (YouTube Ads). Performance Max campaigns. Keyword Research. Importance of keywords in SEM. Keyword research tools (Google Keyword Planner, SEMrush, etc.). Long-tail vs. short-tail keywords.</p>	10 Hours
2	<p>Setting Up SEM Campaigns: Search Campaign Creation. Writing effective ad copy. Creating ad groups and selecting keywords. Using match types: Broad, Phrase, Exact, Negative. Display Campaign Creation. Designing image and responsive ads. Targeting options: Audience, demographics, interests. Bid Strategies, Manual CPC vs. Automated bidding. Enhanced CPC, Target CPA, Target ROAS.</p> <p>Optimization Techniques: Quality Score Optimization. Factors affecting Quality Score: CTR, Ad Relevance, Landing Page Experience. Landing Page Optimization. Creating user-friendly, mobile-optimized landing pages. A/B testing for landing pages. Ad Extensions. Types of extensions: Sitelinks, Callouts, Structured Snippets.</p>	10 Hours
3	<p>Analytics and Performance Tracking: Introduction to Google Analytics. Setting up and linking Google Analytics with Ads. Tracking conversions and goals. Analyzing Campaign Performance. Understanding metrics: Impressions, clicks, conversions. Using reports for insights (Search Query Report, Auction Insights). Campaign Optimization. Improving CTR, CPC, and conversion rate. Identifying and pausing underperforming keywords.</p> <p>Advanced SEM Strategies: Remarketing Campaigns. Understanding remarketing. Setting up audience lists. Dynamic remarketing with display ads. Competitor Analysis. Tools for competitor analysis (SpyFu, Ahrefs, SEMrush). Building strategies to outrank competitors. Geo-Targeting and Local Search Ads. Importance of location-based targeting. Setting up and optimizing local ads.</p>	14 Hours
4	<p>Bing Ads and Other Platforms: Overview of Bing Ads. Setting up Bing Ads account. Importing campaigns from Google Ads. Advertising on Other Platforms, Yahoo Ads. DuckDuckGo Advertising.</p> <p>Budgeting and ROI in SEM: Budget Allocation. How to set and manage ad budgets. Daily vs. monthly budgets. Measuring ROI in SEM. Calculating ROI for SEM campaigns. Optimizing for profitability.</p>	14 Hours

5	<p>SEM Tools and Automation: Tools for SEM Management. SEMrush, Ahrefs, Spy Fu, and Uber suggest. Using Google Ads Editor. Automation in SEM. Using scripts for automation. Smart bidding and AI-powered features.</p> <p>SEM Best Practices and Trends: SEM Best Practices. Ad copywriting tips. Avoiding common SEM mistakes. Emerging Trends in SEM. Voice search and its impact. AI and machine learning in SEM.</p>	12 Hours
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References:

- **SEO 2024 by Adam Clarke** - This book covers the latest SEO strategies and techniques to improve your website's visibility and ranking on search engines.
- **The Art of SEO by Eric Enge, Stephan Spencer, and Jessie Stricchiola** - A comprehensive guide to mastering search engine optimization.

Semester IV

DSE10: SEARCH ENGINE OPTIMIZATION (SEO)

Course Title: SEARCH ENGINE OPTIMIZATION (SEO)	Course code: 24MBA4E10GL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's): At the end of the course, students will be able to:

- To understand basics of SEO and how search engines work
- To learn the steps you need to prepare for, execute, and evaluate SEO initiatives.
- To examine a number of advanced strategies and tactics

Prerequisites: Basic concepts Web Application development

Unit	Description	Hours
1	Introduction to The Search Engines: The Mission of Search Engines, The Market Share of Search Engines, The Human Goals of Searching, Determining Searcher Intent: A Challenge for Both Marketers and Search Engines. How People Search, How Search Engines Drive Commerce on the Web, Eye Tracking: How Users Scan Results Pages, Click Tracking: How Users Click on Results, Natural Versus Paid.	10 Hours
2	Search Engine Basics: Understanding Search Engine Results, Algorithm-Based Ranking Systems: Crawling, Indexing, and Ranking, Determining Searcher Intent and Delivering Relevant, Fresh Content, Analysing Ranking Factors, Using Advanced Search Techniques, Vertical Search Engines, Country-Specific Search Engines.	10 Hours
3	Keyword Research: The Theory Behind Keyword Research, Traditional Approaches: Domain Expertise, Site Content Analysis, Keyword Research Tools, Determining Keyword Value/Potential ROI, Leveraging the Long Tail of Keyword Demand, Trending, Seasonality, and Seasonal Fluctuations in Keyword Demand	14 Hours
4	Developing an SEO-Friendly Website: Making Site Accessible to Search Engines, Creating an Optimal Information Architecture, Root Domains, Subdomains, and Microsites, Optimization of Domain Names/URLs, Keyword Targeting, Content Optimization, Duplicate Content Issues Controlling Content with Cookies and Session IDs, Content Delivery and Search Spider Control, Redirects, Content Management System (CMS) Issues, Optimizing Flash, Best Practices for Multilanguage/Country Targeting.	14 Hours

5	<p>Optimizing for Vertical Search: The Opportunities in Vertical Search, Optimizing for Local Search, Optimizing for Image Search, Optimizing for Product Search, Optimizing for News, Blog, and Feed Search, Others: Mobile, Video/Multimedia Search</p> <p>Tracking Results and Measuring Success: Why Measuring Success Is Essential to the SEO Process, Measuring Search Traffic, Tying SEO to Conversion and ROI, Competitive and Diagnostic Search Metrics, Key Performance, Indicators for Long Tail SEO</p>	12 Hours
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References:

- Eric Enge, Stephan Spencer, Rand Fishkin, Jessie C Stricchiola, “The Art of SEO: Mastering Search Engine Optimization”, O’Reilly Media, October, 2009
- David Amerland, Google Semantic Search, Pearson
- Jerri L. Ledford, “SEO: Search Engine Optimization Bible”, 2nd Edition, Wiley India, April, 2009
- John I Jerkovic, “SEO Warrior: Essential Techniques for Increasing Web Visibility”, O’Reilly

Department of Studies in Business Administration

Semester-IV

DSE6: FAMILY BUSINESS MODELS

Course Title: Family Business Models	Course code: 24MBA4E6HL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand family business development dimensions
2. Appreciate the importance of family business types
3. Know the importance of transition and change

DSE6: FAMILY BUSINESS MODELS

Unit	Contents	Hours
1	Family Business Development Model: Introduction of Family Business – Conceptual Models of Family firms. Three dimension development Model. Ownership Development Dimension. Family Developmental Dimensions. Business Developmental Dimensions. Modelling for Family Business.	10
2	Family Business Types: Family Business types and traditional forms of family business. Founders and the Entrepreneurial experiences. Growth and Evolution of Family Business. Complexity of family enterprise. Diversity of successions.	10
3	Narcissism, Envy and Myths in Family Firms: Personality types: Managerial implications of dysfunctional narcissism. Meaning and Importance of Individuation. Power of envy. Role of family myths and impact of family myths on family business. Characteristics of founder. Common defensive structures in founder.	12
4	Leadership Transition: Options for tackling succession problem. Inheritance. Psychological pressure on new leaders. Systematic view of business family. Family system proposition. Family scripts and rules. Diagnosing family entanglements.	12
5	Transition and Change: Lewin's idea of change. Model of individual change. Process of change within organization. Change process in families. Family focus	12

Role play on Family Business planning.
References 1. Gurnani P.S. (2016); Women Entrepreneurship: Emerging Dimension of Entrepreneurship in India; Edu-Creation Publication; New Delhi. 2. Maura McAdam (2013); Female Entrepreneurship; Routledge, London. 3. Rao M.B. & Talluri S. (2018); Micro, Small and Medium Enterprises: MSME; K.Y Publication. 4. F.R. Kets de Vries, Randel S. Carlock, Elizabeth Florent (2007); Family Business on the Couch V A psychological perspective; Wiley Publisher. 5. R. Srinivasan, C.P. Lodha (2017); Strategic Marketing and Innovation for Indian MSMEs; Springer.

Department of Studies in Business Administration

Semester-IV

DSE7: START-UP MANAGEMENT IN URBAN, RURAL AND METROPOLITAN SETUP

Course Title: Start-Up Management In Urban, Rural And Metropolitan Setup	Course code: 24MBA4E7HL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Develop a detail understanding about the skill set expected from an aspiring entrepreneur and key areas and elements of entrepreneurial ecosystem to be considered.
2. To be equipped with knowledge to prepare operational and financial plans, convert plans into result - oriented actions, including fund raising, deployment and optimization of costs.

DSE7: START-UP MANAGEMENT IN URBAN, RURAL AND METROPOLITAN SETUP

Unit	Contents	Hours
1	Start Up Village Entrepreneurship Programme: Deendayal Antyodaya Yojana – National Rural Livelihoods Mission, New Enterprise Development, Support for existing enterprises, Block level activities, Other project activities. Rural Entrepreneurs, Self-help groups. MUDRA Banking. Agribusiness Start-ups – Seed and variety development, Sustainable marketing, Collaboration with Multinationals.	12
2	Start-up in Urban and Metropolitan Setup: Supply chain management, Venture capitalists, Angel Investors, Supply chain designing, Sourcing and Optimization, Logistics Management, Business Process Modelling and ERP, Lean Management, SCM for E-Commerce, Business Dynamics Modelling and Simulation	10
3	Business Model Canvas and Business Plan development: Social	12

	Entrepreneurship and Innovation, Entrepreneurship in Action (Practice based), Entrepreneurial Leadership, Technology for Start-ups and Family Businesses, Corporate Entrepreneurship, Business Plan Development, Global entrepreneurship Monitor.	
4	Entrepreneurship Ecosystem in India: Entrepreneurship in Action – II (Practice based), Managing and Growing Family Enterprises, Financial Management for Entrepreneurs, Make- in-India, SAMRIDH Scheme, innovation and Technology, Global Innovation Index, Employment generation, Intellectual property protection.	10
5	Business Process Improvement: Strategic Quality Management, World Class Manufacturing, Business Analytics for SCM, Training and Development programs for the First Generation Entrepreneurs, Knowledge and Technology Sharing, , Big Data Analytics, Descriptive Analytics and Data Visualization, Analytics Applications in Functional Areas, Data Warehousing and Data Mining, Business Intelligence.	12

References

1. Entrepreneurship and small business management. Gupta, C. B., & Khanka, S. S.(2003). Sultan Chand & Sons, New Delhi.
2. The process of social value creation: A multiple-case study on social entrepreneurship in India. A. Singh, (2016). Springer.
3. Social entrepreneurship in India: Quarter idealism and a pound of pragmatism. M.Shukla, (2020). Sage Publications Pvt. Limited.
4. Social entrepreneurship: Working towards greater inclusiveness. R.K.R.Kummitha, R.
5. K. R. (2016). SAGE Publications India.
6. Entrepreneurship development. S. Sharma(2021). PHI Learning Pvt. Ltd.

Department of Studies in Business Administration

Semester-IV

DSE8: MANAGING CONFLICT IN FAMILY BUSINESS AND TEAM WORK

Course Title: Managing Conflict In Family Business And Team Work	Course code: 24MBA4E8HL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Familiarize and identify the ways of managing conflicts in the family business.
2. Demonstrate and apply the leadership styles in the business.
3. Distinguish between suitability of alternative forms of business organisations for chosen family business.

DSE8: MANAGING CONFLICT IN FAMILY BUSINESS AND TEAM WORK

Unit	Contents	Hours
1	Conflict in Family Business: Concept, Difference in a family business conflict and non- family organization, Constructive or Destructive Impact of Family Ownership, Common Pattern of Conflict, Causes of Conflict, Consensus of Conflict in Family Business, Resolving Family Business Disputes, Case Studies.	10

2	Family Business Leadership: Introduction, Leadership Challenges in Family Business, Evolving Strategies and leadership Role, Leader Legacy, Approaches to Family Leadership, Structure of Family Leadership, Responsibilities of Leadership Job, Difference between Family and Corporate Leadership, Family Democracy vs Meritocracy, Obtaining Honest Feedback, Defining and Measuring Success, Case Studies.	12
3	Developing Next Generation Family Leader: Leadership and Religion in Family Business, Succession in Family Business through Authentic Leadership, Family Entrepreneurial Leadership Transition to the Second Generation, Challenges of Family Leadership, Familial Values & Professionalization, Structure and next generation Leaders preparation	10
4	Teamwork in the Family Business: Introduction, Strategies for Building Team, Starting points. The growing trend toward teams and partnership, Steps to creating a team atmosphere, Sibling Partnerships-Tasks and pitfalls in a sibling partnership, Pros and cons of sibling partnerships, Cousin Consortiums-Building a working relationship among cousins, Husbands and Wives Common threads of successful spouse teams, beating the stresses of mom-and- pop partnerships, Case Studies.	12
5	Building Better Executive Teams: Strategies that encourage co-leadership, teaming up with hired managers, Creating Employee Work Teams-form, inspire, lead and support teams in the workplace, Encouraging teamwork and rewarding team performance, Identification of potential team players, Bringing the Family Team Together-Understanding stages of ownership evolution, Strategies to compensate family shareholders and Settling dispute , Successful Family Business Teams- Overcoming obstacles to good communications, Maintaining trust among all family members and Resolving conflicts, Practical Tools for Achieving Teamwork -Partnership charters, Case Studies.	12

References

1. K. Rhodes, D. Lansky (2013); Managing Conflict in the Family Business: Understanding Challenges at the Intersection of Family and Business; Palgrave Mcmillian, NY.
2. Álvarez, José Manuel, Palma-Ruiz, Jesús Manuel (2019); Handbook of Research on Entrepreneurial Leadership and Competitive Strategy in Family Business; IGI Global,USA.
3. Mark Daniell, Sara Hamilton (2010); Family Legacy and Leadership: Preserving TrueFamily Wealth in Challenging Times; John Wiley and Sons.
4. Pramodita Sharma, NunziaAuletta, Rocki-Lee DeWitt, Maria José Parada(2015); Developing Next Generation Leaders for Trans-generational Entrepreneurial Family Enterprises; Edward Elgar Publishing, UK.

Department of Studies in Business Administration

Semester-IV

DSE9: INNOVATION AND ENTREPRENEURSHIP

Course Title: Innovation And Entrepreneurship	Course code: 24MBA4E9HL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Appreciate and develop entrepreneurial attitude and prerequisites for becoming an entrepreneur.
2. Demonstrate creativity in identifying opportunities for business venture.

3. Distinguish between suitability of alternative forms of business organisations for chosen venture.
4. Familiarize with the procedures for establishing a business venture and necessary documentary and regulatory compliances and tax issues.
5. Display insights into procedure for and advantages of different IPR's. Relate and apply different strategies in support of a venture.
6. Develop and display soft skills for managing a team and provide leadership. Prepare projected financial statements and ratios for key indicators.

DSE9: INNOVATION AND ENTREPRENEURSHIP

Unit	Contents	Hours
1	Entrepreneurship: Meaning and objective. Entrepreneurship and its role in Economic Development. Entrepreneurial Traits and Mindset. Misconceptions and Myths about Entrepreneurship. Motivation for becoming an Entrepreneur. Entrepreneurship as a Career Option. Entrepreneurial Leadership. Creativity and Innovation. Bottlenecks to Creativity and innovation. Disruptive Technology and generating commercial value from Innovation; Sources of New Ideas, Techniques for generating Ideas. Accessing Business Potential of an Idea. Idea to Opportunity: Sources of Opportunity, Opportunity Recognition.	10
2	Types of New Ventures, Tax implications of various forms of Ventures. Procedures for setting up a Business in India. Entrepreneurship and Intellectual Property Rights (IPR): Patents, Trademarks and Copyrights. Business Plan: Purpose and Contents of a Business Plan. Marketing Plan: Need for Marketing Research, Industry Analysis, Competitor Analysis, Market Segmentation, Target Markets, Market Positioning, Marketing Mix, Marketing Plan and Market Strategy. Operation and Production Plan: Product Design and Specifications.	12
3	Types of Production Systems, Location and Layout Decisions, Plant and Technology Choices, Production Planning and Commercialization. Financial Plan: Assumptions underlying the Financial Statements. Budgeting. Preparation of projected Funds Flow and Cash Flow Statement, Profit and Loss Accounts / Income Statement and Balance Sheet. Key Financial Indicators: Break Even Analysis, Ratio Analysis, Valuation Methods, Sensitivity analysis. Financing of New Ventures: Stages of Financing, Sources of Finance – Seed Funding, Venture Capital Funding, Bank Funding, Lease Financing. Funding opportunities and Institutional Support in India for New Ventures. Managing Cash and Liquidity, Record Keeping, Performing Due Diligence	12
4	Launching a New Venture: Preparing Implementation Plan, Raising Resources, Leveraging Intellectual property, Organization Plan: Team Building for the New Venture, Designing Organizational Structure and Systems Building a Winning Team, Motivating and Inspiring the Team Members, Monitoring the Technological Trends, Pilot Testing, Understanding Markets, Market Strategies and Positioning. Managing Growth: Managerial Issues and Growth Strategies for New Ventures. Revival and Exit: Turnaround Strategies, Liquidation and Exit Strategies for Entrepreneurs.	12
5	Introduction to social enterprises, Social entrepreneurship – need, definition, characteristics and models. Social leadership, networks and external relationships, revenue models, Measures of performance of social enterprises, ISO 26000, Local problems and local solutions, Social audit, Issues in management of Social Enterprises.	10
References		

1. Kumar A (2012); Entrepreneurship; Pearson, 3 rd Edition.
2. Poornima M.CH (2006); Entrepreneurship Development: Small Business Enterprises; Pearson, 1 st Edition.
3. Kumar A., S.C. Poornima, M.K. Abraham, K. Jayashree (2011); Entrepreneurship Development; New Age International Publishers, 1 st Edition.
4. A.Sahay, M. S. Chhikara (2007); New Vistas of Entrepreneurship: Challenges&Opportunities; Excel Books, 1 st Edition.
5. R.K.R. Kummitha (2016); Social Entrepreneurship: Working towards GreaterInclusiveness; Sage Publications, 1st Edition.

Department of Studies in Business Administration

Semester-IV

DSE10: E BUSINESS AND ENTREPRENEURSHIP

Course Title: E Business and Entrepreneurship	Course code: 24MBA4E10HL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours

Summative Assessment Marks: 70	
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Course Outcomes (CO's):

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

1. Understand the basic concepts of e-business and entrepreneurship
2. Identify critical issues related to e-business and entrepreneurship
3. Analyse the process of innovation and industry disruption
4. Categorise different online business models.
5. Apply the e-business and entrepreneurship strategies for start up

DSE10: E BUSINESS AND ENTREPRENEURSHIP

Unit	Contents	Hours
1	Introduction to e-Business: Understand the definition, classification, development and the economic influence of the E business, Internet Marketing and e-Tailing	10
2	E-Business Models: Concept, Elements of e-Business Models, Classification to e-Business, E-Marketplace: concepts, Functions, e-Marketplace types and their features.	12
3	The Impact of E-Business on Different Fields and Industries: E-Tourism, Online Real Estate, Banking and Personal Finance Online. On-Demand Delivery Systems and E-Grocers.	12
4	Digital Entrepreneurship: Definition, Characteristics, New Opportunities and Challenges of digital entrepreneurship, the changing nature of careers as a result of disruption, digital innovation and opportunity, entrepreneurial competition.	12
5	Launching Online Business Projects: Understand the requirements for starting an online business from different perspectives, Describe the funding options available to startup, businesses, Understand the processes associated with managing Web site development, Know the techniques of search engine optimization, Evaluate Web sites on design criteria.	10

References

1. Jonathan R. J. E-Business A management perspective, Oxford University Press, New Delhi.
2. Kulkarni, P., Jahirabadkar, S. and Chande, P. E-Business. Oxford University Press, New Delhi.
3. 2. Allen, J. P. (2019). Digital entrepreneurship. Routledge, New York

Department of Studies in Business Administration

Semester-IV

GEC2: TEAM BUILDING AND PROBLEM SOLVING

Course Title: TEAM BUILDING AND PROBLEM SOLVING	Course code: 24MBA4G2AL
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Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 2 Hours
Summative Assessment Marks: 30	

Course Outcomes (CO's):

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

1. Recognize the different team development stages and behaviour
2. Master techniques to manage teams at each stage of development
3. Develop a range of great team building activities
4. Gain strategies & techniques to ensure effective & productive team meetings
5. Develop great team & facilitation skills.

GEC2: TEAM BUILDING AND PROBLEM SOLVING

Unit	Description	Hours
1	Introduction of team building; meaning and definition; nature of team building; types of teams: Inquiring Rationals, Authentic Idealists, Organized Guardians, Resourceful Artisans, The Trust/Relationship Model; types of teams; Tuckman's Fivestages of team development Forming, Storming, Norming, Performing, Adjourning, Forming an Effective Team.	5
2	Virtual team meeting- Scheduling, Objective and Agenda, Solicit Additional Topics in Advance, Status Report; right tool for virtual team building- Communication Software, Collaboration and Sharing Tools, Project Management Software, Use What Works for You and Your Team.	5
3	Team performance-Creative Thinking: Brainstorming, Brainwriting, Mindmapping, Six Thinking Hats; Solving Problems, Problem Identification, Decision Making, Planning & Organizing; Workshop Review; Team Action Plans.	5
4	Introduction; define problem; problem solving process- framing problems, identifying objectives, identifying problem causes; generating alternatives- legal policy.	7
5	Barriers to problem solving- cognitive constraints, social constraints, practical constraints, personal constraints;	8

References:

1. Problem solving, decision making and professional judgement, Paul Brest and Linda Hamilton Krieger, oxford university 2010.

Web Links:

2. <http://pdtraining.com.au/courses/team-leadership-training-courses>
3. <https://bookingsaus.professionaldevelopmenttraining.com/inhouseex1/quoterequestex1a.aspx>
4. <https://bookingsaus.professionaldevelopmenttraining.com/publicclassbooking.aspx?courseid=27>

Department of Studies in Business Administration
Semester-IV
GEC2: STRESS MANAGEMENT

Course Title: STRESS MANAGEMENT	Course code: 24MBA4G2BL
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 2 Hours
Summative Assessment Marks: 30	

Course Outcomes (CO's):

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

1. Recognize stress and how to manage.
2. Learn to use techniques to reduce stress at work.
3. Understand importance of physical education.

GEC2: STRESS MANAGEMENT

Unit	Description	Hours
1	Module :1 Introduction to stress: Meaning, Definition, Distress; nature of stress management; sources of stress- Psychological, Social, Environmental ,Academic, Family and Work stress	5
2	Module :2 Physical education; benefits of physical education; lifestyle factors that contribute to better health; tools to manage stress; nurturing environment.	7
3	Module :3 Types of stress: Acute stress, Episodic Acute stress and chronic stress, signs and Symptoms; impact of stress- Physiological Impact of stress, Psychological Impact of stress ,Social Impact of stress.	5
4	Module :4 Stress Response - 'Fight or Flight' Response, Stress warning signals; Stress and Coping- Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused.	5
5	Module :5 Stress Reduction Techniques- Autogenic Training 2. Biofeedback 3. Relaxation 4. Yoga and Meditation.	8
References:		
1. Stress Management for Healthy Living, unit 2, USC Dornsife physical education program.		



VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY

JNANASAGARA CAMPUS, BALLARI-583105

**Department of Studies in
Business Administration**

SYLLABUS

MBA
(IV Semester)

**With effect from
2024-25**



VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY

Department of Business Administration

Jnana Sagara, Ballari - 583105



Distribution of Courses/Papers in Postgraduate Programme I to IV Semester as per Choice Based Credit System (CBCS) Proposed for PG Programs

IV-SEMESTER

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				IA	Sem. Exam	Total	L	T	P		
FOURTH	DSE6	24MBA4E6AL	A. Services Marketing and CRM	30	70	100	4	-	-	4	3
		24MBA4E6BL	B Strategic HRM								
		24MBA4E6CL	C. Advanced Capital Budgeting								
		24MBA4E6DL	D. Actuarial Practices and Practices								
		24MBA4E6EL	E. Distribution Management for Global Supply Chain								
		24MBA4E6FL	F. Marketing Analytics								
		24MBA4E6GL	G. Social Media Marketing								
		24MBA4E6HL	H. Family Business Models								
	DSE7	24MBA4E7AL	A. Pharma Marketing/Management	30	70	100	4	-	-	4	3
		24MBA4E7BL	B. Cross Cultural Management								
		24MBA4E7CL	C. Risk Management and Financial Derivatives								
		24MBA4E7DL	D. Retail Banking, Rural Banking and Micro Finance								
		24MBA4E7EL	E. Green Supply Chain Management								
		24MBA4E7FL	F. H R Analytics								
		24MBA4E7GL	G. Digital Media Planning and Execution Strategy								
		24MBA4E7HL	H. Start-Up Management In Urban, Rural And Metropolitan Setup								
	DSE8	24MBA4E8AL	A. Healthcare and Hospital Management	30	70	100	4	-	-	4	3
		24MBA4E8BL	B. Work life Balance and Well-being								
		24MBA4E8CL	C. International Financial Management								
		24MBA4E8DL	D. Life, Health and General Insurance								
		24MBA4E8EL	E. Supply Chain Information System								
		24MBA4E8FL	F. Financial Analytics								
		24MBA4E8GL	G. E - Commerce Marketing								

	24MBA4E8HL	H. Managing Conflict In Family Business And Team Work								
DSE9	24MBA4E9AL	A. Food and Beverage Management	30	70	100	4	-		4	3
	24MBA4E9BL	B. Personal Growth and Interpersonal Effectiveness								
	24MBA4E9CL	C. Modern Portfolio Management								
	24MBA4E9DL	D. International Banking and Islamic Banking								
	24MBA4E9EL	E. Retail Logistics Management								
	24MBA4E9FL	F. Time Series Analytics								
	24MBA4E9GL	G. Search Engine Marketing								
	24MBA4E9HL	H. Innovation And Entrepreneurship								
DSE10	24MBA4E10AL	A. Hospitality and Tourism Management	30	70	100	4	-		4	3
	24MBA4E10BL	B. Leadership								
	24MBA4E10CL	C. Behavioural Finance								
	24MBA4E10DL	D. Treasury and Forex Management								
	24MBA4E10EL	E. International Trade Documentation Procedure								
	24MBA4E10FL	F. Predictive Analytics								
	24MBA4E10GL	G. Search Engine Optimisation								
	24MBA4E10HL	H. E Business and Entrepreneurship								
GEC2	24MBA4G2AL	A. Team Building and Problem Solving	20	30	50	2	-		2	2
	24MBA4G2BL	B. Stress Management								
	Project	24MBA4C1R	Research Project	30	70	100	-	-	8	4
Total Marks for IV Semester					650	22		8	26	
Grand Total Marks					2600					

Department of Studies in Business Administration
Semester-IV
DSE6: SERVICE MARKETING AND CRM

Course Title: SERVICE MARKETING AND CRM	Course code: 24MBA4E6AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand the Concept of Services and intangible products
2. Discuss the relevance of the services Industry to Industry
3. Examine the characteristics of the services industry and the modus operandi
4. Analyze the role and relevance of Quality in Services
5. Visualize future changes in the Services Industry
6. Understand the basic concepts of Customer relationship management.
7. Understand basics of operational Customer relationship management.

DSE6: SERVICE MARKETING AND CRM

Unit	Description	Hours
1	Nature and Scope of Services: meaning of services, unique characteristics, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries. Services Marketing Introduction, concept and evolution of services marketing, meaning of service marketing, myths encountered in services, need for service marketing, and growth in Services Marketing. Services Marketing Mix and Gaps Model: 7Ps of service marketing, service gaps framework, perceived service quality, models of service marketing	12
2	Service Design and Service Delivery: Service delivery process, service encounters and Moments of Truth, employee role in service delivery, service employee- criteria, importance and emotional approach, role of service provider, intermediaries involved in Service Process and Service Delivery. STP Strategy for Services: Need for segmentation of services, bases of segmentation services, segmentation strategies in service marketing, need for targeting and positioning of services, positioning strategies for services, positioning Through Product/Service Delivery Strategies, Positioning Through Pricing Strategies, Positioning Through Distribution Strategies, positioning through Sales Promotion and Advertising, Service Differentiation Strategies.	12
3	Consumer Behaviour in Services Marketing: Customer Expectations in Services, Service Costs Experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services, Concept of Customer Delight Service Development and Quality Improvement: Types of New Service Development and its Stages, Types of new services, Stages in new service	12

	development, Service Costs Incurred by the Service Provider, service Blue Printing, service Development – Need, Importance and as a Measure of Competitive Advantage, service Quality Dimensions, Service Quality Measurement and Service Mapping, Improving Service Quality and Service Delivery, Service Failure and Recovery.	
4	Marketing of Service: Overview of Different Service Sectors, Marketing of Banking Services, Marketing in Insurance Sector, Marketing of Education Services, Marketing of Tourism and Airlines, Tourism marketing, Airlines marketing, marketing of Hospitality Services, Healthcare Marketing, Social Service by NGOs, Marketing of Online Services, Marketing of Professional Services Emerging Issues in Service Marketing: Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing	10
5	Customer Relationship Management: Meaning and Definition of CRM, Importance of CRM, Concept and Growth of Relationship Marketing, Scope of Relationship Marketing, concept of Lifetime Customer and Customer Loyalty, Benefits and difficulties of CRM CRM Process and Implementation: Customer Development Process, customer Retention, Customer satisfaction, Importance of customer retention, Customer Retention Strategies, Customer Life Time Value, types of Relationship Management, CRM process for B2B markets Technological Support in CRM: technological Applications in CRM, types of Technological Applications in CRM, Customer Databases and Information Systems, Database Marketing Strategies, CRM Software Solutions for B2C and B2B Markets, Accounting Systems for Customer Acquisition and Retention Costs, Customer Loyalty and Profitability through Technology	10
References:		
<ol style="list-style-type: none"> 1. Service Marketing, Christopher, H. Lovelock, 5th Edition, Pearson, 2004 2. Service Marketing, Helen Woodruffe, Macmillan India, 1998 3. Service Marketing, Leonard Bery & Parasuran Free Press, 1999 4. Services Marketing, Valerie Ziethmal, Mary Jo Bitner, Mcgrow Hill International Edition, 1996 5. Services Marketing, Ravi Shankar, Excel books, 2002. 6. Customer Relationship Management-step by step approach, Peeru Mohammed, Vikas Publishing, 2003 7. Hand book of Relationship marketing, Jagadish N.sheth and Atul Parvatiyar, Response books, 2008 8. Customer Relationship Management Essentials, Gosney, Prentice Hall, 2008 		

Department of Studies in Business Administration
Semester-IV
DSE7: PHARMA MARKETING

Course Title: PHARMA MARKETING	Course code: 24MBA4E7AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Describe the concept of pharmaceutical marketing.
2. Enumerate the concept of product management in pharmaceutical industry.
3. Discuss the various components of promotion of pharmaceutical products.
4. Explain the different pharmaceutical marketing channels.
5. Discuss the role and responsibility of professional sales representative.
6. Discuss the roles and responsibilities of pricing authorities in India.
7. Discuss the emerging concepts of marketing.

DSE7: PHARMA MARKETING

Unit	Description	Hours
1	Marketing: Definition, general concepts and scope of marketing; Distinction between marketing & selling; Marketing environment; Industry and competitive analysis; Analyzing consumer buying behaviour; industrial buying behaviour. Pharmaceutical market: Quantitative and qualitative aspects; size and composition of the market; demographic descriptions and socio-psychological characteristics of the consumer; market segmentation & targeting. Consumer profile; Motivation and prescribing habits of the physician; patients' choice of physician and retail pharmacist. Analyzing the Market; Role of market research.	12
2	Product decision: Classification, product line and product mix decisions, product life cycle, product portfolio analysis; product positioning; New product decisions; Product branding, packaging and labelling decisions, Product management in pharmaceutical industry.	10
3	Promotion: Methods, determinants of promotional mix, promotional budget; An overview of personal selling, advertising, direct mail, journals, sampling, retailing, medical exhibition, public relations, online promotional techniques for OTC Products.	12
4	Pharmaceutical marketing channels: Designing channel, channel members, selecting the appropriate channel, conflict in channels, physical distribution management: Strategic importance, tasks in physical distribution management. Professional sales representative (PSR): Duties of PSR, purpose of detailing, selection and training, supervising, norms for customer calls, motivating, evaluating, compensation and future prospects of the PSR.	12
5	Pricing: Meaning, importance, objectives, determinants of price; pricing methods and strategies, issues in price management in pharmaceutical industry. An overview of DPCO (Drug Price Control Order) and NPPA (National Pharmaceutical Pricing Authority). Emerging concepts in marketing: Vertical & Horizontal Marketing; Rural Marketing; Consumerism; Industrial Marketing; Global Marketing.	10

References:

1. Philip Kotler and Kevin Lane Keller: Marketing Management, Prentice Hall of India, New Delhi
2. Walker, Boyd and Larreche: Marketing Strategy- Planning and Implementation, Tata MC GrawHill, New Delhi.
3. Dhruv Grewal and Michael Levy: Marketing, Tata MC Graw Hill
4. Arun Kumar and N Menakshi: Marketing Management, Vikas Publishing, India
5. Rajan Saxena: Marketing Management; Tata MC Graw-Hill (India Edition)
6. Ramaswamy, U.S & Nanakamari, S: Marketing Managemnt: Global Perspective, Indian Context, Macmilan India, New Delhi.
7. Shanker, Ravi: Service Marketing, Excell Books, New Delhi
8. Subba Rao Changanti, Pharmaceutical Marketing in India (GIFT – Excel series) Excel Publications.

Master of Business Administration
Semester-IV
DSC8: Healthcare and Hospital Marketing

Course Title: Healthcare and Hospital Marketing	Course code: 24MBA4E8AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Students Will understand marketing strategy its value and implications in the healthcare and proposes the new strategies
2. Develop skills in Decision Making, Marketing Research, Customer Engagement and other aspects of healthcare.
3. This course leads to direct employment in various healthcare sectors.

DSC8: Healthcare and Hospital Marketing

Unit	Description	Hours
1	Healthcare Marketing: Origin and Evolution of Marketing in Healthcare, Developments Encouraging to Healthcare Marketing, Reasons for Marketing Healthcare, Healthcare Developments, Nature of Healthcare Markets	10
2	Healthcare Consumers and Consumer Behaviour: Healthcare Consumer, Consumer of Healthcare Vs Consumer of Other Services, Variety of Healthcare Customers, Professional and Institutional Customers, Segmenting the Market for Healthcare Products, Consumer Behaviour, Consumer Decision Making Process	12
3	Healthcare Products and Service: Goods Versus Services, Consumer Goods Versus Industrial Goods, Level of Care, Various forms of services, Demand for Healthcare, factors influencing demand, predicting the Demand for Health Services, Measuring Health service Utilization	10
4	Marketing Healthcare and Hospital: Strategic Planning, Strategic Planning Process, Strategy and four P's, Branding Hospital as a Strategy, Promotional Strategies in Healthcare, Contemporary Marketing Techniques, Consumer Engagement in Hospitals, International Healthcare Marketing Strategies	12
5	Marketing Efforts: Managing and Evaluating the Marketing Process, Components of Marketing Department, Marketing Research in Healthcare, Steps in Marketing Research, Future of Healthcare Marketing, Trends Affecting the Future of Healthcare Marketing	12

References:

1. Essentials of Healthcare Marketing by Eric N. Berkowitz, Jones & Barrett publishers, 2006
2. Marketing Health Services by Richard K. Thomas, Second Edition, AUPHA Publication, 2010
3. Services Marketing-People, technology and strategy by Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee, Pearson education 2006.
4. Strategic Marketing For Health Care Organizations: Building A Customer-Driven Health System Book by Joel I. Shalowitz, Philip Kotler, and Robert J. Stevens, 2000.

Department of Studies in Business Administration
Semester-IV

DSE9: FOOD AND BEVERAGE MANAGEMENT

Course Title: FOOD AND BEVERAGE MANAGEMENT	Course code: 24MBA4E9AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand the challenges associated with the Food and Beverage Industry.
2. Review aspects of management and planning in Food and Beverage operations.
3. Recognize the role and structure of Food and Beverage functions, along with its relationship with other departments within the hotel.
4. Discuss the industry's opportunities and future trends.

DSE9: FOOD AND BEVERAGE MANAGEMENT

Unit	Description	Hours
1	Introducing food and beverage management: Introduction, Size and scope of food and beverage operations, Food and beverage management, managing the meal experience. The restaurant sector: Introduction, Full service restaurants and licensed retail, Hotel restaurants and private clubs, Fast food.	10
2	Food and beverage operations: Purchasing and storage Introduction, Purchasing, The purchasing procedure, Price and quality performance, The purchasing of foods, The purchasing of beverages, Receiving of food, Storing and issuing food, Stocktaking of food, Receiving of beverages, Storing and issuing of beverages. Production and service: Introduction, Food production methods, Beverage production methods, Food and beverage service methods.	12
3	Food and beverage control: Introduction, The objectives of food and beverage control, Special problems of food and beverage control, The fundamentals of control, The reality of control, Setting the budget and break-even analysis, Basic concepts, Methods of food control, Methods of beverage control, EPOS reporting, Food and beverage control checklists, Revenue control, Profit sensitivity analysis and menu engineering, Systems of revenue control, Computerized systems, Forecasting, Operating ratios.	12
4	Staffing issues: Introduction, Recruitment, Staff turnover, Staff training, legal framework, Staff scheduling, Supervision and communication	10
5	Food and beverage marketing: Marketing, Advertising, Public relations, Merchandising, Sales promotion, Personal selling and up selling. Managing quality in food and beverage operations: What is quality?, Why is quality important?, Managing quality in food and beverage operations, A systematic approach to quality management, Developing approaches to quality management, Examples of quality management in practice.	12

References:

1. Bernard Davis, Andrew Lockwood, Ioannis Pantelidis, Peter Alcot, (2008) *Food and Beverage Management*, Butterworth-Heinemann
2. Andrews S, (2009), *Food & Beverage Service A Training Manual,(Second Edition)*, Tata McGraw-Hill Publishing Company Limited, New Delhi
3. Fuller, John, (1992), *Advanced Food Service*, Stanley Thornes Publishers Ltd., England
4. Kivela, Jaska, (1994), *Menu Planning for the Hospitality Industry*, Hospitality Press P Ltd.,Melbourne.
5. Lilicrap, Dennis & Cousins, John, (1994), *Food and Beverage Service*, Common Wealth Publication, New Delhi
6. Magris, Marzia, (1995), *An Introduction to Food & Beverage Studies*, Hospitality Press P Ltd, Melbourne
7. Singaravelavan .R, (2011), *Food and Beverage Service*, Oxford University Press, Delhi

Master of Business Administration
Semester-IV
DSC10: Hospitality and Tourism Marketing

Course Title: Hospitality and Tourism Marketing	Course code: 24MBA4E10AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. It helps to develop skills to understand and identify the scope of different hospitality and tourism services and its challenges.
2. It leads to direct employability in the form of setting up tourist agency, destination marketing etc.
3. It helps to gain skills to develop strategies to handle present and future challenges.

DSC10: Hospitality and Tourism Marketing

Unit	Description	Hours
1	Introduction to Marketing: Core Concept of Marketing, Need, Want and Demand, Product, Value, Satisfaction, Quality, Exchange and Transaction, Market and Marketing, Marketing philosophies-Service Characteristics of Tourism- The Service Marketing Triangle	10
2	Analysis and Selection of Market: Measuring and forecasting tourism Demand in Tourism and Hospitality-Fore casting Methods-Market Segmentation and Positioning-P's of service marketing and marketing mix applications	10
3	Developing Marketing Environment: Consumer Buying Behavior-Competitive Differentiation and Marketing Strategies-New Product Development- Incentive and Relationship Marketing-Issues Pertaining to Relationship Marketing-Strategies and Relevance for Current Trends in Market Place	12
4	Module 4: Planning Marketing Program: Product and product strategies-Product line-Product Mix-Branding in Tourism and Hospitality: -Meaning of brand, essentials of a good brand, benefits of brand, Types of brand. Meaning of branding, elements of branding. Case studies. and Packaging-Pricing Considerations-Approaches and Strategies-Distribution Channels and Strategies- Advertising and Sales Promotion,	12
5	Destination Marketing and Integrated Marketing Communications: Identifying Target Market-Classification of Visitor Segments-Monitoring the Tourist Market-Competition of Visitors involves image Making-Developing Package of attraction and Amenities-Marketing communication in hospitality and tourism, different communication platforms, and examining the fast-changing landscape in digital marketing.	12

References:

1. Chaudhary, Manjula (2011). Tourism Marketing, Oxford University Press, New Delhi.
2. Bennett J. A., Strydom J.Wilhelm (2001). Introduction to Travel and Tourism Marketing, Juta Education, Lansdown.
3. Kotler P. (2012). Marketing Management, Pearson Education, New Delhi.
4. S M Jha-Service Marketing, Himalaya Publications, ISBN 13, 978 9350247365
5. Sinha, P.C : Tourism marketing, Anmol Publications Pvt. Ltd.
6. Singh Raghubir, Marketing and Consumer Behaviour.

Department of Studies in Business Administration

Semester-IV

DSE 6: STRATEGIC HRM

Course Title: Strategic HRM	Course code: 24MBA4E6BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3hrs
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Define SHRM and its role in the organization.
2. Analyze SHRP in attaining organization goals.
3. Explain the dynamics of Strategic Performance Management
4. Design and develop Strategic HRM at organization level
5. Explain and practice HRM, SHRM AND GHRM.

DSE 6: STRATEGIC HRM

Unit	Description	Hours
1	Introduction – meaning, definition, objectives, scope and advantages of strategic HRM; strategic HRM v/s traditional HRM; evolution of SHRM – globalization; approaches to SHRM – universalist and contingency approaches; strategic role of HR function; foundations of SHRM – Resource based view and Institutional Perspective; Strategic framework for HRM; matching HR Strategy with business strategies; HR Strategies – meaning, purpose, nature, types, developing, implementing and evaluating HR Strategies; HR Responsibilities and Roles; competitive challenges in SHRM.	12
2	Strategic HR Planning – temporary v/s permanent employees; internal v/s external recruiting; methods of recruiting – selection, interviewing and testing; strategic training and development – benefits, planning and strategising training; organizational development – strategic HRD – philosophy and elements; organizational and individual learning strategies;	12
3	Reward/Compensation Strategy – meaning, need, characteristics, basis, content, guiding principles and developing reward/compensation strategies; legal issues in compensation; executive compensation; SHRM and Talent Management, Employee Relations and Engagement – strategic dimensions of talent management, process, development and evaluating talent management strategy; employment relations – perspective, methods and legal regulation; implementing employee voice; employee engagement – meaning, outcomes and consequences of engagement;	12

4	<p>Strategic Performance Management – meaning, objectives, purpose, and process of performance management and performance appraisal; methods of performance appraisal – 360 degree, balanced scorecard; elements of effective performance appraisal system; Strategic Knowledge Management building knowledge management into strategy framework, knowledge sharing; Strategic approach to industrial relations, outsourcing & its HR implications.</p>	10
5	<p>Global human resource management: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriates selection & repatriation; building a multicultural organization- multinational organization, strategic choice, leadership & strategic issues in international assignment.</p>	10
<p>References:</p> <ol style="list-style-type: none"> 1. Armstrong, Michael & Baron Angela, Handbook of Strategic HRM, Jaico Publishing House, New Delhi. 2. Mello, Jeffrey A, Strategic Human Resource Management, Cengage Publications, New Delhi. 3. Regis, Richard, Strategic Human Resource Management & Development, Excel Books, New Delhi 4. Charles Greer, Strategic Human Resource Management – A General Management Approach, Pearson Education, New Delhi. 5. Catherine Truss, David Mankin and Clare Kelliher, Strategic Human Resource Management, Oxford University Press, New Delhi. 		

Department of Studies in Business Administration
Semester-IV
DSE 7: CROSS CULTURAL MANAGEMENT

Course Title: Cross Cultural Management	Course code: 24MBA4E7BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Define culture and its role in the organization
2. Analyse the dynamics of cross culture
3. Design and develop training programs in foreign assignments
4. Evaluate the influence of cross culture on organization
5. Formulate strategies for cross culture organizations

DSE 7: CROSS CULTURAL MANAGEMENT

Unit	Description	Hours
1	Module:1 Introduction to Cross-Culture Management Meaning of culture; Significance of culture in organization; Why culture matters in business? Meaning of cross-culture; Functions of cross-cultural management; Evolution of culture to cross-culture; Emerging challenges in Cross-Cultural Management; Pros & Cons of Cross-Culture Management in the organization.	12
2	Module:2 Concept of Cross-Culture Management Elements of Culture; cultural shock; Types of cross-cultural behavior: power distance, uncertainty avoidance, individualism v/s collectivism, feminism v/s masculinity, orientation; Determinants of Cross-Culture; Characteristics of Cross-Culture; Scope of Cross-Cultural Management.	12
3	Module:3 Training and Development in Cross-Cultural Management Significance of training and development in Cross-Cultural Management; Who are Expatriates and Repatriate; Training approaches: contingency approaches, post arrival training; Training for expatriate family; Role of training and development for expatriates; Importance of communication in cross-cultural management.	12
4	Module: 4 Approaches and Dimensions of Cross-Cultural Management. Approaches to Cross-Cultural Management: Awareness, Understanding, Acceptance, Evaluation, Application; Greet Hofstede's Dimension.	10
5	Module :5 Global Challenges People Global Skills; Global Expatriation Skills; Global skill pyramid; Managing cross-cultural barriers; Cultural strategies of Cross-Cultural Organization.	10

References:

1. Global talent management: An integrated approach, SonalMinocha& Dena Hristov Saga Publication India Pvt Ltd. 2019
2. Irina I. Pshenichnikova PhD from university of Indonesia.
3. HRM D Fishers, Lyle F Schoenfelolt, James D Show., 2008
4. IHRM Srinivas R Kondula, Sage publication pvt. Ltd., 2019
5. IHRM Anne-Wil Harzing, Ashly H Pinnington, Sage Publication India pvt. Ltd., 2018

Department of Studies in Business Administration
Semester-IV
DSE 8: WORK LIFE BALANCE AND WELL-BEING

Course Title: Work life Balance and Well-being	Course code: 24MBA4E8BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam:3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Define and explain the nature and significance of work life balance
2. Explain and evaluate the global aspects of WLB
3. Analyze the issues of WLB
4. Develop and practice principles of WLB
5. Explain and apply balancing self and workplace

DSE 8: WORK LIFE BALANCE AND WELL-BEING

Unit	Description	Hours
1	Module :1 Introduction to Work life Balance Concepts of work life balance; Evolution of worklife balance; Role of time management in work life balance.	10
2	Module :2 Global aspects of Work Life Balance Global Scenario of work life balance; Reasons for imbalance of worklife; Global economy, longer working hours, international business; Work life balance relation: company, society, employee; Solutions to overcome the problem of work life balance: On the job training, flexible work, time management.	12
3	Module :3 Issues of Work Life Balance Gender issues; impact of government policies; welfare activities; safety and security; work place violence; sexual harassment, alcoholism, drugs and abuse.	10
4	Module :4 Quality and Principles of Work life Balance Quality of work life; humanism of work and its principles; work life balance scale; Effectiveness of stress management; stress factors; dynamics of stress and relaxation; work place rules.	12
5	Module :5 Balancing Self and Workplace Steps in wellbeing: examine the situation; manage expectation, planning activities, take care of health, negotiation flex hours and part time hours; Wellness programs and initiatives; workplace climate and consultation.	12
References:		
<ol style="list-style-type: none"> 1. People and self-management- Sally Palmer 2. Human relations and organization Behaviours- Nirmal Singh 3. Personal Human resource management- P Subba Rao. Himalaya publication 5/e 2014. 4. Human Resource Management – David A DeCenzo, Stephen P Robbins and Susan L Verhulst. 11/e 		

Department of Studies in Business Administration

Semester-IV

DSE 9: PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

Course Title: Personal Growth and Interpersonal Effectiveness	Course code: 24MBA4E9BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Define personal growth and interpersonal effectiveness and their role in OD
2. Explain and examine the components of interpersonal behavior
3. Define and evaluate personality models
4. Design and develop competency enhancement programs
5. Formulate strategies for personal growth and interpersonal effectiveness

DSE 9: PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

Unit	Description	Hours
1	Module :1 Introduction to Personal Growth and Interpersonal Effectiveness Meaning of Personal Growth; Nature of personal growth; Significance of personal growth, Role and Effectiveness of personal growth in organization; Effectiveness of interpersonal behavior; Causes and effects of interpersonal behavior.	12
2	Module: 2 Elements of Intrapersonal Effectiveness Self-awareness; Self-Esteem; Ego states-Id; Ego and super Ego; Johari window; Understanding the unknown parts of personality: self-disclosure, self-feedback, self-reflection.	10
3	Module :3 Models of Personality Personality models: Type A and Type B behavior, The big 5 model, MBTI Model, Trait Theory: Allport's work and Cattell's work; Transactional analysis technique: parent ego state, adult ego state, child ego state.	12
4	Module :4 Competency in Personal Growth What is competency? Significance of competency in personality development; Contribution of competency in personal growth; Creativity process; creative tools: convergent and divergent thinking; Effectiveness of competency in personal growth.	12

5	Module :5 Interpersonal Behavior Interpersonal behavior: Attitude, Belief, Values at workplace; Need and Importance of interpersonal relationship; Controlling interpersonal behavior; Conflict resolution and negotiation.	10
References: <ol style="list-style-type: none"> 1. Theories of personality, Calvin Shall, Wiley India private limited publications 4/e. 2. Understanding OB, Udai Pareek Oxford University 3. Organization behavior: Human behavior at work, John W Newstrom and Keith Davis, Tata Mc Grew hill publication 11/e, 2003 4. Competency mapping assessment and growth – Naik G P IIHRM 2010. 5. Human relation in organization, Robert N Lussier. Mc Grew hill education 6/e. 		

Department of Studies in Business Administration

Semester-IV

DSE 10: LEADERSHIP

1

Course Title: Leadership	Course code: 24MBA4E10BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 HRS
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Define LEADERSHIP and its role in the organization.
2. Analyze LEADERSHIP ROLE in attaining organization goals.
3. Explain the dynamics of LEADERSHIP.
4. Know about Blue Ocean Strategy.

DSE 10: LEADERSHIP

Unit	Description	Hours
1	Introduction to Leadership -Definition, the nature of Leadership, Manager vs Leaders, Traits of good leaders and followers, Effective leadership behaviors, level of conceptualization Participative Leadership and Empowerment: Participative Nature, Normative decisions framework, Delegation, Motivation and Empowerment, Consequences of empowerment, Facilitating conditions for empowerment	12
2	Transformational Leadership and Adaptive Leadership -Concepts of power and authority, Influence processes, Power types and sources, Power acquisition – Social exchange theory, Strategic contingency theory, Consequences of Position and Personal power, Influence tactics and its usage and effectiveness. Leader as change and Transformation agent: Leading change – coaching and mentoring. Transactional, transformational, level five leaders and servant leadership. Charismatic Leadership, Early contingency theories of effective leadership: Contingency approaches - Fiedler's contingency model, Hersey and Blanchard's theory, Path goal theory and Blake and Mouton managerial grid.	12
3	Leadership in Teams and strategic Leadership in Organization - Nature of teams and determinants of team performance. Leadership in teams, procedures for facilitating team learning, Leadership training programs, Ethical leadership, gender and leadership, leadership in different cultures, managing diversity, Women Leadership.	12

4	Blue Ocean Strategy Basics Red Ocean Strategy vs. Blue Ocean Strategy, Blue Ocean Strategy: Aligning Value, Profit and People in Pursuit of Differentiation and Low Cost	10
5	Blue Ocean Shift Red Ocean Traps and How to avoid them Overview of the Blue Ocean Shift Process, Pioneer-Migrator-Settler Map, Buyer Utility Map, Blue Ocean Leadership, A National Blue Ocean Shift in Action	10
<p>References:</p> <ol style="list-style-type: none"> 1. Kim, WC. Mauborgne, R. (2017) Blue Ocean Shift Beyond Competing: Proven Steps to Inspire Confidence and Seize New Growth. New York: Hachette Books. 2. Daft, R L (2012). Leadership. Cengage Learning. 		

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration

Semester-IV

DSE6: ADVANCED CAPITAL BUDGETING

Course Title: Advanced Capital Budgeting	Course code: 24MBA4E6CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam:
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Advanced capital budgeting techniques in investment decision-making.
2. Evaluate and incorporate real options into capital budgeting decisions, understanding their strategic role in flexibility and risk management.
3. Assess and mitigate risk and uncertainty in capital investments
4. Incorporate ESG criteria and sustainability considerations into capital budgeting decisions, recognizing their growing importance in corporate finance.

DSE6: ADVANCED CAPITAL BUDGETING

Unit	Description	Hours
1	Advanced Capital Budgeting Techniques: Modified Internal Rate of Return (MIRR), Differences from IRR and when to use MIRR, Equivalent Annual Cost (EAC), Comparing mutually exclusive projects with unequal lives using EAC, Adjusted Present Value (APV), Strategic Role of Capital Budgeting in Corporate Finance: Capital budgeting as a strategic tool, Aligning investments with corporate goals.	10
2	Real Options in Capital Budgeting: Introduction to real options and their importance in investment decisions. Types of real options: option to postponement, expansion, or abandonment projects. Differences between real options and financial options. Valuation of real options using Black-Scholes and binomial option pricing models. Application of real options in strategic capital budgeting decisions.	12
3	Risk and Uncertainty in Capital Budgeting: Incorporating risk into capital budgeting through risk-adjusted discount rates. Techniques to assess uncertainty: sensitivity analysis and scenario analysis. Decision tree analysis for evaluating capital investments under uncertainty. Introduction to Monte Carlo simulation: methodology and application.	12

4	International Capital Budgeting: Challenges in International Capital Budgeting, Adjusting for currency fluctuations, Evaluation of International Projects: Adjusting NPV and IRR for international investments, Using risk-adjusted discount rates for international projects.	
5	Environmental and Social Considerations in Capital Budgeting: ESG Criteria in Capital Budgeting, Importance of considering environmental, social, and governance factors, Sustainable finance and green capital budgeting. Impact of Regulatory Frameworks on Investment Decisions: Carbon taxes, environmental regulations, and their effects on capital budgeting	

REFERENCES:

1. Brealey, R., Myers, S., & Allen, F. (2016). Principles of Corporate Finance (12th Edition). McGraw-Hill Education.
2. Ross, S., Westerfield, R., & Jaffe, J. (2019). Corporate Finance (12th Edition). McGraw-Hill Education.
3. Damodaran, A. (2012). Investment Valuation: Tools and Techniques for Determining the Value of Any Asset (3rd Edition). Wiley.
4. Copeland, T., & Antikarov, V. (2003). Real Options: A Practitioner's Guide. Thomson Learning.

Semester-IV

DSE 7: RISK MANAGEMENT AND FINANCIAL DERIVATIVES

Course Title: Risk Management and Financial Derivatives	Course code: 24MBA4E7CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. To describe the characteristics of the relevant financial derivative instruments.
2. explain how the instruments covered can be used to implement basic market risk management strategies, appropriate for corporate applications

DSE 7: RISK MANAGEMENT AND FINANCIAL DERIVATIVES

Unit	Description	Hours
1	Introduction: Meaning of derivatives, forwards and futures contract, option, traders in futures and option markets, functions of derivatives market, world derivatives market	10
2	Forwards and Futures contract: Basics of forwards and futures, forwards and futures market trading mechanism, determination of forward prices, Valuation of forwards and futures, stock index futures, valuation of stock index futures,. Arbitrage opportunities using futures	12
3	Option contracts: Types of options, characteristics of option contracts, buyer and seller attitudes, option position, and determination of option pricing, option-money ness.	12
4	Valuation of option: Value of an option- intrinsic value, time value and factors influencing time value. Pay off profiles of option position. put-call parity, models of valuation of option: applicability of Black and Scholes Model and Binomial Option pricing model.	12
5	Swap contract: meaning, types, features of swaps, the swap market, economic motives of swap. Valuation of swaps.	10

References:

1. Risk Management & Derivative – Shulz, Cengage Learning.
2. Principles of Risk Management & Insurance – George E. Rejda, 11/e, Pearson Education, 2011.
3. Introduction to Derivatives and Risk Management – Don M. Chance, Cengage Learning, 2008.
4. Options & Futures – Edwards & Ma, 1/e, McGraw Hill.
5. Derivatives & Financial Innovations – Bansal, TMH.

Department of Studies in Business Administration

Semester-IV

DSE8: INTERNATIONAL FINANCIAL MANAGEMENT

Course Title: International Financial Management	Course code: 24MBA4E8CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam:
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

To provide an understanding the international financial environment and to explain the foreign exchange rate determination, including the foreign exchange and derivatives markets

DSE8: INTERNATIONAL FINANCIAL MANAGEMENT

Unit	Description	Hours
1	Multinational Financial Management: Meaning and objectives, MNC and TNC, the scope of international finance, global financial manager-functions of International financial management-International business methods, international financial management and domestic financial management.	12
2	The International Financial Environment- International Monetary System. International Financial institutions- The world Bank, ADB and BIS. International Monetary Fund. FDI- the Indian Perspective. Balance of Payments.	10
3	The Foreign Exchange market: Introduction, Evolution of foreign exchange market, functions of foreign exchange market, the foreign exchange rates, arbitrage, cross rates of exchange, spot market and the forward market, Bid price, Ask price and spread in foreign exchange quotation.	12
4	Management of Foreign Exchange Risk: Introduction to exchange risk, , tools and techniques of foreign exchange. Types of exposure: Translation exposure, Transaction exposure and Economic exposure.	10
5	Measurement of Exposure: Management of Translation exposure- methods of translation exposure, FASB8 and FASB 52, functional currency, calculation of the translation loss or gain under the four translation methods. Measurement of transaction exposure. Measurement of economic exposure: foreign currency hedging strategies	12

REFERENCES BOOKS:

1. Buckley, Adrian – Multinational Finance, New York, Prentice Hall Inc.m 1996
2. Kim, Suk and Kim, Seung – Global Corporate Finance: Text and Cases, 2nd ed.Miami Florida, Kolb, 1993
3. Shapiro, Alan.C – Multinational Financial Management, New Delhi, Prentice Hall of India, 1995
4. International Financial Management by P.G.Apte, Mc Graw Hill.

Department of Studies in Business Administration

Semester-IV

DSE9: MODERN PORTFOLIO MANAGEMENT

Course Title: Modern Portfolio Management	Course code: 24MBA4E9CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam:
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. To provide the students with the in-depth knowledge of the theory and practice of modern portfolio management.
2. To equip students with the modern theories of portfolio management.

DSE9: MODERN PORTFOLIO MANAGEMENT

Unit	Description	Hours
1	Introduction to Modern Portfolio Management: Modern Portfolio - Concept, Assumptions of modern portfolio theory. Diversification - Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Criticism of modern portfolio theories. Portfolio optimization - simple marketing portfolio optimization model - utility, indifference curve and risk penalty. Strategies of Warren Buffet and Peter Lynch, The investment Gurus.	12
2	Modern Portfolio Theories: Importance of modern portfolio theories for risk management. An optimal portfolio selection using Markowitz risk return diversification model - generating efficient frontier shapes, Single Index Model, Capital market theorem, Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.	12
3	Portfolio Risk and Return: The concept of covariance, computation of expected returns of a portfolio, calculation of Portfolio Risk and Return. Calculation of risk and return of Portfolios with 2 assets and with more than 2 assets.	10
4	Portfolio Rebalancing, Upgradation and revision: Investment timing and formula plans - constant dollar, constant rates, variable ratio plans. Portfolio Management Strategies: Active and Passive Portfolio Management strategy.	8

5	<p>Portfolio Performance Measurement: Methods of calculating rate of return -Sharpe's measure, Treynor's measure, Jensen's measure, Eugene Fama's model of decomposition. Portfolio returns – buying the index approach –market timing issues in risk adjusted performance measure – managed portfolio and mutual fund – mutual fund performance measures and practice. SEBI guidelines on portfolio management.</p>	12
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Reilly & Brown, Analysis of Investments & Management, Cengage, 10e/2017 2. ZviBodie, Kane, Marcus &Mohanty, Investments, 8/e, TMH, 2010. 3. Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann, Modern Portfolio Theory and Investment Analysis, John Wiley & Sons, 2009. 4. Dongcheol Kim & Jack Clark Francis Modern Portfolio Theory: Foundations, Analysis, and New Developments, Wiley Finance, 2013 		

Semester-IV

DSE 10: BEHAVIOURAL FINANCE

Course Title: BEHAVIOURAL FINANCE	Course code:24MBA4E10CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. To help students appreciate the limitations of rational models of investment decision making.
2. To identify persistent or systematic behavioral factors that influence investment behavior
3. To identify the key behavioral biases of individual and professional investors

DSE 10: BEHAVIOURAL FINANCE

Unit	Description	Hours
1.	Introduction to Behavioural Finance: Introduction, concept, meaning, nature, scope, objectives and assumptions of behavioural finance, building blocks of behavioural finance, behavioural finance – micro vs macro. Traditional vs Behavioural finance. Behavioural biases that influence investment decisions. The criticisms of behavioural finance.	12
2.	Theories of behavioural finance: Introduction, Theories of behavioural finance, Asymmetric information theory, Agency theory – introduction, agency costs, agency problems. Prospect theory – Introduction, key tenets to prospect theory. Psychological tendencies affecting financial decision-making and financial markets.	10
3.	Biases and Heuristics: Meaning of biases and heuristics related to financial investments. Cognitive bias, emotional bias, overconfidence bias, representativeness bias, availability bias, Heuristics – Introduction, availability heuristics, representative heuristics, anchoring heuristics, valuation heuristics. Financial behaviour stemming from familiarity – home bias, investing in your employer or brands you know, diversification heuristic. Financial behaviour stemming from representativeness – good investments vs good companies, chasing winners, Anchoring, Herding, overconfidence and excessive trading, Evidence from the field of trading.	15

4.	Behavioural Investor Types: Introduction to investor types, the preserver, the follower, the independent and the accumulator. Different types of investors and the content they analyse – organisation watchers, strategy followers, financial addicts, management watchers	10
5.	Market and Behavioural Anomalies: Introduction, Growth trap – Introduction, behavioral anomalies of investors chasing fads and fancies. Bubble trap – anatomy of financial crisis, formation of a bubble, bubble building process, Rational individual vs crowd psychology, bandwagon effect.	9

REFERENCE BOOKS:

1. Richard M. Thaler(2005), Advances in Behavioural Finance: Volume II, Princeton University Press.
2. Sujata Kapoor, Jaya Mamta (2019), Behavioural Finance, Sage.
3. M. M. Sulphrey (2014), Behavioural Finance, PHI, 1st edition.

Department of Studies in Business Administration

Semester-IV

DSE6: ACTUARIAL PRINCIPLES AND PRACTICES

Course Title: Actuarial Principles and Practices	Course code: 24MBA4E6DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Demonstrate strategic concepts of actuarial practice expanding to fill the developing role in the management
2. Identify the risks faced both by individuals and groups who might effect financial products and also by the providers of such products
3. Explain the principles and techniques used to manage risk in an actuarial context
4. Analyze the issues and formulate, justify, and present plausible solutions to business problems.

DSE6: ACTUARIAL PRINCIPLES AND PRACTICES

Unit	Description	Hours
1	Definition and Nature of Insurance: Functions -Evolution-Kinds of Insurance Organisation- Role and Importance – Scope of Insurance business- Insurance Contract- Insurance Documents- Classification of Insurance. Reinsurance: Concepts-Characteristics-Types. Double Insurance - Difference between Reinsurance and Double Insurance. Over Insurance.	12
2	Insurance Professionals and Intermediaries: Various intermediaries Insurance Repositories and electronic Issuance of Insurance policies- Actuary- Definition- Appointment of an Actuary- Functions of an Actuary- Duties of an Actuary- Functions of an Actuary in General Insurance business-Scope of an Actuary.	10
3	Actuarial principles: Premium income and outgo investments - reserves - Surplus - profit - valuation of surplus. Theory of rating - actuarial principles - mortality tables - physical and Moral hazard - risk appraisal - risk selection - under writing – reinsurance-- concepts and methods.	10
4	The Insurance Contract: Terms of an insurance contract – principles which form the foundation of insurance – significance of the principle of insurable interest – the principle of indemnity – the principle of subrogation – the principle of contribution – disclosure of all relevant information – principle of utmost good faith – the relevance of proximate cause – the insurance contract.	12
5	Underwriting: Concepts- Underwriting standards. Premium: Concepts- Types of Premium Factors considered in the calculation of premium- Calculation of Insurance Premium. Premium payment: lapse and Renewal. Bonus; Mortality table; Policy claims; Survival Benefits; Death claims – Claim concessions.	12

References:

1. M.N.Mishra and Dr.S.B.Mishra, Insurance Principles And Practice, S.Chand and Company Ltd 2011.
2. Alka Mittal , S.L.Gupta,S. Principles of Insurance and Risk Management S. Chand & Sons 2010
3. Practice of Life insurance (IC 02) Insurance Institute of India 2011
4. Dr.P.Periasamy Principles And Practice Of Insurance Himalaya Publishing House 2015
5. Insurance Planning Models:Price Competition and Regulation of Financial Stability: Advances in Statistics, Probability and Actuarial Science by Vsevolod K Malinovski
6. Arthur C. and C. William Jr., —Risk Management and Insurance,|| Tata Mcgraw Hill; 2001
7. Principles of Insurance- Insurance Institute of India; 2003
8. Angelo Kinicki, Management, 2nd edition, Tata McGraw Hill publishing company Ltd, New Delhi, 2006.

Department of Studies in Business Administration

Semester-IV

DSE7: RETAIL BANKING, RURAL BANKING AND MICRO FINANCE

Course Title: Retail Banking, Rural Banking and Micro Finance	Course code: 24MBA4E7DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Identify the current scenario of agricultural banking.
2. Create awareness about operational aspects of micro finance and rural banking.
3. Obtain awareness of financing economically backward classes through self help groups and micro credit.
4. Acquaint the website that is used to fulfill the microloans and its corresponding application process, with emphasis in public profile creativity

DSE7: RETAIL BANKING, RURAL BANKING AND MICRO FINANCE

Unit	Description	Hou rs
1	Introduction to Retail Banking: Concept, Main Subsets, Consumer Banking- Change in Bankers' Perception about Retail Banking and Acceptance of Retail Banking As Risk Diversification Tool-Differences Between Retail Banking, Private Banking & Priority Banking.	10
2	Retail Products and Channels: Opening of Various types of Bank accounts. All Channels Traditional Banking vs. Branch Banking, Technology Based Channels- ATM-Tele Banking-Internet Banking-Kiosk Banking, Advantages & Disadvantages-Types of Retail Banking Products & Services-Savings Plastic Money Products	12
3	Recent Trends in Retail Banking: Alternate delivery channels – Customer Relationship management vs. Customer Interaction management (CIM)- Technology as a differentiator- International Trends and Tools. Regulatory Aspects-Microfinance- Urban Retail Products	12
4	Rural Informatics: Information Systems (IS) Applications – Geographical Information Systems (GIS) Applications – Networking Applications – Multi-media Applications – NIC's Role – E-governance for Rural Masses – Basic Statistical Returns.	12
5	Development of Microfinance Products: Types of Products – Savings, Objectives – Micro insurance, Regulation of Micro insurance; Insurer-MFI Partnership Model – Securitization, Need for Securitization in India	10

References:

1. The Art Of Better Retail Banking Croxford, Hugh et al. John Wiley and sons Inc - 2005
2. Rural Development in India Desai, Vasant. Himalaya Publishing House - 2005
3. A challenge in the crisis Functional and Subrahmanyam, K. Siva / Choudhury, R.C.
4. Financial Devolution on Panchayats in India NIRD
5. Impact of Liberalisation & Globalisation on Edited by A.V.S.Reddy and B.K.Thapliyal,

6. Achieving Excellence in Retail Banking Leichtfuss, Reinhold. John Wiley & Sons – 2003
7. Rural Banking ICFAI University
8. Rural Livelihoods NIRD - 2003 Microfinance ICFAI

Department of Studies in Business Administration

Semester-IV

DSE8: LIFE, HEALTH AND GENERAL INSURANCE

Course Title: Life, Health and General insurance	Course code: 24MBA4E8DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand the concept of insurance and its types
2. Know the types and riders in health insurance contracts
3. Acquaint with the functioning of life Insurance in risk management.
4. Understand general insurance contract

DSE8: LIFE, HEALTH AND GENERAL INSURANCE

Unit	Description	Hours
1	Fundamentals of Insurance: Meaning, definition of insurance; characteristics of insurance, essential features of insurable risk, types and classification of insurance, insurance vs gambling, hedging, speculation, benefits of insurance, individual vs group insurance, Role of insurance in economic growth.	12
2	General Insurance: Introduction to general insurance, Basic principles of general insurance contracts, classification of general insurance, general insurance rate making process and general insurance claims.	10
3	Health Insurance: Introduction to health insurance, importance of health insurance, health insurance policies in India, IRDAI's health insurance regulations, IRDAI Protection of health insurance Policyholder's, health insurance products.	10
4	Life Insurance: Introduction to life insurance, Fundamental Legal Principles of Life Insurance, life insurance products and characteristics – Term insurance, endowment, whole life, universal life, other flexible policies, benefits and riders.	12
5	Legal aspects, regulations of Insurance and Reinsurance: Characteristics of an enforceable contract, fundamental legal principles of life insurance, Laws governing general insurance business in India. Concept of reinsurance, types of reinsurance.	12

References:

1. P. Periasamy, Principles and Practice of Insurance Himalaya Publishing House 2/e, 2009
2. George E Rejda, Principles of Risk Management and Insurance, Pearson 12/e, 2009
3. P.K. Gupta, Insurance and Risk Management Himalaya 1/e, 2010
4. Dorfman, Mark S, Introduction to Risk Management and Insurance, Prentice Hall India 10/e, 2008
5. Scott E. Harrington, Gregory R Niehaus, Risk Management and Insurance, TMH 2/e, 2007

Department of Studies in Business Administration

Semester-IV

**DSE9: INTERNATIONAL BANKING AND ISLAMIC
BANKING**

Course Title: International Banking and Islamic Banking	Course code: 24MBA4E9DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Differentiate between international banking, Islamic banking and conventional banking
2. Identify the different Islamic instruments and underlying principles
3. Determine exchange rates in Forex markets.

**DSE9: INTERNATIONAL BANKING AND ISLAMIC
BANKING**

Unit	Description	Hours
1	International Banking: Meaning, Historical perspective on international banking, international vs foreign banking, role of international banking in economic development, modes of international banking, financing of exports and imports, international payment systems.	12
2	Forex Markets: Meaning, Definition of Forex, factors determining exchange rates, exchange rate mechanism, different types of risks in forex operations, determination of exchange rates - theories of determination of foreign exchange rates. Problems of foreign exchange market in India.	10
3	Correspondent Banking: Introduction to correspondent banking, Nostro account, Vostro account, Loro account, Mirror account, Electronic modes of transmission and payment gateways – swift, chip, fedwire, chaps, target, RTGS, NEFT in India	10

4	Islamic Banking: Introduction to Islamic banking, history, Islamic vs conventional banking, risk management in Islamic banking, types of Islamic financial instruments, Sharia board, Sharia investment principles, Islamic Index	12
5	Regulation of international banking: Role of RBI, Role of Exim Bank, Role and rules of FEDAI, Role of FEMA and its rules	12
<p>References:</p> <ol style="list-style-type: none"> 1. Mukund Sharma, Banking and Financial Services, Himalaya Publishing House, 2015 2. Raheem A Abdul, Islamic Banking, New Century Publications 3. Thamarasseri Ismail, Islamic Banking and Finance, Discovery Publishing Pvt.Ltd 4. Abdul Raheem, Islamic Banking: Principles, Practices and Performance: Principles, Practices & Performance, Ingram, 2013 		

Department of Studies in Business Administration

Semester-IV

DSE10: TREASURY AND FOREX MANAGEMENT

Course Title: Treasury and Forex Management	Course code: 24MBA4E10DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Identify the treasury management process from inception to end.
2. Examine the steps in the competitive bid process.
3. Differentiate between law and policy in regard to treasury management.
4. Recognize the components of a strong investment policy

DSE10: TREASURY AND FOREX MANAGEMENT

Unit	Description	Hours
1	Introduction to Treasury Management: Overview of Corporate Treasury Management, need and benefits, functions and Treasury exposures. Organisation structure of treasury.	12
2	Treasury Products: Treasury products for foreign exchange (forex) markets and forex derivatives. Commodity market instruments.	10
3	Liquidity Planning and Managing Cash Assets: Introduction of treasury management – liquidity –planning and control of liquidity cash management systems (both domestic and international), role of working capital management in liquidity.	10
4	RBI and the Foreign Exchange Market: Crucial role of Reserve Bank of India (RBI) in forex management. Development of forex market in India is delineated, capital account convertibility, and Foreign Exchange Management Act (FEMA)	12
5	Treasury Risk: Interest rate risk, traditional and modern theories of interest rate, management strategies and the role of financial intermediaries.	12

References:

1. Treasury Risk Management: Analysing Market Risk Dimension by S.K. Bagchi, JAICO
2. Treasury Finance and Development Banking: A Guide to Credit, Debt, and Risk (Wiley Finance) by Biagio Mazzi
3. Treasury Management: The Practitioner's Guide by Steven M. Bragg
4. Treasury Markets and Operations by Hong Kong Institute of Bankers (HKIB)
5. Treasury, Investment and Risk Management by Indian Institute of Banking & Finance.
6. Treasury Management by IIBF (Indian Institute of Banking and Finance)

Department of Studies in Business Administration
Semester-IV
DSE6: DISTRIBUTION MANAGEMENT FOR GLOBAL
SUPPLY CHAIN

Course Title: Distribution Management for Global Supply Chain	Course code: 24MBA4E6EL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. **Able to** understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers.
2. Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization Globally.

DSE6: DISTRIBUTION MANAGEMENT FOR GLOBAL
SUPPLY CHAIN

Unit	Contents	Hours
1.	Need for physical distribution – functions of distribution –marketing forces affecting distribution. The distribution concept – systems perspective. Physical distribution trends.	10
2.	Channels of distribution: role of marketing channels – channel functions – channel structure –designing distribution channel – choice of distribution channels – factors affecting. Intermediaries: functions of intermediaries – types of intermediaries – variables in selecting channel members – motivating – training – evaluating channel members – modifying channel arrangements.	10
3.	Distribution control & Evaluation: Distribution control – stages of control process – standards & goals– performance report - measurement – monitoring – corrective action. Organization for Distribution: Distribution Organization structure – Private & Public organizations - conflict resolution – rising costs& need for control – complexities of physical distribution.	10
4.	Role of Material Handling in Logistics – Material Handling Guide lines – Material Handling Equipment and Systems – Automated Material Handling, Benefits of Logistics Outsourcing – Third Party Logistics – Fourth Party Logistics – Value Added Services.	10
5.	Role of Logistics in Distribution Channel – Distribution Channel Structure – Logistic Requirements of Channel Members – Logistics Support to Distribution Channel.	10

References

1. Kapoor Satish K., and KansalPurva, 'Basics of Distribution Management: A Logistical Approach', Prentice Hall of India
2. D K Agrawal, 'Distribution and Logistics Management: A Strategic Marketing Approach', Macmillan publishers India
3. Alan Ruston, Phil Crouches, Peter Baker, 'The Handbook of Logistics and Distribution Management kogan page
4. Kapoor Satish K., and KansalPurva, 'Basics of Distribution Management: A Logistical Approach', prentice hall off India
5. D K Agrawal, 'Distribution and Logistics Management: A Strategic Marketing Approach', Macmillan publishers India

Department of Studies in Business Administration
Semester-IV
DSE7: GREEN SUPPLY CHAIN MANAGEMENT

Course Title: Green Supply Chain Management	Course code: 24MBA4E7EL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand the Closed-loop Supply Chain.
2. Understand the various tools of Product Eco-Design.
3. Identify the Green Supplier Development.
4. Illustrate the 4Re's.
5. Illustrate the Closing the Loop: Reverse Logistics.

DSE7: GREEN SUPPLY CHAIN MANAGEMENT

Unit	Contents	Hours
1.	Introduction – Traditional Supply Chain and Green Supply Chain – Environmental Concern and Supply Chain – Closed-loop Supply Chain – Corporate Environmental Management – Green Supply Chain (GSCM): Definition, Basic Concepts – GSCM Practices	10
2.	Eco-Design - Design for the Environment (DFE) or Eco-Design – Eco-Design and Supplier Relationships –Definitions of Eco-Design – Tools of Product Eco-Design – Involving suppliers in product eco- design: Drivers, Challenges and Successful factors	10
3.	Green Purchasing- Green Procurement and Purchasing – Definitions of green purchasing – Drivers of green purchasing – Green purchasing strategies – Green purchasing performance measurement –Green Supplier Development and Collaboration	10
4.	Green Manufacturing - Green Manufacturing or Production: Evolution, Definitions – 4Re's: recycling, remanufacturing, reuse and reduction – Closed-loop Manufacturing – ISO 14000 systems – Life Cycle Analysis (LCA) – Lean Manufacturing for Green Manufacturing or Production..	10
5.	Green Logistics And Transportation- Green Logistics and Transportation – Definitions of Green Logistics – Critical drivers of Green Logistics – Green transportation and logistics practices – Environmental impacts of transportation and logistics – Closing the Loop: Reverse Logistics	10
References		
1. Joseph Sarkis, Yijie Dou. Green Supply Chain Management: A Concise Introduction,		

Routledge.

2. Charisios Achillas, Dionysis D. Bochtis, Dimitrios Aidonis, Dimitris Folinas. Green Supply Chain Management, Routledge.

3. Hsiao-Fan Wang, Surendra M. Gupta. Green Supply Chain Management: Product Life Cycle Approach, McGraw Hill publishing.

4. Stuart Emmett, Vivek Sood. Green Supply Chains: An Action Manifesto by Stuart Emmett, Wiley publications

Department of Studies in Business Administration
Semester-IV
DSE8: SUPPLY CHAIN INFORMATION SYSTEM

Course Title: Supply Chain Information System	Course code: 24MBA4E8EL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand e-SCM, benefits and communication networks.
- 2: Explain about data security in communication networks.
- 3: Explain about the various enterprise information systems and their benefits.
- 4: Examine various information systems development methodologies & enterprise architectures

DSE8: SUPPLY CHAIN INFORMATION SYSTEM

Unit	Contents	Hours
1.	Electronic SCM, Communication networks: Introduction e-SCM –e-SCM framework - Key success factors for e-SCM - Benefits of e-SCM Positioning information in Logistics - Strategic information linkage - Supply chain communication networks - Role of communication networks in supply chains - Overview of telecommunication networks – EDI - Data security in supply chain networks	10
2.	Enterprise Information Systems: Overview of enterprise information systems - Information functionality and principles - Introduction enterprise information systems -Classification of enterprise information systems - Information architecture - Framework for managing supply chain information -Benefits of enterprise information systems.	10
3.	SCM Systems Development: Stakeholders in supply chain information systems - Stakeholders in SCM - Stakeholders in supply chain information systems - Information systems development- Logistics information systems design- Defining enterprise architecture - Choosing appropriate system development methodologies- Adopting relevant	10

	systems development model.	
4.	Deployment and Management: Information systems deployment - IT Operations and infrastructure management - Portfolio, programme and project management - Management of risk - Management of value.	10
5.	Information Integration: Enterprise application integration and supply chain visibility - Enterprise application integration -Supply chain visibility - Supply chain event management -Supply chain performance - Planning and design methodology - Problem definition and planning - Data collection and analysis - Recommendations and implementation - Decision support systems.	10

References

1. Donald Bowersox, David Closs ,& Bixby cooper Supply chain Logistical Management
2. R.H. Ballou, and Samir Business Logistics Management, 5th Edition 2014.
3. Strauss, Alexa & Frost E-Marketing, Routledge; 8th New edition 2018
4. Statistics for Managers Using MS Excel, 8th Edition Levine & David Pearson Education2017
5. David B. Grant & Chee Yew Wong Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management Kogan Page; 2nd edition April 3, 2017

Department of Studies in Business Administration
Semester-IV
DSE9: RETAIL LOGISTICS MANAGEMENT

Course Title: Retail Logistics Management	Course code: 24MBA4E9EL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. The student has to design suitable invoice management system for a retailer.
2. The student should have knowledge on 4pl logistics, its various operations and the role played in retailing operations.

DSE9: RETAIL LOGISTICS MANAGEMENT

Unit	Contents	Hours
1.	Concept and Scope: Concepts of Logistics and supply chain- Importance of Logistics in these days global Sourcing, Production and consumption- Dimension of Logistics: Macro and Micro aspects- Logistics as a competitive edge driver- Peculiarities and diversity of needs of Logistics for Retailing.	10
2.	Logistics and Procurement: Logistics as a Support function of Procurement and Vendor Facilitation - Logistics as interface function of Demand Forecasting, Global procurement, Tracking inward shipments and Storage Planning- Logistics as an enabler of Just-in-Time (JIT), Kanban (A scheduling system for lean inventory), Vendor Managed Inventory (VMI) for Vendors and the firm	10
3.	Logistics and Marketing: Logistics as a Support function of Order Fulfillment, Assembling & Labeling from Multi-storage points and Delivery- Logistics as an interface of Market forecasting, Stock level	10

	management, invoice or sales documentation, picking products, consolidation, transport-packaging, packing, marking, preparing outbound documentation and shipping out by loading into containerscustomer facilitation tracking out-bound shipments.	
4.	EXIM Logistics: Importance of Global Logistics- Export Logistics: Special Aspects of EX-IM logistics- Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents collection-Bonded Warehousing Customs Formalities- Clearing	10
5.	Invoice management, call centers, warehouse/distribution facilities – Carrier management- 4PL Specialties: Implementation Center: Business process analysis/scoping, Development of all activities into an open systems frameworkProduct/Skill Centers: Added services: Knowledge Transfer, Business Development and Functional Support	10
References		
<ol style="list-style-type: none"> 1. Alan E. Branch, Global Supply Chain Management and International Logistics 2. Dawson, Larke&Mukoyama, Strategic Issues in International Retailing: Routledge. 3. James B. Ayers, Retail Supply Chain Management: Auerbach Publications. 4. Managing Supply Chains(2011): Harvard Business Review 5. Paul R. MurphyJr. & Donald Wood Contemporary Logistics 		

**Department of Studies in Business Administration
Semester-IV**

DSE10: INTERNATIONAL TRADE DOCUMENTATION PROCEDURES

Course Title: International Trade Documentation Procedure	Course code: 24MBA4E10EL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. To identify future opportunities and challenges of India's Foreign Trade.
2. Students gain the knowledge of Export and Import Documents used in Global Trade.
3. To Explore knowledge in starting an export organization and related procedures.
4. Understand Finance and Insurance issues relating to Exports.

DSE10: INTERNATIONAL TRADE DOCUMENTATION PROCEDURES

Unit	Contents	Hours
1.	International Trade: Need and importance of International Trade– India's Foreign Trade –Commodity composition and Destination – India's Export and Import position in World merchandise trade and services –Project Exports-Deemed Exports - India's Foreign Trade Policy – India Trade Agreements and tariff benefits	10

2.	Starting an Export Organization: Starting an export firm – Selection of an export product – Market selection –Buyer selection – Registration procedure with Sales Tax, Central Exercise and various Boards and councils – Exim code number – Elements of export contract- Global rules as UCP 600 of ICC, INCOTERMS – Terms of payment and Letter of Credit – Payment settlement of exports and Imports	10
3.	Export Documentation: Types of documents – Primary Documents – Regulatory Documents - Transport, Negotiation and Insurance documents –E- Databases and Documents	10
4.	Export Finance: Sources of Finance - Role of commercial bank, EXIM Bank, ECGC SIDBI and others – Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods.	10
5.	Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licenses - Export Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme –Import formalities for EOUs and SEZs –CEZ - Import Risk Management	10

References

1. Aseem Kumar “Export and Import Management”, Excel Books Publications, New Delhi
2. David Stewart “International Supply Chain Management”, Cengage publications,
3. Ram Singh “Export Management” Indian Institute of Foreign Trade, New Delhi
4. P.K.Khurana Export Management, Galgotia Publication, New Delhi
5. Jeevanandam C “Foreign Exchange: Practices Concepts and control” Sultan Chand Publications

Department of Studies in Business Administration

Semester IV

DSE6: Marketing Analytics

Course Title: : Marketing Analytics	Course code: 24MBA4E6FL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

- Comprehend the concept of marketing analytics and various analytical modelling.
- Understand the marketing segmentation and various business strategy.
- Understand the dynamics of product, service and price analytics.
- Evaluate the promotion budget and allocation.
- Understand the analytics in action.

Unit	Description	Hours
1	Concept and Marketing Insight Concept of marketing analytics, analytical modelling and metrics in marketing, Marketing Insight: sources of market data, market sizing, porter five forces analysis, STEEPLE model.	12 Hours

2	Market Segmentation and Business Strategy Market segmentation: market segmentation, target market, marketing positioning. Business strategy: strategic scenarios and strategic decision models, business forecasting, predictive analytics in marketing, data mining, balanced scorecard, critical success factors.	12 Hours
3	Product, Service and Price Analytics Product and Service Analytics: Conjoint analysis, portfolio resource allocation, decision tree models, product and service metrics, attribute preference testing. Price analytics: pricing techniques and assessments, price metrics, profitable pricing, price discrimination	12 Hours
4	Promotion and Distribution Analytics Promotion Analytics: Promotion budget estimation and allocation, promotion metrics for traditional and social media marketing. Distribution Analytics: Designing distribution channel, channel evaluation and selection, managing conflicts and control in channels.	12 Hours
5	Sales Analytics and Analytics in Action Sales Analytics: Consumer sales process, e-commerce sales model, prescriptive marketing sales metrics, profitability metrics, support metrics. Analytics in Action: Rapid decision models, metrics in marketing campaigns, excel excellence, data driven presentations	12 Hours

References:

1. Sorger, S. (2013), Marketing Analytics: Strategic Models and Metrics, Admiral Press.
- Winston, W.L. (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, First Edition.
- Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A. (2010). Marketing (14th ed.). Mc Graw Hill.
- Grewal, D., & Levy, M. (2022). Marketing (8th ed.). McGraw-Hill Education.
- Kapoor, N. (2021) Principles of Marketing, Prentice Hall of India.
- Kotler, P., Keller, K L., & Chernev, A. (2022). Marketing Management (16th Edition). Pearson Education.
- Kotler, P., Armstrong, G. & Agnihotri, P. (2018). Principles of Marketing (17th Edition), Pearson Education. Indian edition.
- Sharma, K., & Swati Aggarwal. (2021). Principles of Marketing. Taxmann Publications.

Department of Studies in Business Administration
Semester IV
DSE7: HR Analytics

Course Title: : HR Analytics	Course code: 24MBA4E7FL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

- understand role of analytics in human resource management.

- develop knowledge about HR metrics and types of analytics in HR.
- critically analyse the HR effectiveness and its impact on employee life cycle & experience.
- analyse data driven insights out of HR analytics.
- help in implementation of predictive modelling and dashboards in HR

Unit	Description	Hours
1	Introduction to HR Analytics Evolution of HR analytics, challenges with HR Analytics, strategic focus on HR Analytics; Common pitfalls of HR Analytics; HR analytics process and skill-set needed in HR analytics team.	05 Hours
2	Approaches to Data Analytics Current approaches to measuring HR; Strategic HR metrics versus Bench marking; HR scorecards & workforce scorecards; Types of analytics in HR- descriptive, predictive and prescriptive; HR analytics framework.	15 Hours
3	Dynamics of HR Metric People analytics cycle, employee lifecycles and employee experiences, performance- and succession management; Agile framework; HR value chain; Metrics to measure HR effectiveness; Factors driving employee turnover, link between engagement and performance; Competitive edge and HR analytics.	10 Hours
4	- Data Mining Techniques Data analysis, data visualization techniques and effective utilization using tools; Common pitfalls associated with data visualization; Driving insights out of HR analytics.	15 Hours
5	Decision Making Based on Analytics Data driven culture in an organization; Implementation of predictive modelling; Importance of predictability in fulfilling strategic objectives; Effective HR dashboards.	15 Hours

References:

- 1. Edwards, M. & Kirsten Edwards, K. (2016). *Predictive HR Analytics: Mastering the HR Metric*. Kogan Page.
- Isson, J.P. Harriott & J.S. (2016). *People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent*. John Wiley & Sons.
- James, E.R. (2017). *Business Analytics*. UK: Pearson Education Limited.
- Van, Wieren S. (2017). *Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish*. Technics Publications LLC

Department of Studies in Business Administration
Semester IV
DSE8: Financial Analytics

Course Title : Financial Analytics	Course code: 24MBA4E8FL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours

Summative Assessment Marks: 70	
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Course Outcomes (CO's):

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

- understand role of analytics in finance.
- develop knowledge about business valuation and types of methods used in valuation.
- apply predictive modelling techniques in analyzing financial data for decision making.
- understand derivative pricing and role of real options in business decisions.
- develop a sound investment strategy considering market and credit risk.

Unit	Description	Hours
1	Introduction to Financial Analytics Definition, relevance and scope financial Analytics, recent trends in financial analytics, Concept of Primary Data and Secondary Data, Concept of Supervised and Unsupervised learning.	05 Hours
2	Business Valuation Analytics Financial and Cost Modelling using Spreadsheets, Company Business Model Analysis, Company Profitability Analysis, Product Profitability Analysis, Financial Statements and Projections - Discounted Cash Flow Analysis, Comparable Company Analysis, Precedent Transactions Analysis etc.	15 Hours
3	Predictive Analysis in Finance Simple linear regression: coefficient of determination, significance tests, residual analysis, confidence and prediction intervals. Multiple linear regression: coefficient of multiple coefficients of determination, interpretation of regression coefficients, categorical variables, heteroscedasticity, multi-collinearity, outliers, autoregression and transformation of variables, stock prices forecasting models using machine learning	10 Hours
4	Derivative Pricing Issues regarding derivative markets, Brownian motion, Black-Sholes model, Monte-Carlo simulation. Use of real options for better financial decisions- Growth (or expansion) options, Abandonment options, Investment timing options and flexibility (input/output) options.	15 Hours
5	Unit-V - Portfolio Analytics Modelling Volatility and Risk: Characteristics of volatility. Modelling volatility using ARCH/GARCH models. Measuring and modelling risk. application of Value at Risk (VaR), building an optimum portfolio. develop a sound investment strategy considering market and credit risk. Credit Risk Modelling-Firm wide Risk, Business Risk, Non-Business Risk, building blocks of making a credit default model, Statistical Models in Credit Risk Measurement.	15 Hours

References:

- Liu, S., & Sathye, M (2021). Financial Statistics and Data Analytics, (Eds.)
- <https://doi.org/10.3390/books978-3-03943-976-8>
- James, E.R. (2017). Business Analytics. UK: Pearson Education Limited.
- Hull, J. C., & Basu, S. (2022). *Options futures and other derivatives*. 11th Edition Pearson Education India.
- Brigham, E. F., & Houston, J. F. (2021). *Fundamentals of financial management*. 16th Edition Cengage Learning.
- Gujarati, D., Porter, D., & Gunasekar, S., *Basic Econometrics* 5th Ed, McGraw Hill Education
- Brooks, C., *Introductory Econometrics for Finance* 3rd Ed, Cambridge University Press
- Wooldridge, J., *Introductory Econometrics – A Modern Approach* 5th Ed, South Western Publication

Department of Studies in Business Administration
Semester IV
DSE9: Time Series Analytics

Course Title: : Time Series Analytics	Course code: 24MBA4E9FL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

- Discuss the basics of Time Series Data.
- Evaluate Stationary Time Series Models.
- Test and analyze the Stationary Time series.
- Model volatility using Time series.
- Examine cointegration and error correction among time series data.
- Analyze, Model and Forecast using time series data.

Unit	Description	Hours
1	Difference Equations Time series models, Difference equations and their solutions, solution by iteration, an alternative solution methodology, the cobweb model, solving homogeneous difference equations, particular solutions for deterministic processes, the method of undetermined coefficients, lag operators	10 Hours
2	Stationary Time Series Models Stochastic difference equation models, ARMA models, stationary restrictions for ARMA(p,q) model, autocorrelation function, partial autocorrelation function, sample autocorrelations of stationary series, box-jerkins model selection, properties of forecasts, model of interest rate spread, seasonality, parameter instability and structural change.	12 Hours
3	Models with Trend Deterministic and Stochastic trends, removing the trend, unit roots and regression residuals, Monte- Carlo method, Dickey-Fuller tests: examples and extensions, structural change, power and the deterministic regressors, test with more power, panel unit root tests, trends and univariate decompositions.	12 Hours
4	Modelling Volatility Economic time series: the stylized facts, ARCH processes, ARCH and GARCH estimates of inflation, examples of GARCH models, A GARCH model of risk,	13 Hours

	ARCH-M model, additional properties of GARCH processes, maximum likelihood estimation of GARCH models, other models of conditional variance, Multivariate GARCH	
5	Difference Equations Time series models, Difference equations and their solutions, solution by iteration, an alternative solution methodology, the cobweb model, solving homogeneous difference equations, particular solutions for deterministic processes, the method of undetermined coefficients, lag operators	10 Hours

References:

- Anderson (2011). *The Statistical Analysis of Time Series*. Wiley.
- Brockwell, P.J. & Davis, R.A. (2016). *Introduction to Time Series and Forecasting*. Springer, Third Edition.
- Chatfield, C. (2003). *The Analysis of Time Series: An Introduction*. Chapman & Hall, Sixth Edition.
- Enders W. (2014). *Applied Econometric Time Series*. John Wiley & Sons, Inc., Fourth Edition.
- Hamilton, J.D. (2012). *Time Series Analysis*. Princeton University Press.
- Mills, T.C. & Markellos, R.N. (2008). *The Econometric Modelling of Financial Time Series*. Cambridge University Press, Third Edition.
- Shumway, R.H. & Stoffer, D.S. (2013). *Time Series Analysis and Its Applications: With R Examples*. Springer.
- Tsay, R.S. (2014). *Analysis of Financial Time Series*. Wiley, Third Edition

Department of Studies in Business Administration
Semester IV
DSE10: Predictive Analytics

Course Title: : Predictive Analytics	Course code: 24MBA4E10FL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

- Gain skills in understanding predictive models.
- Analyze metric data and get an overview of statistical tests
- Gain skills in building predictive models.
- Recognise the process of hypothesis testing and model evaluation.
- Use Linear and Logistic Regression for Model Estimation.
- Apply predictive models to solve business problems.

Unit	Description	Hours
1	Introduction Classification & prediction, Key ingredients of predictive models, Goals of a regression analysis. Regression models, Data in a regression analysis.	05 Hours
2	Data Preparation & Statistical Tests Analyzing the metric data: Measures of central tendency, measures of dispersion, data distribution, histogram analysis, outlier analysis, correlation analysis. Attribute Reduction Methods: Univariate Analysis, Correlation-based Feature Selection, Attribute Extraction: Principal Component Analysis. Overview of statistical tests: Categories, one-tail and two-tail, Type I and Type II errors, interpreting significance results.	10 Hours

3	Model Development Model Development: Data partition, Attribute reduction, model construction, model validation, hypothesis testing, results interpretation, cross-validation.	10 Hours
4	Hypothesis Testing & Model Evaluation Steps in Hypothesis Testing, Statistical testing, model-comparison tests. Performance measures for categorical and continuous dependent variables, ROC analysis.	10 Hours
5	Linear and Logistic Regression Model Estimation Simple Linear Regression, Multiple Regression, Logistic Regression Overfitting, Model Tuning & Class Imbalance.	25 Hours

References:

1. Chatterjee, S. & Hadi, A. (2012). *Regression Analysis by Example*, John Wiley, Fifth Edition.

- Frees, E. E, Derrig, E. W. & Meyers, G. (2014). *Predictive Modeling Techniques in Actuarial Science, Vol. I: Predictive Modeling Techniques*. Cambridge University Press.

- Kuhn, M. and Johnson, K. (2013). *Applied Predictive Modelling*, Springer Verlag.

- Larose, D.T. & Larose, C.D. (2016). *Data Mining and Predictive Analytics*. Wiley.

- Malhotra, R. (2016). *Empirical Research in Software Engineering: Concepts, Analysis & Applications*, CRC press.

- Mayor, E. (2015). *Learning Predictive Analytics with R*, Packt Publishing.

Sarma, K.S. (2013). *Predictive Modeling with SAS Enterprise Miner: Practical Solutions for Business Applications*, SAS Institute, Second Edition.

- Strickland, J. (2014). *Predictive Modeling and Analytics*, Lulu.com.

- Weisberg, S. (2014). *Applied Linear Regression*, Wiley, Fourth Edition.

Department of Studies in Business Administration
Semester IV
DSE6: SOCIAL MEDIA MARKETING

Course Title: SOCIAL MEDIA MARKETING	Course code: 24MBA4E6GL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's): At the end of the course, students will be able to:

- To understand and estimate the mindset of online consumer and design strategies to enhance Consumer Digital Marketing Experiences.

Unit	Description	Hours
1	Introduction – Evolution of Digital Marketing, Importance, Scope, The Digital Consumer & Communities Online, Digital Marketing Landscape.	10 Hours
2	Affiliate Marketing: Affiliate Marketing & Strategic Partnerships, Affiliate Marketing Networks, Promoting the Affiliate Products, Social Affiliate, Email Marketing, Content Strategies	10 Hours
3	Affiliate Marketing: Affiliate Marketing & Strategic Partnerships, Affiliate Marketing Networks, Promoting the Affiliate Products, Social Affiliate, Email Marketing, Content Strategies.	14 Hours
4	Analytics: CRM & CX in Digital Marketing-Digital Marketing, Data and Analytics-Social Listening- Web Analytics.	14 Hours
5	Integrating Digital & Social Media: Social Media Analytics – Mobile Marketing – Integrating Digital and Social Media Strategies.	12 Hours

References:

- Michael Solomon and Tracy Tuten, Social Media Marketing, Pearson,2013
- Social Media Marketing for Beginners: Create Successful Campaigns, Gain more Fans and boost sales from any social network by F.R.Media, 2/e, June 2014
- Jan Zimmerman and Deborah Ng. Social Media Marketing All in one for Dummies, 2012
- Douglas A.Norman, The Design of Everyday Things, Apr, 2011
- Jack Z.Scissors and Roger B.Baron Advertising Media Planning, 2010
- Bhatia Punit, Fundamentals of Digital Marketing, Pearson, 2017
- Ian Doodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaign, Wiley, 2016.
- New Product Policy & Plans, Yoram Wind 7 Lead Users, Eric Von Hippel

Department of Studies in Business Administration
Semester IV

DSE7: DIGITAL MEDIA PLANNING AND EXECUTION

Course Title: DIGITAL MEDIA PLANNING AND EXECUTION	Course code: 24MBA4E7GL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

- To understand Media Planning, Strategy and Management with reference to current business scenario.
- To know the basic characteristics of all media to ensure most effective use of advertising budget.
- To provide an insight on Media Planning, Budgeting, Scheduling and Evaluating the Different Media Buys.

Unit	Description	Hours
1	Overview of Media and Media Planning: Meaning of Media & Features of Media, Meaning of Media Planning, Scope of Media planning, Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning.	10 Hours

	<p>Media Research: Meaning, Role and Importance. Sources of Media Research: Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen’s Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CIB Listenership Survey.</p>	
2	<p>Media Mix and Media Strategy: MEDIA MIX: a) Meaning, Need for Media Mix, Identifying Audience for Mass Media, Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix. b) Media Choices: Print Meaning- Factors Affecting Selection of Print Media Decisions, Types of Print Media, Advantages and Limitations. Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations. Radio- Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations. Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations. c) Emerging Media: Online, Mobile, Gaming, In flight, In Store, Interactive Media. MEDIA STRATEGY: Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components. Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.</p>	10 Hours
3	<p>Media Budgeting, Buying & Scheduling: a) Media Budget: Meaning. Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing, Frequency of Purchase. Importance of Media Budget. Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning. b) Media Buying: Meaning, Role of Media Buyer, Objectives of Media Buying. Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy. Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback. Criteria in Media Buying.</p>	14 Hours
4	<p>Developments in International Marketing: a) Media Measurement: Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach. Television Metrics: Dairy v/s People meter, TRP/TVR, Program Reach & Time Spent, Stickiness Index, Ad Viewership. Radio Metrics: Arbitron Radio Rating. Print Metrics: Circulation, Average Issue Readership (AIR), Total or Claimed Reader, Sole or Solus reader. OOH Metrics: Traffic Audit Bureau(TAB) b) Benchmarking Metrics: Share, Profile, and Selectivity Index. c) Plan Metrics: Gross Rating Points (GRP), Gross Impressions (GI), Share</p>	14 Hours

	of Voice (SOV).	
5	<p>Developments in International Marketing:</p> <p>Evaluating Media Buys: Evaluating Television Media Buying: Dysfunctional Card Rate, Secondary and Effective Rate, Deal Composition, Cost Per Rating Point (CPRP), Reach Delivered by the Buy, Visibility Spots, Bonus Percentage, Upgrades and Spot Fixing, Sponsorships. Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations. Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys.</p>	12 Hours
<p>References:</p> <ul style="list-style-type: none"> • Dewdney A. & Peter R. 2014. <i>The Digital Media Handbook</i>. 2nd Edition. Routledge. Oxon. • Lipshultz, J.H. 2014. <i>Social Media Communication: Concepts, Practices, Data, Law</i>. New York: Routledge. • Sharma, R., (2015). „Media Literacy and Governance: A study of Sangrampur Block in Bihar“. In <i>Democracy and Good Governance: Reinventing the Public Service Delivery System in India</i>, RumkiBasu, M. BadrulAlam and Furqan Ahmad. (eds.). India: Bloomsbury. • Thussu, D. K. 2010. <i>International Communication: A Reader</i>. London: Routledge. • Sreberny, A. 1997. <i>Media in global context: A reader</i>. London: Arnold. • Seargent, P. and Tagg, C. 2014. <i>The Language of Social Media: Identity and Community on the Internet</i>. New York: Palgrave Macmillan. • Grant, A.E. & Wilkinson, J. 2009. <i>Understanding Media Convergence: The State of the Field</i>. United Kingdom: Oxford University Press • Silverblatt, A, Yadav, Anubhuti&Kundu, V. (2022). <i>Media Literacy: Keys to Interpreting Media Messages</i> (Indian Edition) 		

Department of Studies in Business Administration
Semester IV
DSE8: E-COMMERCE

Course Title: E-COMMERCE	Course code: 24MBA4E8GL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's): At the end of the course, students will be able to

1. Understand the technological aspects of E-Commerce
2. Realise the consumer orientation towards E-Commerce
3. Identify threats in E-Commerce

Unit	Description	Hours
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1	E-commerce and its Technological Aspects: Overview of developments in Information Technology and Defining E-Commerce: The scope of E-commerce, Electronic Market, Electronic Data Interchange, Internet Commerce, Benefits and limitations of E-Commerce, Produce a generic framework for E-Commerce, Architectural framework of Electronic Commerce, Web based E Commerce Architecture.	10 Hours
2	Consumer Oriented E Commerce E-Retailing: Traditional retailing and e-retailing, Benefits of e retailing, Key success factors, Models of e retailing, Features of e retailing. E services: Categories of e-services, Web-enabled services, matchmaking services, Information-selling on the web, e entertainment, Auctions and other specialized services. Business to Business Electronic Commerce	10 Hours
3	Electronic Data Interchange: Benefits of EDI, EDI technology, EDI standards, EDI communications, EDI Implementation, EDI Agreements, EDI Security. Electronic Payment Systems, Need of Electronic Payment System: Study and examine the use of Electronic Payment system and the protocols used, Study Electronic Fund Transfer and secure electronic transaction protocol for credit card payment. Digital economy: Identify the methods of payments on the net – Electronic Cash, cheques and credit cards on the Internet.	14 Hours
4	Security in E Commerce: Threats in Computer Systems: Virus, Cyber Crime Network Security: Encryption, Protecting Web server with a Firewall, Firewall and the Security Policy, Network Firewalls and Application Firewalls, Proxy Server. (CMS) Issues, Optimizing Flash, Best Practices for Multilanguage/Country Targeting.	14 Hours
5	Issues in E Commerce: Understanding Ethical, Social and Political issues in E-Commerce: A model for Organizing the issues, Basic Ethical Concepts, Analyzing Ethical Dilemmas, Candidate Ethical principles Privacy and Information Rights: Information collected at E-Commerce Websites, The Concept of Privacy, Legal protections Intellectual Property Rights: Types of Intellectual Property protection, Governance.	12 Hours

References:

- Elias. M. Awad, " Electronic Commerce", Prentice-Hall of India Pvt Ltd.
- RaviKalakota, Andrew B. Whinston, "Electronic Commerce-A Manager's guide", Addison-Wesley.
- Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Commerce–A ManagerialPerspective", Addison-Wesley.
- Elias M Award, "Electronic Commerce from Vision to Fulfilment", 3rd Edition, PHI, Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3RDEdition, Pearson Education.

Dept Name: Department of Studies in Business Administration
Semester IV

DSE9: SEARCH ENGINE MARKETING

Course Title: SEARCH ENGINE MARKETING	Course code: 24MBA4E9GL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours

Summative Assessment Marks: 70	
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Course Outcomes (CO's):

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

1. Know the importance of SEM
2. Set up SEM Campaigns
3. Develop SEM Tools and Automation

Unit	Description	Hours
1	<p>Introduction to Search Engine Marketing: Overview of SEM. What is Search Engine Marketing? Importance of SEM in Digital Marketing. Difference between SEM, SEO, and PPC. Understanding Search Engines. How search engines work. Organic vs. Paid results. Key search engine platforms: Google, Bing, Yahoo. SEM Terminologies. CPC, CTR, Quality Score, Conversion Rate, etc.</p> <p>Google Ads Basics: Introduction to Google Ads. Types of Google Ads campaigns. Google Ads account setup. Interface overview and navigation. Campaign Types, Search campaigns. Display campaigns, Shopping ads. Video campaigns (YouTube Ads). Performance Max campaigns. Keyword Research. Importance of keywords in SEM. Keyword research tools (Google Keyword Planner, SEMrush, etc.). Long-tail vs. short-tail keywords.</p>	10 Hours
2	<p>Setting Up SEM Campaigns: Search Campaign Creation. Writing effective ad copy. Creating ad groups and selecting keywords. Using match types: Broad, Phrase, Exact, Negative. Display Campaign Creation. Designing image and responsive ads. Targeting options: Audience, demographics, interests. Bid Strategies, Manual CPC vs. Automated bidding. Enhanced CPC, Target CPA, Target ROAS.</p> <p>Optimization Techniques: Quality Score Optimization. Factors affecting Quality Score: CTR, Ad Relevance, Landing Page Experience. Landing Page Optimization. Creating user-friendly, mobile-optimized landing pages. A/B testing for landing pages. Ad Extensions. Types of extensions: Sitelinks, Callouts, Structured Snippets.</p>	10 Hours
3	<p>Analytics and Performance Tracking: Introduction to Google Analytics. Setting up and linking Google Analytics with Ads. Tracking conversions and goals. Analyzing Campaign Performance. Understanding metrics: Impressions, clicks, conversions. Using reports for insights (Search Query Report, Auction Insights). Campaign Optimization. Improving CTR, CPC, and conversion rate. Identifying and pausing underperforming keywords.</p> <p>Advanced SEM Strategies: Remarketing Campaigns. Understanding remarketing. Setting up audience lists. Dynamic remarketing with display ads. Competitor Analysis. Tools for competitor analysis (SpyFu, Ahrefs, SEMrush). Building strategies to outrank competitors. Geo-Targeting and Local Search Ads. Importance of location-based targeting. Setting up and optimizing local ads.</p>	14 Hours
4	<p>Bing Ads and Other Platforms: Overview of Bing Ads. Setting up Bing Ads account. Importing campaigns from Google Ads. Advertising on Other Platforms, Yahoo Ads. DuckDuckGo Advertising.</p> <p>Budgeting and ROI in SEM: Budget Allocation. How to set and manage ad budgets. Daily vs. monthly budgets. Measuring ROI in SEM. Calculating ROI for SEM campaigns. Optimizing for profitability.</p>	14 Hours

5	<p>SEM Tools and Automation: Tools for SEM Management. SEMrush, Ahrefs, Spy Fu, and Uber suggest. Using Google Ads Editor. Automation in SEM. Using scripts for automation. Smart bidding and AI-powered features.</p> <p>SEM Best Practices and Trends: SEM Best Practices. Ad copywriting tips. Avoiding common SEM mistakes. Emerging Trends in SEM. Voice search and its impact. AI and machine learning in SEM.</p>	12 Hours
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References:

- **SEO 2024 by Adam Clarke** - This book covers the latest SEO strategies and techniques to improve your website's visibility and ranking on search engines.
- **The Art of SEO by Eric Enge, Stephan Spencer, and Jessie Stricchiola** - A comprehensive guide to mastering search engine optimization.

Semester IV

DSE10: SEARCH ENGINE OPTIMIZATION (SEO)

Course Title: SEARCH ENGINE OPTIMIZATION (SEO)	Course code: 24MBA4E10GL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's): At the end of the course, students will be able to:

- To understand basics of SEO and how search engines work
- To learn the steps you need to prepare for, execute, and evaluate SEO initiatives.
- To examine a number of advanced strategies and tactics

Prerequisites: Basic concepts Web Application development

Unit	Description	Hours
1	Introduction to The Search Engines: The Mission of Search Engines, The Market Share of Search Engines, The Human Goals of Searching, Determining Searcher Intent: A Challenge for Both Marketers and Search Engines. How People Search, How Search Engines Drive Commerce on the Web, Eye Tracking: How Users Scan Results Pages, Click Tracking: How Users Click on Results, Natural Versus Paid.	10 Hours
2	Search Engine Basics: Understanding Search Engine Results, Algorithm-Based Ranking Systems: Crawling, Indexing, and Ranking, Determining Searcher Intent and Delivering Relevant, Fresh Content, Analysing Ranking Factors, Using Advanced Search Techniques, Vertical Search Engines, Country-Specific Search Engines.	10 Hours
3	Keyword Research: The Theory Behind Keyword Research, Traditional Approaches: Domain Expertise, Site Content Analysis, Keyword Research Tools, Determining Keyword Value/Potential ROI, Leveraging the Long Tail of Keyword Demand, Trending, Seasonality, and Seasonal Fluctuations in Keyword Demand	14 Hours
4	Developing an SEO-Friendly Website: Making Site Accessible to Search Engines, Creating an Optimal Information Architecture, Root Domains, Subdomains, and Microsites, Optimization of Domain Names/URLs, Keyword Targeting, Content Optimization, Duplicate Content Issues Controlling Content with Cookies and Session IDs, Content Delivery and Search Spider Control, Redirects, Content Management System (CMS) Issues, Optimizing Flash, Best Practices for Multilanguage/Country Targeting.	14 Hours

5	<p>Optimizing for Vertical Search: The Opportunities in Vertical Search, Optimizing for Local Search, Optimizing for Image Search, Optimizing for Product Search, Optimizing for News, Blog, and Feed Search, Others: Mobile, Video/Multimedia Search</p> <p>Tracking Results and Measuring Success: Why Measuring Success Is Essential to the SEO Process, Measuring Search Traffic, Tying SEO to Conversion and ROI, Competitive and Diagnostic Search Metrics, Key Performance, Indicators for Long Tail SEO</p>	12 Hours
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References:

- Eric Enge, Stephan Spencer, Rand Fishkin, Jessie C Stricchiola, “The Art of SEO: Mastering Search Engine Optimization”, O’Reilly Media, October, 2009
- David Amerland, Google Semantic Search, Pearson
- Jerri L. Ledford, “SEO: Search Engine Optimization Bible”, 2nd Edition, Wiley India, April, 2009
- John I Jerkovic, “SEO Warrior: Essential Techniques for Increasing Web Visibility”, O’Reilly

Department of Studies in Business Administration

Semester-IV

DSE6: FAMILY BUSINESS MODELS

Course Title: Family Business Models	Course code: 24MBA4E6HL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Understand family business development dimensions
2. Appreciate the importance of family business types
3. Know the importance of transition and change

DSE6: FAMILY BUSINESS MODELS

Unit	Contents	Hours
1	Family Business Development Model: Introduction of Family Business – Conceptual Models of Family firms. Three dimension development Model. Ownership Development Dimension. Family Developmental Dimensions. Business Developmental Dimensions. Modelling for Family Business.	10
2	Family Business Types: Family Business types and traditional forms of family business. Founders and the Entrepreneurial experiences. Growth and Evolution of Family Business. Complexity of family enterprise. Diversity of successions.	10
3	Narcissism, Envy and Myths in Family Firms: Personality types: Managerial implications of dysfunctional narcissism. Meaning and Importance of Individuation. Power of envy. Role of family myths and impact of family myths on family business. Characteristics of founder. Common defensive structures in founder.	12
4	Leadership Transition: Options for tackling succession problem. Inheritance. Psychological pressure on new leaders. Systematic view of business family. Family system proposition. Family scripts and rules. Diagnosing family entanglements.	12
5	Transition and Change: Lewin's idea of change. Model of individual change. Process of change within organization. Change process in families. Family focus	12

Role play on Family Business planning.
References 1. Gurnani P.S. (2016); Women Entrepreneurship: Emerging Dimension of Entrepreneurship in India; Edu-Creation Publication; New Delhi. 2. Maura McAdam (2013); Female Entrepreneurship; Routledge, London. 3. Rao M.B. & Talluri S. (2018); Micro, Small and Medium Enterprises: MSME; K.Y Publication. 4. F.R. Kets de Vries, Randel S. Carlock, Elizabeth Florent (2007); Family Business on the Couch V A psychological perspective; Wiley Publisher. 5. R. Srinivasan, C.P. Lodha (2017); Strategic Marketing and Innovation for Indian MSMEs; Springer.

Department of Studies in Business Administration

Semester-IV

DSE7: START-UP MANAGEMENT IN URBAN, RURAL AND METROPOLITAN SETUP

Course Title: Start-Up Management In Urban, Rural And Metropolitan Setup	Course code: 24MBA4E7HL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Develop a detail understanding about the skill set expected from an aspiring entrepreneur and key areas and elements of entrepreneurial ecosystem to be considered.
2. To be equipped with knowledge to prepare operational and financial plans, convert plans into result - oriented actions, including fund raising, deployment and optimization of costs.

DSE7: START-UP MANAGEMENT IN URBAN, RURAL AND METROPOLITAN SETUP

Unit	Contents	Hours
1	Start Up Village Entrepreneurship Programme: Deendayal Antyodaya Yojana – National Rural Livelihoods Mission, New Enterprise Development, Support for existing enterprises, Block level activities, Other project activities. Rural Entrepreneurs, Self-help groups. MUDRA Banking. Agribusiness Start-ups – Seed and variety development, Sustainable marketing, Collaboration with Multinationals.	12
2	Start-up in Urban and Metropolitan Setup: Supply chain management, Venture capitalists, Angel Investors, Supply chain designing, Sourcing and Optimization, Logistics Management, Business Process Modelling and ERP, Lean Management, SCM for E-Commerce, Business Dynamics Modelling and Simulation	10
3	Business Model Canvas and Business Plan development: Social	12

	Entrepreneurship and Innovation, Entrepreneurship in Action (Practice based), Entrepreneurial Leadership, Technology for Start-ups and Family Businesses, Corporate Entrepreneurship, Business Plan Development, Global entrepreneurship Monitor.	
4	Entrepreneurship Ecosystem in India: Entrepreneurship in Action – II (Practice based), Managing and Growing Family Enterprises, Financial Management for Entrepreneurs, Make- in-India, SAMRIDH Scheme, innovation and Technology, Global Innovation Index, Employment generation, Intellectual property protection.	10
5	Business Process Improvement: Strategic Quality Management, World Class Manufacturing, Business Analytics for SCM, Training and Development programs for the First Generation Entrepreneurs, Knowledge and Technology Sharing, , Big Data Analytics, Descriptive Analytics and Data Visualization, Analytics Applications in Functional Areas, Data Warehousing and Data Mining, Business Intelligence.	12

References

1. Entrepreneurship and small business management. Gupta, C. B., & Khanka, S. S.(2003). Sultan Chand & Sons, New Delhi.
2. The process of social value creation: A multiple-case study on social entrepreneurship in India. A. Singh, (2016). Springer.
3. Social entrepreneurship in India: Quarter idealism and a pound of pragmatism. M.Shukla, (2020). Sage Publications Pvt. Limited.
4. Social entrepreneurship: Working towards greater inclusiveness. R.K.R.Kummitha, R.
5. K. R. (2016). SAGE Publications India.
6. Entrepreneurship development. S. Sharma(2021). PHI Learning Pvt. Ltd.

Department of Studies in Business Administration

Semester-IV

DSE8: MANAGING CONFLICT IN FAMILY BUSINESS AND TEAM WORK

Course Title: Managing Conflict In Family Business And Team Work	Course code: 24MBA4E8HL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Familiarize and identify the ways of managing conflicts in the family business.
2. Demonstrate and apply the leadership styles in the business.
3. Distinguish between suitability of alternative forms of business organisations for chosen family business.

DSE8: MANAGING CONFLICT IN FAMILY BUSINESS AND TEAM WORK

Unit	Contents	Hours
1	Conflict in Family Business: Concept, Difference in a family business conflict and non- family organization, Constructive or Destructive Impact of Family Ownership, Common Pattern of Conflict, Causes of Conflict, Consensus of Conflict in Family Business, Resolving Family Business Disputes, Case Studies.	10

2	Family Business Leadership: Introduction, Leadership Challenges in Family Business, Evolving Strategies and leadership Role, Leader Legacy, Approaches to Family Leadership, Structure of Family Leadership, Responsibilities of Leadership Job, Difference between Family and Corporate Leadership, Family Democracy vs Meritocracy, Obtaining Honest Feedback, Defining and Measuring Success, Case Studies.	12
3	Developing Next Generation Family Leader: Leadership and Religion in Family Business, Succession in Family Business through Authentic Leadership, Family Entrepreneurial Leadership Transition to the Second Generation, Challenges of Family Leadership, Familial Values & Professionalization, Structure and next generation Leaders preparation	10
4	Teamwork in the Family Business: Introduction, Strategies for Building Team, Starting points. The growing trend toward teams and partnership, Steps to creating a team atmosphere, Sibling Partnerships-Tasks and pitfalls in a sibling partnership, Pros and cons of sibling partnerships, Cousin Consortiums-Building a working relationship among cousins, Husbands and Wives Common threads of successful spouse teams, beating the stresses of mom-and- pop partnerships, Case Studies.	12
5	Building Better Executive Teams: Strategies that encourage co-leadership, teaming up with hired managers, Creating Employee Work Teams-form, inspire, lead and support teams in the workplace, Encouraging teamwork and rewarding team performance, Identification of potential team players, Bringing the Family Team Together-Understanding stages of ownership evolution, Strategies to compensate family shareholders and Settling dispute , Successful Family Business Teams- Overcoming obstacles to good communications, Maintaining trust among all family members and Resolving conflicts, Practical Tools for Achieving Teamwork -Partnership charters, Case Studies.	12

References

1. K. Rhodes, D. Lansky (2013); Managing Conflict in the Family Business: Understanding Challenges at the Intersection of Family and Business; Palgrave Mcmillian, NY.
2. Álvarez, José Manuel, Palma-Ruiz, Jesús Manuel (2019); Handbook of Research on Entrepreneurial Leadership and Competitive Strategy in Family Business; IGI Global,USA.
3. Mark Daniell, Sara Hamilton (2010); Family Legacy and Leadership: Preserving TrueFamily Wealth in Challenging Times; John Wiley and Sons.
4. Pramodita Sharma, NunziaAuletta, Rocki-Lee DeWitt, Maria José Parada(2015); Developing Next Generation Leaders for Trans-generational Entrepreneurial Family Enterprises; Edward Elgar Publishing, UK.

Department of Studies in Business Administration

Semester-IV

DSE9: INNOVATION AND ENTREPRENEURSHIP

Course Title: Innovation And Entrepreneurship	Course code: 24MBA4E9HL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

Course Outcomes (CO's):

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

1. Appreciate and develop entrepreneurial attitude and prerequisites for becoming an entrepreneur.
2. Demonstrate creativity in identifying opportunities for business venture.

3. Distinguish between suitability of alternative forms of business organisations for chosen venture.
4. Familiarize with the procedures for establishing a business venture and necessary documentary and regulatory compliances and tax issues.
5. Display insights into procedure for and advantages of different IPR's. Relate and apply different strategies in support of a venture.
6. Develop and display soft skills for managing a team and provide leadership. Prepare projected financial statements and ratios for key indicators.

DSE9: INNOVATION AND ENTREPRENEURSHIP

Unit	Contents	Hours
1	Entrepreneurship: Meaning and objective. Entrepreneurship and its role in Economic Development. Entrepreneurial Traits and Mindset. Misconceptions and Myths about Entrepreneurship. Motivation for becoming an Entrepreneur. Entrepreneurship as a Career Option. Entrepreneurial Leadership. Creativity and Innovation. Bottlenecks to Creativity and innovation. Disruptive Technology and generating commercial value from Innovation; Sources of New Ideas, Techniques for generating Ideas. Accessing Business Potential of an Idea. Idea to Opportunity: Sources of Opportunity, Opportunity Recognition.	10
2	Types of New Ventures, Tax implications of various forms of Ventures. Procedures for setting up a Business in India. Entrepreneurship and Intellectual Property Rights (IPR): Patents, Trademarks and Copyrights. Business Plan: Purpose and Contents of a Business Plan. Marketing Plan: Need for Marketing Research, Industry Analysis, Competitor Analysis, Market Segmentation, Target Markets, Market Positioning, Marketing Mix, Marketing Plan and Market Strategy. Operation and Production Plan: Product Design and Specifications.	12
3	Types of Production Systems, Location and Layout Decisions, Plant and Technology Choices, Production Planning and Commercialization. Financial Plan: Assumptions underlying the Financial Statements. Budgeting. Preparation of projected Funds Flow and Cash Flow Statement, Profit and Loss Accounts / Income Statement and Balance Sheet. Key Financial Indicators: Break Even Analysis, Ratio Analysis, Valuation Methods, Sensitivity analysis. Financing of New Ventures: Stages of Financing, Sources of Finance – Seed Funding, Venture Capital Funding, Bank Funding, Lease Financing. Funding opportunities and Institutional Support in India for New Ventures. Managing Cash and Liquidity, Record Keeping, Performing Due Diligence	12
4	Launching a New Venture: Preparing Implementation Plan, Raising Resources, Leveraging Intellectual property, Organization Plan: Team Building for the New Venture, Designing Organizational Structure and Systems Building a Winning Team, Motivating and Inspiring the Team Members, Monitoring the Technological Trends, Pilot Testing, Understanding Markets, Market Strategies and Positioning. Managing Growth: Managerial Issues and Growth Strategies for New Ventures. Revival and Exit: Turnaround Strategies, Liquidation and Exit Strategies for Entrepreneurs.	12
5	Introduction to social enterprises, Social entrepreneurship – need, definition, characteristics and models. Social leadership, networks and external relationships, revenue models, Measures of performance of social enterprises, ISO 26000, Local problems and local solutions, Social audit, Issues in management of Social Enterprises.	10
References		

1. Kumar A (2012); Entrepreneurship; Pearson, 3 rd Edition.
2. Poornima M.CH (2006); Entrepreneurship Development: Small Business Enterprises; Pearson, 1 st Edition.
3. Kumar A., S.C. Poornima, M.K. Abraham, K. Jayashree (2011); Entrepreneurship Development; New Age International Publishers, 1 st Edition.
4. A.Sahay, M. S. Chhikara (2007); New Vistas of Entrepreneurship: Challenges&Opportunities; Excel Books, 1 st Edition.
5. R.K.R. Kummitha (2016); Social Entrepreneurship: Working towards GreaterInclusiveness; Sage Publications, 1st Edition.

Department of Studies in Business Administration

Semester-IV

DSE10: E BUSINESS AND ENTREPRENEURSHIP

Course Title: E Business and Entrepreneurship	Course code: 24MBA4E10HL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours

Summative Assessment Marks: 70	
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Course Outcomes (CO's):

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

1. Understand the basic concepts of e-business and entrepreneurship
2. Identify critical issues related to e-business and entrepreneurship
3. Analyse the process of innovation and industry disruption
4. Categorise different online business models.
5. Apply the e-business and entrepreneurship strategies for start up

DSE10: E BUSINESS AND ENTREPRENEURSHIP

Unit	Contents	Hours
1	Introduction to e-Business: Understand the definition, classification, development and the economic influence of the E business, Internet Marketing and e-Tailing	10
2	E-Business Models: Concept, Elements of e-Business Models, Classification to e-Business, E-Marketplace: concepts, Functions, e-Marketplace types and their features.	12
3	The Impact of E-Business on Different Fields and Industries: E-Tourism, Online Real Estate, Banking and Personal Finance Online. On-Demand Delivery Systems and E-Grocers.	12
4	Digital Entrepreneurship: Definition, Characteristics, New Opportunities and Challenges of digital entrepreneurship, the changing nature of careers as a result of disruption, digital innovation and opportunity, entrepreneurial competition.	12
5	Launching Online Business Projects: Understand the requirements for starting an online business from different perspectives, Describe the funding options available to startup, businesses, Understand the processes associated with managing Web site development, Know the techniques of search engine optimization, Evaluate Web sites on design criteria.	10

References

1. Jonathan R. J. E-Business A management perspective, Oxford University Press, New Delhi.
2. Kulkarni, P., Jahirabadkar, S. and Chande, P. E-Business. Oxford University Press, New Delhi.
3. 2. Allen, J. P. (2019). Digital entrepreneurship. Routledge, New York

Department of Studies in Business Administration

Semester-IV

GEC2: TEAM BUILDING AND PROBLEM SOLVING

Course Title: TEAM BUILDING AND PROBLEM SOLVING	Course code: 24MBA4G2AL
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Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 2 Hours
Summative Assessment Marks: 30	

Course Outcomes (CO's):

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

1. Recognize the different team development stages and behaviour
2. Master techniques to manage teams at each stage of development
3. Develop a range of great team building activities
4. Gain strategies & techniques to ensure effective & productive team meetings
5. Develop great team & facilitation skills.

GEC2: TEAM BUILDING AND PROBLEM SOLVING

Unit	Description	Hours
1	Introduction of team building; meaning and definition; nature of team building; types of teams: Inquiring Rationals, Authentic Idealists, Organized Guardians, Resourceful Artisans, The Trust/Relationship Model; types of teams; Tuckman's Fivestages of team development Forming, Storming, Norming, Performing, Adjourning, Forming an Effective Team.	5
2	Virtual team meeting- Scheduling, Objective and Agenda, Solicit Additional Topics in Advance, Status Report; right tool for virtual team building- Communication Software, Collaboration and Sharing Tools, Project Management Software, Use What Works for You and Your Team.	5
3	Team performance-Creative Thinking: Brainstorming, Brainwriting, Mindmapping, Six Thinking Hats; Solving Problems, Problem Identification, Decision Making, Planning & Organizing; Workshop Review; Team Action Plans.	5
4	Introduction; define problem; problem solving process- framing problems, identifying objectives, identifying problem causes; generating alternatives- legal policy.	7
5	Barriers to problem solving- cognitive constraints, social constraints, practical constraints, personal constraints;	8

References:

1. Problem solving, decision making and professional judgement, Paul Brest and Linda Hamilton Krieger, oxford university 2010.

Web Links:

2. <http://pdtraining.com.au/courses/team-leadership-training-courses>
3. <https://bookingsaus.professionaldevelopmenttraining.com/inhouseex1/quoterequestex1a.aspx>
4. <https://bookingsaus.professionaldevelopmenttraining.com/publicclassbooking.aspx?courseid=27>

Department of Studies in Business Administration
Semester-IV
GEC2: STRESS MANAGEMENT

Course Title: STRESS MANAGEMENT	Course code: 24MBA4G2BL
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 2 Hours
Summative Assessment Marks: 30	

Course Outcomes (CO's):

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

1. Recognize stress and how to manage.
2. Learn to use techniques to reduce stress at work.
3. Understand importance of physical education.

GEC2: STRESS MANAGEMENT

Unit	Description	Hours
1	Module :1 Introduction to stress: Meaning, Definition, Distress; nature of stress management; sources of stress- Psychological, Social, Environmental ,Academic, Family and Work stress	5
2	Module :2 Physical education; benefits of physical education; lifestyle factors that contribute to better health; tools to manage stress; nurturing environment.	7
3	Module :3 Types of stress: Acute stress, Episodic Acute stress and chronic stress, signs and Symptoms; impact of stress- Physiological Impact of stress, Psychological Impact of stress ,Social Impact of stress.	5
4	Module :4 Stress Response - 'Fight or Flight' Response, Stress warning signals; Stress and Coping- Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused.	5
5	Module :5 Stress Reduction Techniques- Autogenic Training 2. Biofeedback 3. Relaxation 4. Yoga and Meditation.	8
References:		
1. Stress Management for Healthy Living, unit 2, USC Dornsife physical education program.		