



## **SYLLABUS**

**Master of Business Administration Program**

**2 years || 4 Semesters**

**Full-Time**

**Program Batch**

**2023 – 2025**



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester I**

#### **Course Title: Managerial Economics**

Course Code	Credit	Contact Hours	Internal			External	
MBA101MAE	4	60	Theory	Continuous Assessment	Practical	Theory	Practical
			20%	30%	-	50%	-

#### **Course Outcomes (COs)**

1. To equip the students of management with techniques of managerial economics to enable them its relevance decision making.
2. Analyze the demand and supply conditions and assess the position of a company
3. To understand the production and cost function using curves and theories.
4. Design competition strategies, including costing, pricing, product differentiation, according to the natures of products and the structures of the markets.
5. To understand the Concept of National Income, Fiscal and Monetary Policies and Macro Environment in business decisions



## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<b>Introduction to Economics:</b> Concept of scarcity- trade-offs, opportunity cost, basic economic problems. <b>microeconomics</b> and <b>macroeconomics</b> , Managerial functions of Economics, Nature and scope of managerial economics, relation with other subjects, fundamentals concepts of Managerial Economics, Decision Making Process, Decision making under certainty, uncertainty, and Risk.	10	17%
2	<b>Theory of Utility and Demand &amp; Supply</b> <b>Analysis:</b> Theory of Utility & Demand utility, Marginal Utility, Law of Marginal Utility <b>Demand Analysis-</b> meaning of demand, determinants of demand, demand equation, Law of Demand, elasticity of demand, types of elasticity, measurement of elasticity, Demand forecasting-meaning, types and measurement, <b>Supply Analysis-</b> supply- meaning, determinants, Law of Supply, types of supply market equilibrium.	16	27%

3	<p><b>Production and Cost Function:</b> Production-meaning, Determinants of production Functions in the Short and Long Run, laws of production-law of variable proportions and laws of returns to scale, isoquants,</p> <p><b>Cost Functions</b> – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs – Short-term and Long-term Cost Curves, Iso Cost Curve, Type of Costs, Break-even analysis- BEP</p>	14	22%
4	<p><b>Market Structure:</b> Product Markets – Determination Under Different Markets</p> <p><b>Market Structure</b> – Perfect Competition Monopoly, Monopolistic Competition, Duopoly, Duopoly Oligopoly</p> <p>Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.</p>	10	17%
5	<p><b>Macro Economics and Economic Transition</b></p> <p>Introduction to National Income, National Income Concepts, National Income Determination, Economic Indicators,</p> <p><b>Technology and Employment</b> - Issues and Challenges, Business Cycles Phases, Macro-Economic Environment , Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization</p>	10	17%

<b>Evaluation</b>		
1	Assignments / Quizzes / Class Participation / Role Play/ Presentation etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### **Basic Text Books:**

<b>Sr.No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Pindyck, Rubinfeld & Mehta	Microeconomic	Pearson Education	7 <sup>th</sup> Edition
2	P.L. Mehta	Managerial Economics - Analysis, Problems and Cases	Sultan Chand, New Delhi	Latest Edition
3	D. N. Dwivedi	Managerial Economics	Vikas Publication Pvt. Ltd.	Latest Edition

### **Reference Books:**

<b>Sr.No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Christopher R Thomas and S.Charles Murice	Managerial Economics – Concepts and Applications	Tata McGraw Hill.	Latest Edition 2005
2	N. Gregory Mankiw	Principles of Economics		2015



## School of Management, Commerce & Liberal Arts

### MBA Programme

#### Course Title: Principles & Practices of Management

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA102PPM	3	45	20%	30%	-	50%	-

#### Course Outcomes (COs)

1. Understanding the concept and nature of Management and recognize various perspectives on Management.
2. To develop strategic planning and summarize the concept and complete the process of organizing.
3. To develop an understanding of staffing, Directing and Controlling
4. To develop an understanding of leadership and Styles
5. To develop strategic decision-making strategies in an organization.

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<b>Basic concepts of management:</b> <ul style="list-style-type: none"><li>● Introduction, Meaning and Definition</li><li>● Need and Scope of Management</li><li>● Combination of Art &amp; Science, Management as a Profession</li><li>● Different schools of management thought – Behavioural, Scientific, Systems, and Contingency</li><li>● Contribution of Management Thinkers: Taylor, Fayol, Elton Mayo</li></ul>	12	20%
2	<b>Functions of Management-I</b> <b>Planning</b> <ul style="list-style-type: none"><li>● Concept, Meaning and Definition,</li><li>● Nature &amp; Importance,</li><li>● Steps of planning</li><li>● Limitations,</li><li>● Management by objectives (MBO)</li></ul> <b>Organizing</b> <ul style="list-style-type: none"><li>● Concept, Meaning and Definition,</li><li>● Nature &amp; Importance,</li><li>● Principles</li><li>● Centralization, Decentralization,</li></ul>	13	22%

	<ul style="list-style-type: none"> <li>● Organization Structures- Line and Staff Authority, Functional, Product, Matrix, Geographical, Customer</li> </ul>		
<b>3</b>	<b>Functions of Management-II</b> <b>Staffing:</b> <ul style="list-style-type: none"> <li>● Concept, Meaning and Definition</li> <li>● Nature &amp; Importance,</li> <li>● Steps of staffing</li> <li>● Concept of knowledge worker.</li> </ul> <b>Directing:</b> <ul style="list-style-type: none"> <li>● Concept, Meaning and Definition</li> <li>● Nature &amp; Importance.</li> </ul> <b>Controlling:</b> <ul style="list-style-type: none"> <li>● Concept, Meaning and Definition</li> <li>● Nature &amp; Importance,</li> <li>● Process of controlling,</li> <li>● Control Techniques.</li> </ul>	<b>13</b>	<b>22%</b>
<b>4</b>	<b>Leadership:</b> <ul style="list-style-type: none"> <li>● Concept, Meaning and Definition</li> <li>● Nature &amp; Importance,</li> <li>● Attributes of a leader,</li> <li>● Developing 10 leaders across the organization,</li> <li>● Leadership Grid.</li> </ul>	<b>10</b>	<b>16%</b>

<b>5</b>	<b>Decision making:</b> <ul style="list-style-type: none"> <li>• Concept, Meaning and Definition</li> <li>• Nature &amp; Importance,</li> <li>• Process</li> <li>• Types of decisions.</li> <li>• Problems in decision making,</li> <li>• Case Study: Planning, Decision Making, Leadership</li> </ul>	<b>12</b>	<b>20%</b>
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<b>Evaluation</b>		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### **Basic Text Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Dr. Jayasankar	Principles of Management	Margham Publication	Latest Edition

### **Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Peter F. Drucker	The Practice of management	Harper Collins	Latest
2	P.C Tripathi and P.N Readdy	Principles of Management	Mcgrawhill	Latest

3	L. M. Prasad	Principles & Practice of Management	Sultan chand & sons	Latest
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### **List of Journals / Periodicals / Magazines / Newspapers:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Journal of International Business Studies
- International Journal of Business and Management
- Business Standards
- Harvard Business Review





## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester I**

### **Course Title: Marketing Management**

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA103MAM	4	60					
			20%	30%	-	50%	-

### **Course Outcomes (COs)**

1. To familiarize with the basic concept and techniques of marketing management, marketing mix and influence of environment on the marketing decisions.
2. To understand various concepts of product and role and importance of various pricing methods on marketing decisions.
3. To create awareness about channel intermediaries and various elements of promotion mix.
4. To analyze the marketing research and various steps involved in marketing research process.
5. Highlighting the ethical issues and developments in marketing along with understanding the current trends in marketing environment.

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<b>Introduction to Marketing Management</b> <ul style="list-style-type: none"><li>● Concept, nature, scope and importance of marketing</li><li>● Marketing concepts and its evolution</li><li>● Marketing mix</li><li>● Strategic marketing planning</li><li>● Types of marketing environment – micro &amp; macro and its impact on marketing decisions</li><li>● Marketing segmentation and targeting</li><li>● Concept of Positioning and Differentiation and its types</li><li>● Buyer behavior and consumer decision making process</li></ul>	11	15%
2	<b>Product and Pricing Decisions</b> <ul style="list-style-type: none"><li>● Concept &amp; Classification of products</li><li>● Product line &amp; product mix</li><li>● Stages in Product Life Cycle</li><li>● Price Decisions</li><li>● Objectives of pricing</li><li>● Types of pricing methods</li><li>● Factors affecting price determination</li></ul>	15	30%

	<ul style="list-style-type: none"> <li>● Pricing policies and strategies</li> <li>● Discounts &amp; rebates</li> </ul>		
<b>3</b>	<b>Distribution Channels &amp; Promotion Decisions</b> <ul style="list-style-type: none"> <li>● Distribution channel intermediaries</li> <li>● Decisions related to channel management</li> <li>● Concept of retailing and wholesaling</li> <li>● Concept of promotion decisions</li> <li>● Promotion mix</li> <li>● Elements of promotion mix</li> <li>● Determining advertising budget</li> <li>● Media selection</li> <li>● Sales promotion – tools and techniques</li> </ul>	<b>15</b>	<b>30%</b>
<b>4</b>	<b>Marketing Research &amp; Marketing Organization and Control</b> <ul style="list-style-type: none"> <li>● Meaning and scope of marketing research</li> <li>● Process of marketing research</li> <li>● Concept of marketing organizations</li> <li>● Organizing marketing operations</li> <li>● Controlling marketing operations</li> <li>● Marketing implementation and control</li> </ul>	<b>11</b>	<b>15%</b>

<b>5</b>	<b>Issues and Developments in Marketing</b> <ul style="list-style-type: none"> <li>• Social, ethical and legal aspects of marketing</li> <li>• Marketing of services</li> <li>• Green marketing</li> <li>• International marketing</li> <li>• Relationship marketing</li> <li>• Current trends in marketing</li> </ul>	<b>8</b>	<b>10%</b>
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<b>Evaluation</b>			
1	Assignments/ Quizzes/Class Participation / Role Play/Projected.	30%(Internal Assessment)	
2	Internal Examination	20%(Internal Assessment)	
3	External Examination(University Exam)	50%(External Assessment)	

### Basic Text Books:

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Philip Kotler & Kevin Lane Keller	Marketing Management	Pearson Education	Latest Edition
2	Philip Kotler, Gary Armstrong	Principles of Marketing Management	Pearson Education	Latest Edition

### Reference Books:

<b>Sr. No</b>	<b>Author's Name</b>	<b>Name of the book</b>	<b>Publisher</b>	<b>Edition</b>
<b>1</b>	<b>Stanton, Etzel &amp; Walker</b>	<b>Fundamentals of Marketing</b>	<b>McGraw Hill</b>	<b>Latest Edition</b>
<b>2</b>	<b>Saxena, Rajan</b>	<b>Marketing Management</b>	<b>Tata-McGraw Hill</b>	<b>Latest Edition</b>
<b>3</b>	<b>McCarthy, E.J.</b>	<b>Basic Marketing: A managerial approach</b>	<b>Irwin, New York</b>	<b>Latest Edition</b>
<b>4</b>	<b>Lamb Hair, Sharma &amp; McDaniel</b>	<b>Principles of Marketing</b>	<b>Cengage</b>	<b>Latest Edition</b>

### List of Journals/Periodicals / Magazines/ Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Journal of Marketing by Sage Publication
- Journal of Services Marketing
- Journal of Marketing Management
- Business Standard



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester I**

#### **Course Title: Organisation Behaviour**

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA104ORB	4	60	20%	30%	-	50%	-

#### **Course Outcomes (COs)**

1. Learners will be able to understand and apply the concept of individual, group and organization behavior at work.
2. To demonstrate the understanding of individual behavior in organizations due to diversity, attitudes, job satisfaction, emotions, personality, perception, motivation that influence the decision making and work.
3. To with concept of leadership and power.
4. Explain how organizational change and culture affect working relationships within organizations.

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<p><b>What is Organization Behaviour (OB):</b> Concept, Managerial Roles, and Disciplines that Contribute to OB and Challenges and Opportunities</p> <p><b>Diversity:</b> Demographic Characteristics, Levels of Diversity, Biographical Characteristics and Diversity Management Strategies</p>	12	20%
2	<p><b>Attitude and Job Satisfaction:</b> Concept and Importance, Job Attitudes, Causes of Job Satisfaction and Impact of Job Dissatisfaction</p> <p><b>Emotions and Mood:</b> Concept, Sources and Applications</p> <p><b>Perception:</b> Concept, Factors Influencing, Attribution Theory, and Individual Decision Making.</p>	12	20%
3	<p><b>Personality and Value:</b> Concept, Framework and Big Five Personality, Dark Triad, Hofstede's Framework of Cultural Values, Linking Personality and Value.</p> <p><b>Motivation:</b> Concept, Early and Contemporary Theories, Job Characteristics Model.</p> <p><b>Foundation of group Behaviour:</b> Definition stages of Group Development, Group Decision Making. Groups and Teams: Types of teams.</p>	12	20%

<b>4</b>	<b>Leadership:</b> Concept, trait, behavior, contingency, contemporary theories  <b>Organizational culture:</b> Concept, how learn culture, what culture do, how to learn culture	<b>12</b>	<b>20%</b>
<b>5</b>	<b>Organization Change:</b> forces of change, resistance to change, overcoming resistance to Change, managing change using Lewin's Model and Kotter's Eight-Step Plan. Stress, Sources and managing stress	<b>12</b>	<b>20%</b>

<b>Evaluation</b>		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)



**Basic Text Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Stephen P. Robins	Organisational Behavior,	PHI Learning / Pearson Education	latest edition or 2018
2	Fred Luthans	Organisational Behavior	McGraw Hill	11 <sup>th</sup> Edition, 2001

**Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Hellrigal, Slocum and Woodman	Organisational Behavior	Cengage Learning	2007
2	Ivancevich, Konopaske & Maheson	Oranisationl Behaviour & Management	Tata McGraw Hill	2008

**List of Journals / Periodicals / Magazines / Newspapers:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Harvard Business Review
- Times Ascent and Times of India Editorial Page
- Journal of Human Values (IIM Calcutta Journal)



## School of Management, Commerce & Liberal Arts

### MBA Programme

### MBA Semester I

#### Course Title: Production and Operation management

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA105POM	3	45					
			20%	30%	-	50%	-

#### Course Outcomes (COs)

1. Apply the skills which are necessary to analyze and synthesize the inter relationships inherent Operation and production system.
2. To understand the evolution of MRPII and enterprise resource planning used in managing operations.
3. To develop the knowledge of Quality Circles and Quality Control in business operations.
4. To enhance the skills of inventory management and inventory control like ABC, VED, FNSD analyses and value analysis.

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<b>Introduction to Production and Operation management:</b> Introduction to operations management, role of operations management in total management system, and interface between the operation systems and systems of other functional areas, process planning and process design, production planning and control: basic functions of production planning and control, production cycle, characteristics of process technologies, project, job shop, assembly, batch and continuous, inter relationship between product life cycle and process Life cycle.	10	17%
2	<b>Scheduling and control of Production Operations:</b> Aggregate planning, operations scheduling and product sequencing: sequencing of products in multi- product multi stage situations, plant capacity and line balancing; Plant layout, different types of layouts Designs, facility location and the factors influencing location; Maintenance management: objectives, failure concept, reliability, preventive And breakdown maintenance, replacement policies.	16	27%
3	<b>Quality Control:</b> Standards and specifications, quality assurance and quality circles, statistical quality control: control charts for variables, average, range and standard deviation; Control charts for attributes, fraction defective and number of defects, acceptance sampling plans, and OC curve work-study. Various techniques in the methods study for identifying the	14	22%

	most appropriate method; Work measurement, its uses And different methods, computation of allowance and allowed time.		
<b>4</b>	<b>Inventory and store management:</b> Basic Economic Order Quantity (EOQ) Model; Quantity Discount Models; Spare Parts Inventory; Material Resources Planning; Manufacturing Resource Planning; Purchasing Objectives.  Objectives of stores management, requirements for efficient. Management of stores, safety stock inventory control, different systems of inventory control types of inventory; Costs systems of inventory control ABC, VED and FNSD analyses, value analysis, importance In cost reduction, concepts and procedures.	<b>10</b>	<b>17%</b>

<b>Evaluation</b>		
1	Assignments / Quizzes / Class Participation / Role Play/ Presentation etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

**Basic Text Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Aswathappa K. and SridharaBhat	Production and Operations Management	HPH	2 <sup>nd</sup> Edition, 2010
2	Jay Heizer, Barry Render, Chuck Munson	Operations Management	Pearson	12th Edition, 2020
3	Panneerselvam R	Production and Operations Management	Prentice Hall India Learning Private Limited	3rd Edition, 2012
	Stevenson J. William	Operations Management	Tata McGraw Hill	9th Edition, 2009

**Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	. Kanishka Bedi	“Production and Operations Managemen	Oxford University Press.	2nd Edition, 2007
2	James R Evans, David A. Collier	Operations Management	Cengage Learning,	3rd Edition, 2007



## School of Management, Commerce & Liberal Arts

### MBA Programme

### MBA Semester I

#### Course Title: Accounting for Managers

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA106AFM	4	60					
			20%	30%	-	50%	-

#### Course Outcomes (COs)

1. To communicate the major management accounting concepts related to planning, directing, controlling and decision making.
2. To make the students aware about using management accounting tools for pricing and budgetary control.
3. To understand the concept of responsibility accounting and the role of a manager in the process of responsibility accounting.
4. Analyze cost-volume-profit techniques to determine optimal managerial decisions.
5. Enable the students to determine standard prices of materials, labour and overheads as well as to analyze the difference between standard and actual prices through variance analysis.

**Syllabus:**

<b>Module</b>	<b>Contents</b>	<b>No of Sessions</b>	<b>Weightage</b>
<b>1</b>	<b>Introduction to Accounting</b> Meaning and Scope of Accounting <ul style="list-style-type: none"><li>• Definition &amp; scope of accounting</li><li>• Objectives of accounting</li><li>• Accounting v/s Bookkeeping</li></ul> <b>Preparation of books of Accounts:</b> <ul style="list-style-type: none"><li>• Journals, Subsidiary books, three column cash book, ledgers and trial balance.</li><li>• Depreciation- Straight line and Written down Value Methods.</li></ul>	<b>9</b>	<b>15%</b>
<b>2</b>	<b>Final Accounts of Company</b> <ul style="list-style-type: none"><li>• Accounting Cycle</li><li>• Journal Rules of debit and credit</li><li>• Relationship between Journal and Ledger</li><li>• Rules regarding posting</li><li>• Preparation of Journal, Ledger and Trial Balance, Profit and Loss A/c, Balance Sheet</li></ul>	<b>12</b>	<b>20%</b>
<b>3</b>	<b>Budget and Budgetary Control</b> <ul style="list-style-type: none"><li>• Meaning and definition of Budget &amp; Budgetary Control</li><li>• Advantage &amp; Limitations of Budgetary Control &amp; Essentials of Effective Budgeting</li><li>• Classification of Budget &amp; concept of Zero Base Budgeting</li><li>• Practical Examples of Cash Budget</li></ul>	<b>15</b>	<b>25%</b>
<b>4</b>	<b>Standard Costing</b> <ul style="list-style-type: none"><li>• Definition, Meaning, significance and Applications of standard Costing</li><li>• Standard Cost for Material, Labour &amp; Overhead</li></ul>	<b>12</b>	<b>20%</b>

	<ul style="list-style-type: none"> <li>• Variance Analysis &amp; Control</li> </ul>		
<b>5</b>	<b>Marginal costing</b> <ul style="list-style-type: none"> <li>• Distinction between absorption costing and marginal costing-</li> <li>• Cost volume profit (CVP) Analysis-</li> <li>• Break Even Analysis- Margin of safety.</li> </ul>	<b>12</b>	<b>20%</b>

<b>Evaluation</b>		
1	Assignments/ Quizzes/Class Participation / Role Play/Projectetc.	30%(Internal Assessment)
2	Internal Examination	20%(InternalAssessment)
3	ExternalExamination(UniversityExam)	50%(External Assessment)

### Basic Text Books:

Sr.No.	Author/s	Nameof the Book	Publisher	Edition
1	M.Y. Khan, P.K. Jain	Management Accounting	Tata McGraw Hill	8 <sup>th</sup> Edition
2	R. Kishore	Advance Management Accounting	Taxman allied Services Pvt. Ltd.	3 <sup>rd</sup> Edition

### Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	Horngren, Sundem, Stratton	Introduction to Management Accounting	Pearson Education	16 <sup>th</sup> Edition
2	Anthony, Robat N.	Management Accounting	Hawkins and Merchant	3 <sup>rd</sup> Edition



## **List of Journals/Periodicals/Magazines/Newspapers:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- The Management Accountant Journal
- Management Account Research
- The management Accountant
- International Journal of Management, Account & Economics



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester I**

### **Entrepreneurship and Start-up**

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA107EAS	3	45	20%	30%	-	50%	-

#### **Course Outcomes (COs)**

1. To know various theories of entrepreneurship and trends.
2. To identify various issues and challenges in starting a new venture.
3. To understand innovation and its implications
4. To create entrepreneurial mindset and to know how to start a startup with practical.

## Syllabus:

Module. No.	Module Description	Hours	Weight
1	<b>Basis of entrepreneurship and start-up</b> <ul style="list-style-type: none"> <li>• Entrepreneurship concept</li> <li>• Entrepreneurship as a Career</li> <li>• Entrepreneurial Personality</li> <li>• Characteristics of Successful, Entrepreneur</li> <li>• start-up concept</li> <li>• Knowledge and Skills Requirements for Business Start-up</li> <li>• Self-assessment of Skills and Abilities</li> <li>• Action Plans for Self-development</li> </ul>	10	22
2	<b>Business Planning and Enterprise Start-up</b> <ul style="list-style-type: none"> <li>• The Importance of Business Planning Expectations of Lenders and Investors</li> <li>• Business Plan Format and Structure</li> <li>• Planning and Funding High-tech and High-growth Start-ups</li> </ul> <b>Start-up opportunities</b>	15	34
	<ul style="list-style-type: none"> <li>• The New Industrial Revolution –</li> <li>• The Big Idea- Generate Ideas with Brainstorming- Business Start-up - Ideation- Venture Choices –</li> <li>• The Rise of The start-up Economy –</li> <li>• The Six Forces of Change-</li> <li>• The Start-up Equation –</li> </ul>		
3	<b>Start-up Capital Requirements and Legal Environment</b> <ul style="list-style-type: none"> <li>• Identifying Start-up capital Resource requirements estimating Start-up cash requirements –</li> <li>• Develop financial assumptions Constructing Launch strategy to reduce risks-</li> <li>• The Legal Environment- Approval for New Ventures Taxes or duties payable for new ventures–</li> </ul>	10	22

4	<b>Start-up Survival and Growth:</b> <ul style="list-style-type: none"> <li>• Stages of growth in a new venture-</li> <li>• Growing with the market - Growing within the industry- Venture life patterns-</li> <li>• Reasons for new venture failures Scaling Ventures – preparing for change - Leadership succession.</li> <li>• Support for growth and sustainability of the venture.</li> <li>• Planning for Harvest and Exit: Dealing with Failure: Bankruptcy,</li> <li>• Exit Strategies Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.</li> </ul>	10	22
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Evaluation		
1	Assignments / Startup Projects	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

#### Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	S.S. Khanka, Gupta. C.B.	Entrepreneurship & Small Business Management	Sultan Chand and Sons	Latest Edition
2	Sami Uddin	Entrepreneurship Development in India	Mittal Publications	Latest Edition

**Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of theBook</b>	<b>Publisher</b>	<b>Edition</b>
1	Dr. Bhatia.R.C	Entrepreneurship: Business and Management	Sultan Chand and Sons	Latest
2	Bruce R. Barringer	Entrepreneurship: Successfully Launching New Ventures	Pearson Education	Latest
3	<u>Janakiram. B.</u> , <u>Rizwana. M.</u>	Entrepreneurship development	Excel Books	Latest
4	Khanna. S.S.	Entrepreneurial Development	Excel Books	Latest

**List of Journals / Periodicals / Magazines / Newspapers:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Journal of Entrepreneurship
2. Journal of Small Business Management
3. Journal of Entrepreneurship & Management
4. AMC Indian Journal of Entrepreneurship



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester II**

#### **Course Title: Business Statistics**

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA201BUS	4	60	20%	30%	-	50%	-

#### **Course Outcomes (COs)**

1. To understand the basic Statistics Concepts.
2. To identify structure and Business Problems in a mathematical form.
3. Apply the Statistical concepts to other business courses.
4. Validate Statistical statements relating to economics, business and finance.
5. Discuss data analysis by using measures of central tendency and demonstrate dispersion in data.

**Syllabus:**

<b>Module</b>	<b>Contents</b>	<b>No of Sessions</b>	<b>Weightage</b>
<b>1</b>	<b>Probability and Random Variables</b> <ul style="list-style-type: none"><li>• Definition of Probability</li><li>• Some Important Terms and Concepts</li><li>• Theorems on Probability</li><li>• Bayes' Theorem</li><li>• Random Variables</li><li>• Probability Mass Functions</li><li>• Discrete Distribution Function</li><li>• Continuous Distribution Function</li><li>• Two-Dimensional Discrete random Variable</li><li>• Two-Dimensional Continuous random Variable</li></ul>	<b>12</b>	<b>20%</b>
<b>2</b>	<b>Measures of Central Tendency</b> <ul style="list-style-type: none"><li>• Criteria for good measures of central tendency</li><li>• Arithmetics mean, median and mode for grouped and ungrouped data</li><li>• Measures of dispersion</li><li>• Concept of dispersion</li><li>• Absolute and relative measure of dispersion</li><li>• Range ,variance , standard deviation</li><li>• Coefficient of variance</li><li>• Quartile deviation and Coefficient of Quartile deviation</li></ul>	<b>12</b>	<b>20%</b>
<b>3</b>	<b>Correlation and Regression</b> <p>Correlation :</p> <ul style="list-style-type: none"><li>• Concept of Correlation</li><li>• Positive &amp; negative correlation</li><li>• Karl pearson's Coefficient of correlation</li></ul> <p>Regression :</p> <ul style="list-style-type: none"><li>• Concept of regression</li><li>• Two regression equations</li><li>• Regression Coefficients and properties</li></ul>	<b>12</b>	<b>20%</b>

<b>4</b>	<b>Testing of Hypothesis</b> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Statistical assumption</li> <li>• Level of significance</li> <li>• Confidence level</li> <li>• Type -I &amp; Type -II error</li> <li>• Critical Value</li> <li>• Small sample test – t and F test</li> <li>• Chi-square Test</li> </ul>	<b>12</b>	<b>20%</b>
<b>5</b>	<b>Time Series Analysis and Curve Fitting</b> <ul style="list-style-type: none"> <li>• Objectives and uses of Time series analysis</li> <li>• Components of Time series</li> <li>• Measurement of Trend by Moving averages method</li> </ul> <b>Curve Fitting</b> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Fitting of Linear curves</li> <li>• Least squares method.</li> </ul>	<b>12</b>	<b>20%</b>

<b>Evaluation</b>		
1	Assignments/ Quizzes/ClassParticipation / Role Play/Projectetc.	30%(InternalAssessment)
2	InternalExamination	20%(InternalAssessment)
3	ExternalExamination(UniversityExam)	50%(External Assessment)

### Basic Text Books:

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of theBook</b>	<b>Publisher</b>	<b>Edition</b>
1	Ravish R singh, Mukul Bhatt	Probability And Statistics	McGraw Hill Education	Frist Edition



### Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	S.G Gupta	Fundamental of Statistics	Sultan Chand & Sons, Delhi	Twelfth Edition
2	D.N.Elhance	Fundamental of Statistics	KitabMahal,Alhabad	Second Edition
3	Halg Lee	Foundation of Applied Statistical Methods	Springer Internatinal Publishing	Latest
4	GoranKauermann, Christian Heumann	Statistical Fundamental , Reasoning and interence	Springer Internatinal Publishing	Latest



## School of Management, Commerce & Liberal Arts

### MBA Programme

### MBA Semester II

#### Course Title: Human Resource Management

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA202HRM	4	60	20%	30%	-	50%	-

#### Course Outcomes (COs)

1. To understand basic of Human Resource Management
2. To understand importance of Human Resource Planning & Recruitment and Selection
3. To understand induction and Training and Development
4. To have glance to Performance Appraisal, Job analysis and Job
5. To understand basic of Compensation, Grievance and Employee Welfare Management

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<b>Introduction to Human Resources Management:</b> <ul style="list-style-type: none"> <li>• Introduction, Concept, Meaning and Definition of Human Resource Management</li> <li>• Functions of HRM</li> <li>• Scope of HRM</li> <li>• Roles of Human Resource Manager</li> <li>• Changing role of HRM</li> <li>• HR Structure and Strategy;</li> <li>• Role of Government and Personnel Environment including MNCs.</li> </ul>	11	18%
2	<b>Human Resource Planning, Recruitment and Selection:</b> <b>HRP</b> <ul style="list-style-type: none"> <li>• Concept, Meaning and Definition</li> <li>• Process</li> <li>• Need of HRP</li> </ul> <b>Recruitment and Selection</b> <ul style="list-style-type: none"> <li>• Concept of recruitment</li> <li>• Factors and Sources of Recruitment</li> <li>• Glance of recruitment policy</li> <li>• Concept of Selection</li> <li>• Selection Process</li> <li>• Selection test and Interview</li> </ul>	12	20%

3	<p><b>Induction &amp; Training and Development</b></p> <p><b>Induction:</b></p> <ul style="list-style-type: none"> <li>• Concept and Meaning</li> <li>• Objective of Induction</li> <li>• Process of Induction</li> </ul> <p><b>Training and Development:</b></p> <ul style="list-style-type: none"> <li>• Concept, Meaning and Definition</li> <li>• Needs of training</li> <li>• Methods of training</li> <li>• Evaluation of training</li> <li>• Concept of Management Development</li> <li>• Difference between Training and Development</li> </ul>	12	20%
4	<p><b>Performance Appraisal, Job analysis and Job Evaluation:</b></p> <p><b>Performance Appraisal:</b></p> <ul style="list-style-type: none"> <li>• Concept</li> <li>• Needs</li> <li>• Types</li> <li>• 360 Degree</li> </ul> <p><b>Job Analysis:</b></p> <ul style="list-style-type: none"> <li>• Job Description</li> <li>• Job Specification</li> <li>• Process of Job analysis</li> <li>• Methods</li> </ul> <p><b>Job Evaluation:</b></p> <ul style="list-style-type: none"> <li>• Concept</li> </ul>	13	22%

	<ul style="list-style-type: none"> <li>Objectives</li> <li>Techniques</li> </ul>		
<b>5</b>	<b>Compensation, Grievance and Employee Welfare Management</b> <b>Compensation Management:</b> <ul style="list-style-type: none"> <li>Concept of rewards and incentives</li> <li>Wage and Salary Administration</li> </ul> <b>Grievance Management:</b> <ul style="list-style-type: none"> <li>Concept</li> <li>Causes and Redressal procedure</li> <li>Need of Redressal process</li> </ul> <b>Employee Welfare Management:</b> <ul style="list-style-type: none"> <li>Concept</li> <li>Types and benefits</li> </ul>	<b>12</b>	<b>20%</b>

<b>Evaluation</b>		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### **Basic Text Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	V.P Michael	Human Resource Management	Himalaya Publishing House	Latest Edition

**Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Gary Dessler & Biju Varrkey	Human Resource Management	Pearson	Latest Edition
2	K Aswathappa & Sadhna Dash	Human Resource Management	Mc Graw Hill	Latest Edition

**List of Journals / Periodicals / Magazines / Newspapers:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Journal of Human Resource Management, Sage publication
- Business Standards
- Harvard Business Review



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester II**

#### **Course Title: Information Technology for Managers**

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA203ITM	4	60					
			20%	30%	-	50%	-

#### **Course Outcomes (COs)**

1. Learner should be able to perform editing, formatting functions on text, pictures and table, and producing a mail merge
2. Learners should be able to demonstrate the use and utility of functions, formulas, organizing and displaying large amounts and complex data.
3. Learners should understand basic use of Enterprise software, and its role in integrating business functions
4. Learners will understand the scope of e-business platforms and related technology for offering better service to customers.

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	Application Software (MS-Office XP 2003) MS Word: word basics, formatting text and documents, introduction to mail merge & macros. MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating “what-if” projects. MS PowerPoint : PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard	15	25%
2	Paste Special all Option Basic If Formulas, Statistical Functions Lookup Functions, What If Analysis, Conditional Formatting and Working with Charts, Pivot Table and Pivot Chart, Preparation of the Dashboards	10	21%
3	E-Business: Fundamentals, E-Business framework, E-Business application, Technology Infrastructure for E-Business. E-Business Models: Elements of Business models, B2B, B2C models 10 5. Payment Systems: Type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment 6. Security Environment: Security Threats, Technology Solutions, Client-server security, data and message security, document security, firewalls. Ethical Social and Political issues in ecommerce.	10	21%



4	ERP-Introduction; Integrated Information Management; Benefits of ERP, Risks, Functional modules of ERP software.; Implementation of ERP, People involved in implementation; Success and failure in implementation – factors.	10	21%
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<b>Evaluation</b>		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### **Basic Text Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Kamlesh K. Bajaj & Debjani Nag	E-Commerce	Tata McGraw Hills, New Delhi,	Latest Edition
2	Ravi Kalakotta & Whinston B.	Frontiers of E-Commerce	Pearson Education, Reprint 2009 New Delhi	Latest Edition
3	Parag Kulkarni & P.K. Chande,	IT Strategy for Business	1st edition Oxford University Press 2008	Latest Edition

### **Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	R. Kalakotta & M. Robinson, “E-Business: Roadmap for Success”, Pearson Education			Latest Edition

	Reprint 2009, New Delhi.			
2	1. Enterprise Resource Planning – Alexis Leon – Second Edition – TMH			Latest Edition

### **List of Journals / Periodicals / Magazines / Newspapers:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- International Journal of Technology Management and Sustainable Development
- Journal of Information Technology Case and Application Research
- International Journal of Information and Learning Technology



## School of Management, Commerce & Liberal Arts

### MBA Programme

### MBA Semester II

#### Course Title: Financial Management

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA204FIM	4	60					
			20%	30%	-	50%	-

#### Course Outcomes (COs)

1. The understanding of how the Indian financial system works.
2. The students have foundation of financial principles like concepts of time value of money & present value
3. Enhancing the financial analytical skills which helps in taking investment decisions
4. The knowledge of managing working capital finance
5. Increase capability to use financial concepts leverage and capital structure in business organization.

## Syllabus:

Module	Contents	No of Sessions	Weightage
<b>1</b>	<b>Introduction of Financial Management</b> <ul style="list-style-type: none"> <li>• Meaning and Goals of Financial Management (FM) (Profit v/s Wealth)</li> <li>• Indian Financial System - Structure and types of financial markets and instruments</li> <li>• Functions of finance Financing Decision, Investment Decision, Dividend Decision and Liquidity Decision</li> </ul>	<b>12</b>	<b>20%</b>
<b>2</b>	<b>Concept of time value of money</b> <ul style="list-style-type: none"> <li>• Time Preference for Money, Compound Value, Present Value, Value of an Annuity Due, Compound Value of an Annuity, Present Value of an Annuity</li> </ul>	<b>6</b>	<b>10%</b>
<b>3</b>	<b>Capital Budgeting</b> <ul style="list-style-type: none"> <li>• Capital Budgeting – Meaning, definition &amp; characteristics</li> <li>• Investment Evaluation Criteria, Net Present Value Method, Internal Rate of Return Method, Profitability Index, Payback, Discounted Payback Period, Accounting Rate of Return Method, NPV v/s IRR (Sums)</li> </ul>	<b>15</b>	<b>25%</b>
<b>4</b>	<b>Working Capital Management</b>	<b>15</b>	<b>25%</b>

	<ul style="list-style-type: none"> <li>Principles of working capital, Working Capital Cycle, Determinants of working capital</li> <li>Cash Management - technique-managing cash inflow and managing cash outflow techniques</li> <li>Inventory Management</li> <li>Receivable Management</li> <li>Sources of Working capital management</li> </ul>		
5	<b>Leverage &amp; Capital Structure</b> <ul style="list-style-type: none"> <li>Financial and Operating Leverage Measures of Financial Leverage, Degree of Financial Leverage, Degree of Operating Leverage and Degree of Combined Leverage</li> <li>Capital Structure Theories: Net Income approach, Net Operating Income approach</li> </ul>	12	20%

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

**Basic Text Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	M.Y. Khan & P.K. Jain	Financial Management - Text Problem and Cases	Tata McGraw Hill Publishing Co.Ltd.	Latest Edition

**Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	I. M. Pandey	Financial Management - Theory and Practices	Vikas Publishing House	Latest Edition
2	R. P. Rustog	Financial Management - Theory Concepts and Practices	Taxmann Publication	Latest Edition
3	J.V. Horne & J.M. Wachowicz	Fundamentals of Financial Management	McGraw Hill Higher Education	Latest Edition
4	R.A. Brealey, S.C. Myers, F. Allen & P. Mohanty	Principles of Corporate Finance	Prentice Hall	Latest Edition

**List of Journals / Periodicals / Magazines / Newspapers:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- The Journal of Finance
- Journal of Financial Economics
- Business Today
- Journal of Banking & Finance
- Journal of International Money & Finance



## School of Management, Commerce & Liberal Arts

### MBA Programme

### MBA Semester II

#### Course Title: Professional Skills and Etiquettes

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA205PSE	2	30					
			20%	30%	-	50%	-

#### Course Outcomes (COs)

1. Demonstrate an understanding of professionalism in terms of workplace behaviors and Business meetings.
2. Adopt attitudes and behaviors consistent with standard workplace expectations.
3. Presenting oneself with finesse and making others comfortable in a business setting & developing basic etiquettes in order to succeed in corporate culture and multi culture challenges.

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<p><b>Business Etiquettes: An Overview</b></p> <p>Understanding business etiquette, Minimum standards required by etiquette practice, Example of organizational culture, Knowledge and appreciation of courtesy and good manners at work. Significance of Business Etiquettes in 21st Century Professional Advantage Need and Importance of Professionalism.</p> <p><b>Meeting Etiquettes:</b> Managing a Meeting- Meeting agenda, Meeting logistics, Minute taking, protocols during the meeting; duties of the chairperson, Ground rules for conducting meeting, effective meeting Strategies, Preparing for the meeting, Conducting the meeting, Evaluating the meeting,</p>	10	33%
2	<p><b>Workplace Etiquette: Personal Appearance -</b> Formal Dressing, Casual Dressing, Accessories for Men &amp; Women, Footwear, General Appearance, what to wear for different occasions. Using the right tone of voice, managing your volume in business settings, Sounding Confident. Dealing with bad breath, Using Perfume</p> <p><b>Etiquette for Personal Contact-</b> Introductions, Getting the names right, Handshakes, Facial Expressions, Eye Contact, Hand gestures &amp; Posture, proximity</p>	12	40%



	<b>Etiquette in and around the Office-</b> Conversations at Work, Dealing with Colleagues, Difficult People and Issues Professionally ; Dealing with Confidential Issues in the Office, Dealing with Ethical Dilemmas.  <b>Office party etiquette-</b> appearance, attire, attendance, food conversations, introductions, entertaining customers.		
<b>3</b>	<b>Presentation Etiquette:</b> How to design great presentations – Colour scheme, font size, content, spellings, animation, how to make effective presentations – Body language, confidence, Common mistakes during presentations.  <b>Multi-Cultural Challenges</b> -Multi-cultural Etiquette, Examples of Cultural Insensitivity, Cultural Differences and their Effects on Business Etiquette.	<b>8</b>	<b>27%</b>

<b>Evaluation</b>		
1	Assignments/ Quizzes/ClassParticipation / Role Play/Projectetc.	30%(Internal Assessment)
2	InternalExamination	20%(InternalAssessment)
3	ExternalExamination(UniversityExam)	50%(External Assessment)

### **Basic Text Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Nameof the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Raghu Palat	Indian Business Etiquette	Jaico Books publishers	latest edition 5

2	Barbara Pachter Marjorie Brody	Complete Business Etiquette	Handbook Prentice Hall	latest edition
3	Sarvesh Gulati	Corporate Grooming and Etiquette	Rupa Publications India Pvt.Ltd	2012 Edition

### Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	Nancy Mitchell	Etiquette Rules: A Field Guide to Modern Manners	Wellfleet Press	Latest Edition
2	Lillian H. Chaney, Jeanette S. Martin	The Essential Guide to Business Etiquette		Latest Edition



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester II**

#### **Course Title: Business Research Methods**

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA206BRM	4	60					
			20%	30%	-	50%	-

#### **Course Outcomes (COs)**

1. Understanding the basic nature and purpose of Research and its advantages to business
2. Ability to know & classify between various Primary and Secondary sources of data
3. Knowledge of Sampling Techniques used to draw sample in research
4. Ability to design questionnaire – a structured way to collect primary data which is helpful in business research
5. Learn how to write a Research Report, research paper/ research article

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<b>Introduction to Business Research</b> <ul style="list-style-type: none"> <li>• Concept &amp; Definition,</li> <li>• Classification of Business research viz. Basic vs. Applied Research,</li> <li>• Problem Identification vs. Problem Solving Research,</li> <li>• Cross Sectional vs. Longitudinal Research,</li> <li>• Quantitative Vs. Qualitative Research</li> <li>• Methods of Knowing: Scientific &amp; Non-Scientific methods (Name the types of non-scientific methods only),</li> <li>• Characteristics of a good scientific research</li> <li>• Types of research design (Exploratory and Conclusive)</li> <li>• Different types of errors in business research</li> <li>• Meaning of terms: "Concept ", "Construct" and "Definition" in relation to business research</li> <li>• Different types of variables in business research</li> <li>• Definition of hypothesis</li> <li>• Types of hypotheses</li> <li>• Role of hypothesis in research, Qualities of a good hypothesis</li> <li>• Business Research Process</li> </ul>	15	25%
2	<b>Data Collection</b> <ul style="list-style-type: none"> <li>• Difference between terms: "Data" and "Information",</li> <li>• Difference between Primary Data &amp; Secondary Data. Their relative merits &amp; de-merits,</li> <li>• Various sources of secondary data (Internal &amp; External)</li> </ul>	15	25%

	<ul style="list-style-type: none"> <li>• General Idea of survey methods</li> <li>• Four Survey Methods viz. Telephonic Survey, Personal Survey, Electronic Survey and Mail Survey,</li> <li>• Comparison of four survey methods on various parameters, Anonymity, Response Rate, Control on data collection environment, Diversity of questions, Interviewer's bias, Use of physical stimuli, Sample control, quantum of data</li> <li>• Definition of Observation: When observation method is suitable, Advantages and Limitations of Observation Method</li> </ul>		
<b>3</b>	<b>Sampling and Scaling Methods.</b> <ul style="list-style-type: none"> <li>• Difference between Sample and Census</li> <li>• Sampling Procedure</li> <li>• Factors affecting Sample Size determination</li> <li>• Probabilistic and Non- Probabilistic Sampling Methods</li> <li>• Meaning of scale and Attitude scale</li> <li>• Types of primary scale (Nominal, ordinal, interval, ratio)</li> <li>• Various Comparative and Non-comparative attitude Scales</li> </ul>	<b>12</b>	<b>20%</b>
<b>4</b>	<b>Design of Questionnaire, Data preparation</b> <ul style="list-style-type: none"> <li>• Design of Questionnaire: Definition of Questionnaire, Process of questionnaire design,</li> <li>• Importance of pre- testing of questionnaire</li> <li>• Data Preparation: Process of Data Preparation (Questionnaire Checking, Editing, Coding, Transcribing, Data Cleaning, Statistical Adjusting the data),</li> </ul>	<b>9</b>	<b>15%</b>
<b>5</b>	<b>Report writing</b> <ul style="list-style-type: none"> <li>• Types of research report,</li> <li>• Need for report writing</li> <li>• Contents/format of research report), Ethics in research</li> </ul>	<b>9</b>	<b>15%</b>

	<ul style="list-style-type: none"> <li>• Types of Audiences</li> <li>• Research Paper/ Research article writing</li> </ul>		
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Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Donald Cooper & Schindler	Business Research Methods	Tata McGraw Hill	Latest Edition

### Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Naresh Malhotra	Marketing Research	Pearson Publications	Latest Edition
2	Churchill	Marketing Research	Dryden Press Harcourt Publications	Latest Edition
3	Zikmund,	Business Research Methods	Engage Publishing	Latest Edition
4	G. C. Beri	Marketing Research	Tata McGraw Hill Education	Latest Edition

### List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Organizational Research Methods
- The Qualitative Report
- International Journal of Social Research Methodology



## School of Management, Commerce & Liberal Arts

### MBA Programme

### MBA Semester II

#### Course Title: Experiential Project

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA207EXP	3	45	0	0	50%	0	50%

#### Course Outcomes (COs)

1. Project work is the best way to practice what you have learnt.
2. The purpose of including an experiential project report in the program is to provide you an opportunity to summarize your learning in a systematic manner.
3. It will enable you to apply your conceptual knowledge in a practical situation and to learn the art of presenting your experience/findings in a coherent report.
4. As managers, you are constantly seeking information to base your decision.
5. The objective is to equip the students with the knowledge of actual functioning of an organization and problems faced by them for exploring feasible solutions.

## Course Outline

During the months of January after completing 1<sup>st</sup> Semester Examinations, Group of 3-4 students will have to undergo a 3-4 Weeks internship in plant training on real life problems in Business organization, Corporate House, NGO, Social Welfare, Contemporary Issue, Banking & Insurance sector, IT Sector and other Manufacturing and industrial organizations.

This internship requires that the Group would be assigned a project work and guide(s) by the organization and University/School under whom the candidate would complete the assigned study. On the satisfactory completion of the work the organization would issue a completion certificate to the candidate concerned.

On completion of internship, The Group of students will have to submit a report on his work to the department (2 copies) and also a copy of the same to the organization concerned. The student will also have to defend his report at a viva voice examination arranged by the department. Detail guidelines will be issued via SIP Hand Book.

<b>Evaluation</b>		
2	Internal Assessment(Report, Viva voice)	50%(Internal Assessment)
3	External Examination (final Viva voice and Presentation with file submission)	50%(External Assessment)





## **SYLLABUS MBA 3rd SEM**

**Master of Business Administration Program**

**2 years || 4 Semesters**

**Full-Time**

**Program Batch**

**2023 – 2025**



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester III**

#### **Course Title: Summer Internship Project**

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA301SIP	6	90					
			0	0	50%	0	50%

#### **Course Outcomes (COs)**

1. To provide the conceptual knowledge in a practical situation.
2. To provide real life experiences to develop managerial decision making skills
3. To provide an opportunity to summarize the learning in a systematic manner.
4. To learn art of writing and presenting the experience/findings in a coherent report.
5. To equip the students with the knowledge of actual functioning of an organization and problems faced by them for exploring feasible solutions.

## Course Outline

After completing 2<sup>nd</sup> Semester Examinations, group of students will have to undergo a 4-6 Weeks internship in plant training on real life problems in Business organization, Corporate house, banking & Insurance sector, IT Sector and other manufacturing and industrial organizations.

This internship requires that the group of students would be assigned a project work and guide(s) by the organization and University/School under whom the group of candidates would complete the assigned task. On the satisfactory completion of the work the organization would issue a completion certificate to the group of students concerned.

On completion of internship, Students will have to submit a report on his work to the department. The student will also have to defend his report at a viva voce examination arranged by the department. Detail guidelines will be issued during the internship tenure.

<b>Evaluation</b>		
2	Internal Assessment(Report, Viva voce)	50%(Internal Assessment)
3	External Examination (final Viva voce and Presentation with file submission)	50%(External Assessment)



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester III**

### **Course Title: Taxation**

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
VAC	MBA302TAX	3	45		30%	20%		50%

### **Course Outcomes (COs)**

1. Learner should be able to understand the concept and application of taxation Systems.
2. The main objective of this course is to acquaint the students with corporate taxation concepts and various tax & financial planning devices leading to better grasp of the issues regarding corporate decision making.
3. Providing necessary inputs to the students for handling real life business problems efficiently using appropriate concepts of taxation laws.
4. To acquaint them with the salient features of taxation laws but emphasis is laid on sound concepts and their managerial implications focusing on financial planning

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<b>Income Tax – Introduction &amp; Salary Income</b> Basic concepts and History Residential status & incidence of tax Charging section Incomes exempt from tax Income under the head “salary”	10	22%
2	<b>Business - Profession Income</b> Income under the head “Profits and gains of business or profession” section 28 to 32 Income under the head “Profits and gains of business or profession” section 33 to 44	12	27%
3	<b>Capital Gain &amp; Other Provisions</b> Income under the head “ Capital gains” Clubbing of Income Set off and carry forward of losses Deductions from gross total income and computation of tax liability of companies Tax deduction/ collection at source Double Taxation Avoidance Agreement Concept	12	27%
4	<b>Taxation &amp; Financial Planning – I</b> Tax planning basic concepts Tax planning with respect to Setting up a new business Tax planning with respect to location and nature of business	11	24%

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

## Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Erech Bharucha	Environmental Studies	Universities Press	Latest Edition
2	Anindita Basak	Environmental Studies	Pearson Education	Latest Edition

## Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	Manoj Tiwari, Kapil Khulbe, Archana Tiwari	Environmental Studies	IK International Pvt. Ltd	Latest Edition
2	Deeksha Dave, S S Katewa, Deeksha Dave, S S Katewa	Textbook of Environmental Studies	Cengage Learning India	Latest Edition

## List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to getrelevant topic/information pertaining to the subject.

- Nature, Journal of Environmental Management, Environment Times, Environmental Health Journal etc.

## CO PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	High	Low	Medium	Low	High	High	Medium	Medium	Low
CO2	Medium	High	Low	Medium	Low	High	Medium	Low	Low	High
CO3	Low	medium	Medium	Low	Low	High	High	Low	Low	High
CO4	High	High	Medium	Low	Low	High	High	Medium	Low	Low



## School of Management, Commerce & Liberal Arts

### MBA Programme

### Semester III

### Course Title: Strategic Management

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
CORE	MBA303STM	4	60	Theory	Continuous Assessment	Practical	Theory	Practical
				20%	30%	--	50%	-

### Course Outcomes (COs)

1. To understand the concept of strategy and strategy management.
2. To formulate and conceptualize strategic formulation.
3. To understand and learn to apply strategic management practices at corporates level.
4. To understand how functional areas such as operations, marketing, accounting, and finance work together in a successful firm.
5. Apply concepts and frameworks learned in the course to case analyses and company Strategic analyses.

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<b>Strategic Management:</b> Strategic Management: An Introduction Corporate Strategic Planning, Hierarchical levels of planning, Strategic planning process, Merit and limitations of Corporate Management in Practice. Stakeholders in Business The I/O Model and Resource-based Model of above Average Return, Vision, Mission and Purpose; Strategic Intent, Emergent Strategy Business Model and Strategy Environmental Analysis: External and Industry Environmental Analysis using PEST and Porter's Five-Force Model Understanding concepts such as Key Success Factors; Driving Forces, Strategic Groups	12	20%
2	<b>Strategic Formulation:</b> Generic strategies, Grand strategies, Strategies for leading companies, The role of diversification – Limits and means, Strategic management at corporate level, at business and functional level with special reference to companies operating in India. Concept of Value Chain, SWOT Analysis, Resources, Capabilities and Competencies; Dynamic, Capabilities Core Competence of Organizations, Competitive Advantage and Sustainable Competitive Advantage, Strategy formulation at Business levels, Diversification	15	25%
3	<b>Strategic Implementation &amp; Control:</b> Various approaches to implementation of strategy, commander approach, organizational change approach, collaborative approach, and cultural approach. Matching organization structure with strategy, 76 model, strategic control process, Dupant's control model and other Quantitative and Qualitative tools – steps, M. Porter's approach for Globalization, and future of strategic management. Strategy Formulation at Corporate Level:	9	15%



	Strategic Alliance and Joint Ventures, Cooperative Strategies: Acquisitions and Restructuring, Global Strategy, International Corporate-level and Business-level Strategies. BCG Matrix, GE Matrix, McKinsey 7s		
<b>4</b>	<b>Strategy Implementation:</b> Structure and Controls, Triple Bottom Line (TBL) approach, Strategic Leadership, Balanced Scorecard Contemporary Topics in Strategy: Management of Change through VUCA, Strategic and Corporate Entrepreneurship, Blue Ocean Strategy, Blue Ocean Shift Corporate Social Responsibility (CSR) strategy	<b>9</b>	<b>15%</b>
<b>5</b>	<b>Strategy Execution:</b> Model of Above Average Return, External Analysis: PESTEL, Five Force Model, Key Success Factor and Driving Forces Analysis , Five Generic Strategies – Business Level Strategies Resource Based View, VRIO framework Strengthening Company's Competitive Position: Offensive and Defensive Moves, Strategic Alliances, Integration and Outsourcing Corporate Level Strategies , Strategy Execution, Managing Internal Operation, Strategy Review, Evaluation and Control Case study	<b>15</b>	<b>25%</b>

<b>Evaluation</b>		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### **Basic Text Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	N.D. (1988)	Strategic Management	Pearson & Robinson	Latest Edition
2	Tripti Singh Chowdhury, Preeti Singh	Strategic Management	Thakur Publication Pvt Ltd Ahmedabad	Latest

### **Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	M. C. & Vivek Kuchhal	Strategic Management Phases	AJPO Journals and Books Publishers	Latest
2	Azhar Kazmi	Strategic Management and Business Policy	McGraw Hill 2015 / 4th	Latest

### **List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.**

1. Strategic Management Journal
2. Vikalpa – A Journal for Decision Makers
3. Business Standard/Economic Times/Financial Times/ Financial Express

## CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	High	Medium	Medium	Low	High	Low	Low	Low	High
CO2	High	High	Medium	Medium	Low	High	Low	Low	Low	High
CO3	High	High	Medium	Medium	Low	High	Medium	Low	Low	High
CO4	High	High	Medium	Medium	Medium	High	Medium	Low	Low	High
CO5	High	High	Medium	Medium	Medium	High	Medium	Low	Low	High



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester III**

#### **Course Title: Compensation Management**

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA304COM	4	60					
				20%	30%	-	50%	-

#### **Course Outcomes (COs)**

1. Providing insights into strategic choices in managing compensation.
2. In-depth analysis of major Compensation issues in the context of current theory, research and practice.
3. Illustrating new development as well as established approaches to compensation decisions.
4. To Learn Employee Benefits, Pension Schemes
5. To Learn Various Labor Laws Related to Compensation Management.

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<b>Essentials of Reward Management</b> <ul style="list-style-type: none"><li>● An Overview of Reward Management;</li><li>● The Reward System;</li><li>● Total Rewards;</li><li>● Strategic Reward;</li><li>● International Reward</li></ul>	12	20%
2	<b>Performance and Reward</b> <ul style="list-style-type: none"><li>● Performance Management and Reward;</li><li>● Engagement and Reward;</li><li>● Financial Rewards &amp; Non-Financial Rewards;</li><li>● Contingent Pay Schemes;</li><li>● Bonus Schemes;</li><li>● Team Pay;</li><li>● Rewarding for Business Performance;</li><li>● Recognition Schemes</li></ul>	12	20%
3	<b>Valuing and Grading Jobs &amp; Rewarding Special Groups</b> <ul style="list-style-type: none"><li>● Pay Levels;</li><li>● Job Evaluation Schemes;</li><li>● Equal Pay;</li><li>● Market Rate Analysis;</li><li>● Grade and Pay Structures;</li><li>● Rewarding Directors and Senior Executives;</li><li>● Rewarding Sales and Customer Service Staff;</li><li>● Rewarding Knowledge Workers;</li><li>● Rewarding Manual Workers</li></ul>	12	20%

<b>4</b>	<b>Employee Benefit and Pension Schemes &amp; The Practice of Reward Management</b> <ul style="list-style-type: none"> <li>• Employee Benefits;</li> <li>• Flexible Benefits;</li> <li>• Pension Schemes;</li> <li>• Developing Reward Systems;</li> <li>• Managing Reward Systems;</li> <li>• Evaluating Reward Management;</li> <li>• Responsibility for Reward</li> </ul>	<b>09</b>	<b>15%</b>
<b>5</b>	<b>CM related Labor Laws (Brief overview)</b> <ul style="list-style-type: none"> <li>• Payment of Wages Act, 1936;</li> <li>• Minimum Wages Act, 1948;</li> <li>• Payment of Gratuity Act, 1972;</li> <li>• Payment of Bonus Act, 1965;</li> <li>• Equal Remuneration Act, 1976;</li> <li>• Employees' P F &amp; Misc. Provisions Act, 1952;</li> <li>• Income tax act provisions with respect to salaried person;</li> <li>• Maternity Benefits Act, 1981;</li> <li>• Medi-claim Policies and their salient features</li> </ul>	<b>15</b>	<b>25%</b>

<b>Evaluation</b>		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### **Basic Text Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Michael Armstrong	Armstrong's Handbook of Reward Management Practices	Kogan Page	Latest
2	Dipak Kumar Bhattacharyya	Compensation Management	Oxford Books	Latest

### Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	P K Paldhi	Personnel Management and Industrial Relation	Tech India	Latest
2	Mousumi Bhattacharya, Nilanjan Sengupta	Compensation Management	Excel Books	Excel Books
3	Excel Books	Compensation Management	Text and Cases, Excel Books	Latest

### List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Journal of Human Resource Management, Sage publication
- Business Standards
- Harvard Business Review

### CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	High	Medium	Medium	Low	Low	Medium	High	High	High
CO2	High	Medium	High	High	Low	Medium	High	High	High	High
CO3	High	Medium	Medium	Medium	Low	Low	High	High	High	High
CO4	Medium	Medium	Medium	High	Low	Low	Medium	High	High	High
CO5	High	Medium	Medium	High	Low	Low	High	High	High	High



# **School of Management, Commerce & Liberal Arts**

## **MBA Programme**

### **MBA Semester III**

#### **Course Title: Security Analysis & Portfolio Management**

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA304SAPF	4	60	20%	30%	-	50%	-

#### **Course Outcomes (COs)**

1. To analyze the different investment decisions and the various factors influencing investment decision. To explore knowledge of investment risk and investment environment with reference to Indian security market.
2. To impart knowledge to students regarding the theory and practice of Security Analysis.
3. To understand various theories of portfolio management.
4. To equip the knowledge of Bonds and learn various influences bond valuation and management.
5. To enhance the analytical ability of evaluating shares for investment in stock market.



## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<b>Concept and Definition of Investment</b> <ul style="list-style-type: none"> <li>Investment Decision and Process</li> <li>Types, Investment Vs Speculation-Role of Speculator, Source of Investment Information</li> <li>Securities Market: Primary and Secondary Market, Stock Exchanges, Portfolio Risk and Return</li> <li>Features of Investment, Investment Avenues, Investment Process.</li> <li>The Investment Environment, Securities Market of India</li> </ul>	12	20%
2	<b>Security Analysis</b> <ul style="list-style-type: none"> <li>Objectives of security analysis</li> <li><b>Fundamental analysis:</b> economic analysis, industry analysis and company analysis.</li> <li><b>Technical analysis:</b> assumptions Dow Theory, chart patterns, moving averages and market indicators.</li> <li><b>Efficient market theory:</b> weak form hypothesis, semi strong form hypothesis and strong form hypothesis.</li> </ul>	18	30%
3	<b>Portfolio Theory:</b> <ul style="list-style-type: none"> <li>Traditional Theory of Portfolio Management –Arbitrage Pricing Theory Modern Theory of Portfolio Management</li> <li>Markowitz Risk Return Optimization</li> <li><b>CAPM</b></li> <li><b>Sharpe Portfolio Optimization</b></li> <li><b>Portfolio Selection – Diversification</b></li> <li><b>Efficient Frontier –Capital Market Line (Problems)</b></li> <li><b>Performance measure and evaluation.</b></li> </ul>	12	20%
4	<b>Valuation of Bonds (Only Numerical)</b> <ul style="list-style-type: none"> <li>Bond with Maturity</li> <li>Bond with Amortization Principle</li> <li>Pure Discount Bonds</li> <li>Yield to Maturity</li> <li>Perpetual Bond (without Maturity)</li> </ul>	9	15%

5	<b>Valuation of Shares</b> <ul style="list-style-type: none"> <li>Valuation of Preference Share Redeemable Irredeemable</li> <li>Valuation of Equity Share Dividend Capitalization Earning Capitalization</li> </ul>	9	15%
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Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Presentation etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Fisher and Jordan	Securities Analysis and Portfolio Management	PHI	Latest
2	Prasanna Chandra	Investment analysis and Portfolio Management	TMH	Latest

### Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	M. Ranganathan and R. Madhumathi	Investment Analysis and Portfolio Management	Pearson Education Press, New Delhi	Latest
2	V. K. Bhalla	Security Analysis and Portfolio Management	Sultan Chand Publisher, New Delhi	Latest
3	M.Y.Khan & P.K. Jain	Financial Management – Text Problem & Cases	Tata McGraw Hill	Latest
4	Shalini Talwar	Security Analysis and Portfolio Management,	Cengage Learning	Latest
5	Punithavathy & Pandian	Security Analysis and Portfolio Management	Vikas Publishing House Pvt. Ltd.	Latest

### List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Economic Times
- Journal of Economic Times
- Business Standard
- Reports of RBI, SEBI etc.

### CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	Medium	High	Medium	Low	Medium	High	Medium	Low	Low	High
CO2	Medium	High	Medium	Low	Low	High	Medium	Low	Low	High
CO3	Medium	High	Medium	Low	Low	High	Medium	Low	Low	High
CO4	Medium	High	Medium	Low	Low	High	Medium	Low	Low	High
CO5	Medium	High	Medium	Low	Low	High	Medium	Low	Low	High



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester III**

#### **Course Title: Services Marketing**

Category Of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Major	MBA304SEM	4	60					
				20%	30%	-	50%	-

#### **Course Outcomes (COs)**

1. Able to describe the fundamentals of services marketing
2. Explain what a service marketing mix is.
3. Explain the strategic and tactical aspects of services marketing.
4. Discuss service value, quality, and excellence
5. Able to understand service failure and recovery

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<b>Introduction to Service Marketing</b> <ul style="list-style-type: none"> <li>• Basic concept of services</li> <li>• Broad Categories of services</li> <li>• Distinction between services and goods</li> <li>• Customer Behavior in service encounter: <ul style="list-style-type: none"> <li>• Pre-purchase stage</li> <li>• Service encounter stage</li> <li>• Post encounter stage</li> <li>• Customer expectations and perceptions of services – Zone of Tolerance</li> </ul> </li> <li>• Segmenting service markets</li> <li>• Principles of positioning services</li> </ul>	9	15%
2	<b>Service Marketing Mix</b> <ul style="list-style-type: none"> <li>• Service as product <ul style="list-style-type: none"> <li>• Core and supplementary elements</li> <li>• Branding Service Firms</li> <li>• Products and Experiences</li> <li>• New Service Development</li> </ul> </li> <li>• Promoting services <ul style="list-style-type: none"> <li>• Strategic service communication</li> <li>• Promoting tangibles and overcoming problems of intangibility</li> <li>• Creating effective messages, services marketing communication mix</li> </ul> </li> <li>• Pricing services <ul style="list-style-type: none"> <li>• Pricing strategies</li> <li>• Role of non-monetary costs</li> </ul> </li> <li>• Delivering services <ul style="list-style-type: none"> <li>• Distribution of services, role of customers in service delivery</li> <li>• Delivery through intermediaries, electronic channels, SSTs</li> </ul> </li> </ul>	12	20%

<b>3</b>	<b>Service Marketing Mix- Expanded</b> <ul style="list-style-type: none"> <li>● People in services <ul style="list-style-type: none"> <li>• Role and importance of human resource in service delivery</li> <li>• Effective HRM practices</li> <li>• Service culture and leadership</li> </ul> </li> <li>● Service Process <ul style="list-style-type: none"> <li>• Designing and documenting service processes</li> <li>• Service Blueprinting</li> <li>• Service Process Redesign</li> </ul> </li> <li>● Physical Evidence of Services <ul style="list-style-type: none"> <li>• Service environment</li> <li>• Dimensions and consumer response theory</li> </ul> </li> </ul>	<b>12</b>	<b>20%</b>
<b>4</b>	<b>Service Quality</b> <ul style="list-style-type: none"> <li>● Gaps Model</li> <li>● SERVQUAL &amp; SERVPERF</li> <li>● Measuring and Improving service quality</li> <li>● Soft measures of service quality</li> <li>● Hard measures of service quality</li> <li>● Measuring capacity &amp; demand <ul style="list-style-type: none"> <li>• Understanding capacity</li> <li>• Demand patterns</li> <li>• Strategies for matching capacity and demands</li> </ul> </li> </ul>	<b>15</b>	<b>25%</b>
<b>5</b>	<b>Service Excellence</b> <ul style="list-style-type: none"> <li>● Enabling service excellence</li> <li>● Delivering value</li> <li>● Service failure &amp; recovery <ul style="list-style-type: none"> <li>• Customer complaining behavior</li> <li>• Customer responses to effective service recovery</li> <li>• Principles of effective service recovery</li> </ul> </li> <li>● Customer loyalty</li> <li>● Branding services</li> <li>● Recent trends in service marketing</li> </ul>	<b>12</b>	<b>20%</b>

<b>Evaluation</b>		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### **Basic Text Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Valarie A Zeithmal & Mary Jo Bitner	Services Marketing	McGraw-Hill	Latest

### **Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee	Services Marketing: People, Technology, Strategy	Pearson	Latest
2	Valeire Zeithnal, Mary Jo Bitner, Dwayne D. Gremier, Ajay Pandit	Services Marketing: Integrating Customer Focus Across the Firm	McGraw-Hill	Latest
3	K. Rama Mohan Rao	Services Marketing	Pearson	Latest
4	K. Douglas Hoffman, John E. G. Bateson	Services Marketing: Concepts, Strategies and Cases	Cengag	Latest

### **List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc**

- Journal of Services Marketing
- Services Marketing Quarterly
- Services Marketing Journal (IUP)
- Journal of Financial Services Marketing
- Indian Journal of Marketing

## CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Low	Low	Medium	Medium	Low	Low	Low	Medium	High
CO2	High	Medium	Low	Medium	Medium	Low	Low	Low	Medium	High
CO3	High	High	Medium	Medium	High	Low	Low	Medium	Low	High
CO4	High	Medium	Low	Low	Medium	Low	Low	Low	Medium	High
CO5	High	Medium	Low	Medium	Medium	Low	Low	Low	Medium	High





## School of Management, Commerce & Liberal Arts

### MBA Programme MBA Semester III

#### Course Title: Integrated Marketing Communication

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA305IMC	4	60	20%	30%	-	50%	-

#### Course Outcomes (COs)

1. Identify relevance with the concept, scope and functions of Integrated Marketing Communication.
2. Understand the role of In house advertising department & outsourcing marketing/advertising agencies so as to enable students to gain an understanding of market mechanisms.
3. Aware of necessary pros and cons of sales promotion instruments available in the market.
4. Understand the fundamental concepts of marketing communication concept of Advertising/Promotion/Communication amongst the business organization, employees & customers and Media process, specifically with focus on Advertising
5. Understanding Social marketing communication with Legal & Ethical issues in Advertising, Publicity, Public relations with respect to Marketing Communication.

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<b>Introduction to Integrated Marketing Communication</b> <ul style="list-style-type: none"> <li>● IMC Program Situation Analysis;</li> <li>● The Evolution of IMC;</li> <li>● Indian Media Scene;</li> <li>● Tools for IMC;</li> <li>● IMC Planning Process;</li> <li>● Role of IMC in the Marketing Process</li> <li>● Case Study</li> </ul>	12	20%
2	<b>Marketing communication &amp; Advertising</b> <ul style="list-style-type: none"> <li>● Marketing Communication in Marketing;</li> <li>● Communication-Key Concepts;</li> <li>● Organizing for Advertising and Promotion;</li> <li>● Advertising &amp; Evaluating Agencies;</li> <li>● IMC Process;</li> <li>● Perspectives on Consumer Behavior;</li> <li>● Analyzing the communication Process– Source, Message and Channel Factors Objectives &amp; Budgeting for IMC Programs;</li> <li>● Case Study</li> </ul>	12	20%
3	<b>Advertising campaign planning &amp; Execution</b> <ul style="list-style-type: none"> <li>● Developing the IMC Programme;</li> <li>● Planning Communication Strategy;</li> <li>● Creative Strategy Planning and Development; Advertising Campaign Planning;</li> <li>● Creative Strategy Implementation &amp; Consideration;</li> <li>● Advertising Creativity;</li> <li>● Campaign Planning and Execution;</li> <li>● Case Study</li> </ul>	12	20%

<b>4</b>	<b>Media Planning Concepts</b> <ul style="list-style-type: none"> <li>Advertising Research; Role and Trend;</li> <li>Media Concepts;</li> <li>Characteristics and Issues in Media Planning;</li> <li>Media Planning and Strategy;</li> <li>Media Selection; Planning and Scheduling;</li> <li>Evaluation of Media-Monitoring &amp; Control;</li> <li>Measuring the Effectiveness of the Promotional Program-</li> <li>Definitions and Techniques Measuring the Effectiveness of other Program Elements;</li> <li>Internet as an Emerging Advertising Media;</li> <li>Case study</li> </ul>	<b>12</b>	<b>20%</b>
<b>5</b>	<b>Marketing Communication</b> <ul style="list-style-type: none"> <li>Managing Sales Promotion;</li> <li>Direct Marketing;</li> <li>Publicity and Public Relation;</li> <li>Social Marketing Communication;</li> <li>Strategies for Advertising Agencies;</li> <li>Function and Structure of Ad Agencies;</li> <li>Managing Client Agency Relationship;</li> <li>Strategies for Account Management;</li> <li>Legal and Ethical Issues in Advertising;</li> <li>Case study</li> </ul>	<b>12</b>	<b>20%</b>

<b>Evaluation</b>		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### Basic Text Books:

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Belch, E. George, Belch, A. Michael and Purani K	Advertising and Promotion: An Integrated Marketing Communications	McGraw Hill;	McGraw Hill;

		Perspective		
2	Shah, Kruti and D'Souza, Alan	Advertisement and Promotion- An IMC Perspective	McGraw Hill	McGraw Hill

### Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Shimp, Terence	A: Advertising and Promotion: An IMC Approach	South-Western Cengage Learning	South-Western Cengage Learning

### List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Journal of Marketing Management, Sage publication
- Business Standards
- Harvard Business Review

### CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Medium	High	High	Medium	High	High	Low	High
CO2	High	High	Medium	Medium	High	Low	Medium	High	Low	Medium
CO3	High	Medium	High	Medium	High	Low	Medium	High	Low	High
CO4	High	High	Low	Medium	High	Medium	High	Medium	Medium	High
CO5	High	Medium	Medium	Medium	High	Medium	High	Medium	Low	High



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester III**

### **Course Title: Management of Financial Services**

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA305MFS	4	60					
				20%	30%	-	50%	-

### **Course Outcomes (COs)**

1. To Throwing light on how the Indian financial system works.
2. To Strengthening the foundation of financial markets.
3. To Enhancing the knowledge of financial Institutions and their services.
4. To Enhancing the knowledge of factoring forfeiting and stock broking.
5. To enabling the concepts of banking and insurance.

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<b>Introduction of Financial System in India</b> <ul style="list-style-type: none"><li>• Definition, Structure of Indian Financial System</li><li>• Functions of the Financial System</li><li>• Development of financial system in India</li><li>• Financial System &amp; Economic Development</li><li>• Weaknesses of Indian Financial System</li></ul>	12	20%
2	<b>Financial Markets</b> <ul style="list-style-type: none"><li>• <b>Money Market:</b> Definition, Features, Characteristics of a developed money market, Importance of Money Market, Composition of money market, Deficiencies of Indian Money Market, major reforms, RBI, DFHI</li><li>• <b>Capital Market:</b> Definition, Classification of Capital market, Importance of Capital market, Differentiate between Money &amp; Capital market, Differentiate between Primary and Secondary market, Advantages of Primary market &amp; Secondary market, Disadvantages of Secondary market, Functions of secondary market, Major Reforms, SEBI</li><li>• <b>Debt Market-</b>Regulatory body &amp; its role, Reforms &amp; its impact</li></ul>	15	25%
3	<b>Financial Institutions and their Services-I</b> <ul style="list-style-type: none"><li>• NBFCs-Prudential Norms;</li><li>• Hire Purchase Finance;</li><li>• Leasing- Types</li><li>• Housing Finance- Regulatory body &amp; its role,</li><li>• Prudential Norms;</li><li>• Venture Capital Financing;</li><li>• Mutual Funds</li></ul>	9	15%
4	<b>Financial Institutions and their Services-II</b> <ul style="list-style-type: none"><li>• Depository &amp; Custodians</li><li>• Credit Rating</li><li>• Factoring &amp; Forfeiting,</li><li>• Stock Broking</li></ul>	9	15%

<b>5</b>	<b>Introduction to Banking</b> <ul style="list-style-type: none"> <li>• Definition and functions of Banks</li> <li>• Classification and types of Banks</li> <li>• Reserve Bank of India</li> <li>• Banking Sector Reforms</li> <li>• Digital Banking and its impact</li> <li>• Banking Regulation Act, 1949 and RBI Act, 1934,</li> <li>• Traditional regulation mechanisms, International regulation.</li> <li>• Risk Management in Banking: Types of risk, how to manage risk, challenges</li> </ul> <b>Introduction to Insurance</b> <ul style="list-style-type: none"> <li>• Historical perspective,</li> <li>• Conceptual Framework,</li> <li>• Meaning, Nature and Scope of Insurance, Classification of Insurance Business viz., Life Insurance and General Insurance</li> <li>• Regulations Issued by the IRDA</li> </ul>	15	25%
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<b>Evaluation</b>		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	M Y Khan	Financial Services	Tata McGraw hil	Latest Edition
2	Bharti V Pathak	Indian Financial System	Pearson Education	Latest Edition

### Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	I. M. Pandey	Indian Financial System	Tata McGraw hill	Latest Edition

2	M Y Khan	Financial Management - Theory Concepts and Practices	Taxman Publication	Latest Edition
3	H. R. Machiraju	Indian Financial System	Vikas Publishing House	Latest Edition
4	Meir Khon	Financial Institutions and Markets	Tata McGraw hill	Latest Edition

### List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- The Journal of Finance
- Journal of Financial Economics
- Business Today
- Journal of Banking & Finance

### CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Low	Low	Low	High	High	Low	Low	Medium
CO2	High	Low	Low	Low	Low	High	High	Low	Low	Medium
CO3	High	Low	Low	Low	Low	High	Medium	Low	Low	Medium
CO4	High	Low	Low	Low	Low	High	High	Low	Low	Medium
CO5	High	Medium	Low	Low	Low	High	High	Low	Low	Medium





## School of Management, Commerce & Liberal Arts

### MBA Programme

### MBA Semester III

#### Course Title: Strategic Human Resource Management

Category Of Course	Course Code	Credit	Contact Hours	Internal			External	
Major	MBA305SHR	4	60	Theory	Continuous Assessment	Practical	Theory	Practical
				20%	30%	-	50%	-

#### Course Outcomes (COs)

1. To understand the strategic role of SHRM,
2. To analyze and evaluate how manpower planning is executed in a strategic context.
3. To create and implement a strategic performance management system
4. To analyses and implement the global HRM practices
5. To evaluate and create work designs to globalized workforce

## Syllabus:

Module	Contents	No. of Sessions	Weightage
1	<b>SHRM and Introduction:</b> <ul style="list-style-type: none"> <li>Human Resource Strategy, Human Resources as Assets, Evolution of SHRM</li> <li>Distinctive Human Resource Practices, Theoretical Perspectives on SHRM, SHRM Approaches: The Indian Context</li> </ul>	12	20%
2	<b>Strategic Workforce Planning:</b> <ul style="list-style-type: none"> <li>Objectives of Strategic Workforce Planning, Types of Planning, Aggregate Planning, Succession Planning, CEO Succession</li> </ul>	12	20%
3	<b>Design and Redesign of Work Systems:</b> <ul style="list-style-type: none"> <li>Design of Work Systems, What Workers Do, What Workers Need, How Jobs Interface with Other Jobs, Strategic Redesign of Work Systems, Outsourcing and Offshoring</li> <li>Mergers and Acquisitions, Impact of Technology, HR Issues and Challenges Related to Technology, Telework, Employee Surveillance and Monitoring, e-HR, Social Networking, Understanding Change, Managing Change</li> </ul>	12	20%
4	<b>Performance Management and Feedback:</b> <ul style="list-style-type: none"> <li>Use of the System, Who Evaluates, What to Evaluate, How to Evaluate, Measures of Evaluation,</li> <li>Why Performance Management Systems Often Fail, Addressing the Shortcomings of Performance Management Systems</li> </ul>	12	20%
5	<b>Global HRM</b> <ul style="list-style-type: none"> <li>How Global HRM Differs From Domestic HRM, Assessing Culture, Strategic HR Issues in Global Assignments</li> </ul>	12	20%

Evaluation		
1	Assignments / Quizzes / Class Participation /Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

## Basic Text Books:

Sr.No.	Author/s	Name of the Book	Publisher	Edition
1	Tanuja Agarwala	STRATEGIC HUMAN RESOURCE MANAGEMENT	Oxford University Press	Latest
2	Jeffrey A. Mello	STRATEGIC HUMAN RESOURCE MANAGEMENT	Cengage	Latest

## List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Harvard Business Review
- Times Ascent and Times of India Editorial Page
- Journal of Human Values (IIM Calcutta Journal)

## CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Low	Low	Medium	Low	Low	Low	Medium	High	Medium
CO2	High	Medium	Low	Medium	Low	Low	Low	Medium	High	Medium
CO3	High	Medium	Low	High	Low	Low	Low	High	High	Medium
CO4	High	Medium	Low	Medium	Low	Low	Low	Medium	High	Medium
CO5	High	Medium	Low	High	Low	Low	Medium	High	High	Medium



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester III**

**Course Title: Emerging Technology for Managers**

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
VAC	MBA306ETM	3	45		30%	20%		50%

### **Course Outcomes (COs)**

1. Learner should be able to understand the concept and application of Information Systems.
2. Learners should be able to create reports and represent data graphically using excel and access.
3. Learners should be able to understand and evaluate the Enterprise software based on the user requirements and the functionality it serves.

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	Introduction and concept of Data Warehousing and Cloud Computing. Overview of concepts of – Big Data, Data Mining, Artificial Intelligence concepts and application and other emerging technologies.	10	22%
2	Introduction to tableau, tableau products, data connections in tableau interface, Visualizing data, putting everything together in a dashboard	12	27%
3	Introduction to Power BI, Power BI Desktop and Data Transformation, Data Visualization and Power BI Service	12	27%
4	Python fundamentals, variables, operators and functions	11	24%

## Evaluation

1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	50% (Internal Assessment)
2	External Examination (University Exam)	50% (External Assessment)

## Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	PAULRAJPONNIAH	DATAWAREHOUSING FUNDAMENTALS FOR IT PROFESSIONALS	JohnWiley&Sons,Inc., Hoboken,NewJersey	Latest Edition
2	Marleen Meier David Baldwin	Mastering Tableau 2019.1 Second Edition	Published by Packt Publishing Ltd.	Latest Edition
3	Microsoft	Microsoft Power Bi Dashboards Step By Step	Pearson Education	Latest Edition

## Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	<u>Dr.Abhinav</u>	Data Visualization using Python Programming- A Technical Guide For Beginners, Researchers and Data Analyst	Shashwat Publication	

## List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- International Journal of Technology Management and Sustainable Development
- Journal of Information Technology Case and Application Research
- International Journal of Information and Learning Technology

## CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	High	Medium	Low	Medium	Medium	Low	Medium	Medium	Medium
CO2	High	High	Medium	Low	Medium	Medium	Low	Medium	Medium	Medium
CO3	High	High	Medium	Low	Medium	Medium	Low	Medium	Medium	Medium
CO4	High	High	Medium	Low	Medium	Medium	Low	Medium	Medium	Medium



## **SYLLABUS MBA 4th Sem**

**Master of Business Administration Program**

**2 years || 4 Semesters**

**Full-Time**

**Program Batch**

**2023 – 2025**



## School of Management, Commerce & Liberal Arts

### MBA Programme

### MBA Semester IV

#### Course Name: Project Management

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA401PRM	4	60	20%	30%	-	50%	-

#### Course Outcome:

1. Understand the contemporary and cutting edge Project Management.
2. Analyze stakeholder expectations and engagement to ensure a successful project outcome.
3. Manage projects effectively including the management of scope, time, costs, and quality, ensuring satisfying the needs of the project.
4. Apply the PM processes to initiate, plan, execute, monitor and control, and close projects and to coordinate all the elements of the project.
5. Apply processes required to manage the procurement of a project, including acquiring goods and services from outside the organization.



## Syllabus:

Module	Contents	No. of Sessions	Weightage
<b>1</b>	<b>Basics of Project Management:</b> <ul style="list-style-type: none"> <li>• Concept of Project, Attributes of a Project</li> <li>• Importance of Project Management</li> <li>• Project Management Process, Project Lifecycle</li> <li>• Project Stakeholders</li> <li>• Project Management Structures,</li> <li>• Choosing Appropriate Project Management Structure</li> <li>• Implications of Organizational Culture</li> <li>• Main Causes of Project Failure</li> <li>• Project Definition</li> <li>• Defining Scope, Establishing Priorities</li> <li>• Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization</li> <li>• Coding the WBS for information system</li> <li>• Project Roll Up, Process Breakdown Structure, Responsibility Matrices</li> <li>• Project Identification:</li> <li>• Selection of product, identification of market preparation of feasibility study/report Project formulation –Evaluation of risks preparation of Project report.</li> <li>• Selection of location &amp; site of the project</li> <li>• Factors affecting location - policies of Central – State Government towards location – Legal aspects of project management.</li> </ul>	<b>18</b>	<b>30%</b>
<b>2</b>	<b>Project Planning - Estimating Project Times and Costs:</b> <ul style="list-style-type: none"> <li>• Factors Influencing Quality of Estimates</li> <li>• Estimation Guidelines for Time, Costs and resources</li> <li>• Macro versus Micro Estimating</li> <li>• Methods for Estimating Project Times and Costs</li> <li>• Level of detail, Developing Budgets</li> <li>• Types of Costs, Refining estimates and contingency funds.</li> <li>• Developing a Project Plan:</li> <li>• Developing the Project Network</li> <li>• From Work Package to Network</li> <li>• Constructing a Project Network</li> <li>• Activity-On-Arrow, Fundamentals, Network Computation process</li> <li>• Using the Forward and Backward pass information</li> <li>• Level of Detail for activities</li> <li>• Extended Network techniques.</li> </ul>	<b>09</b>	<b>15%</b>

3	<b>Project Scheduling &amp; Risk Management</b> <ul style="list-style-type: none"> <li>• Types of Project Constraints Classification of Scheduling Problem</li> <li>• Resource Allocation Methods, Splitting, Multitasking Benefits of scheduling resources</li> <li>• Multi Project resource Schedules, Rationale for reducing project duration Options for accelerating Project Completion, Concept and construction of a Project Cost – Duration Graph, Practical considerations. Managing Risk: Risk Management process – Risk Identification, Risk Assessment, Risk Response</li> <li>• Development, Contingency Planning, Risk Response Control, Change Control Management</li> <li>• Project Organization: The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager</li> </ul>	09	15%
4	<b>PROJECT EVALUATION</b> <ul style="list-style-type: none"> <li>• Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated</li> <li>• Information System, Developing a status report and index to monitor progress, Forecasting final project cost, and other control issues. Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations.</li> </ul>	12	20%
5	<b>PRACTICAL:</b> <ul style="list-style-type: none"> <li>• Introduction to Microsoft Project Software</li> <li>• Calendar Types &amp; Creation</li> <li>• Task Types &amp; Relationship Types and Creation in Software &amp; Critical Path Method</li> <li>• Task &amp; Relationship Exercise</li> <li>• WBS Exercise</li> <li>• Constraints &amp; Recurring Tasks Exercise</li> <li>• Define &amp; Assign resources Exercise</li> <li>• Resource Analysis &amp; Leveling</li> <li>• Project Tracking</li> <li>• Earned Value Analysis</li> </ul>	12	20%

<b>Evaluation</b>		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### Basic Text Books:

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Kim Heldman	PMP - Project Management Professional - “Study Guide”	Wiley India	Latest

### Reference Books:

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of theBook</b>	<b>Publisher</b>	<b>Edition</b>
1	Sadhan Choudhary	Project Management	McGraw Hill	Latest
2	Prasanna Chandra	Project Management	McGraw Hill	Latest
3	Vasant Desai	Project Management	Himalaya	Latest
4	Sitanshu Khatua	Project Management & Appraisal	Oxford Publications	Latest

### List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals order to getrelevant topic/information pertaining to the subject.

- International Journal of Managing Projects in Business.
- Harvard Business Review.
- International Journal of Construction Project Management.
- The Engineering Project Organization Journal.

### CO PO MAPPING

<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>
CO1	High	High	Medium	Low	Low	Low	Low	Medium	Medium	Medium
CO2	High	High	Medium	Low	Medium	Medium	Medium	Medium	Medium	Medium
CO3	High	High	Medium	Low	Medium	Medium	Medium	Medium	Medium	Medium
CO4	High	High	High	Low	Medium	Medium	High	Medium	Medium	Medium
CO5	High	High	Medium	Low	High	High	Medium	Medium	Medium	Medium



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester IV**

#### **Course Title: Digital and Social Media Marketing**

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA402DSM	4	60	20%	30%		50%	-

#### **Course Outcomes (COs)**

1. To understand the concept of Digital and Social Media.
2. To apply tools in branding and marketing.
3. To understand and learn to apply Digital and Social Media tools.
4. To learn news and improve tools.
5. To create, collaborate and integrate various marketing communications tools and analyses the trends.

# Syllabus

Module	Contents	No of Sessions	Weightage
1	<b>BASICS OF MARKETING:</b> <ul style="list-style-type: none"> <li>• Introduction to Marketing Management Process</li> <li>• Understanding the Consumer Journey</li> <li>• Products and Services and Positioning Strategies</li> <li>• Understanding Customer Value</li> <li>• Importance and Scope of Digital and Social Media Marketing.</li> </ul>	9	15%
2	<b>FOUNDATIONS OF DIGITAL MARKETING</b> <ul style="list-style-type: none"> <li>• Introduction to Digital Marketing, Digital Marketing Landscape, Traditional vs Digital Marketing</li> <li>• Understanding Digital Business Models</li> <li>• Digital Marketing Strategy</li> <li>• Introduction to Search Engines for Marketing Applications</li> <li>• Introduction to Social Media Marketing</li> <li>• Online Reputation Management and Online Brands</li> <li>• Measuring and Evaluating Digital Campaigns.</li> </ul>	18	30%
3	<b>SEARCH ENGINE OPTIMIZATION AND SEARCH ENGINE MARKETING</b> <ul style="list-style-type: none"> <li>• Search Engine Results Pages (SERP), Black Hat, White Hat, and Gray Hat SEO, Keyword Optimization, On-page SEO, Off-page SEO</li> <li>• Banner Advertisement, Pay-Per-Click (PPC)</li> <li>• Display Advertisement and other online advertisement.</li> </ul>	9	15%
4	<b>SOCIAL MEDIA MARKETING</b> <ul style="list-style-type: none"> <li>• Defining Social Media Marketing</li> <li>• Elements of Social Media Marketing</li> <li>• Social Media Vehicles Elements of Social Media Marketing Strategies, Social Media Mix, Social Media Campaign Management</li> <li>• Social media tools based marketing.</li> </ul>	15	25%

Module	Contents	No of Sessions	Weightage
5	<b>CRAFTING A DIGITAL STRATEGY AND ANALYTICS</b> <ul style="list-style-type: none"> <li>Integrating Digital, Social, and Mobile with Traditional Channels</li> <li>Key Assumptions and Frameworks of Digital Strategy</li> <li>Digital Media Analytics.</li> </ul>	9	15%

Evaluation		
1	Assignments / Quizzes / Class Participation / Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Turner Jamie	Digital Marketing	Vibrant Publishers	Latest
2	Gupta Seema	Digital Marketing	McGraw Hill	Latest

### Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Information Resource Management Association	Digital Marketing and Consumer Engagement: Concepts, Methodologies, Tools, and Applications	IGI Global Disseminator of Knowledge	Latest
2	Upadhyay Kailash Chandra	Digital Marketing: Complete Digital Marketing Tutorial	Kindle Edition	Latest

## List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Campaign Magazine
- Digiday
- Figaro Digital Magazine
- Digital Marketing Journal

## CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Medium	Low	Low	High	Low	Low	Low	High
CO2	High	High	Medium	Low	Low	High	Low	Low	Low	High
CO3	High	High	Medium	Low	Low	High	Medium	Low	Low	High
CO4	High	High	Medium	Low	Medium	High	Medium	Low	Low	High
CO5	High	High	Medium	Low	Medium	High	Medium	Low	Low	High



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester IV**

### **Course Title: Business Law**

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA	4	60	20%	30%	-	50%	-

### **Course Outcomes (COs):**

1. Enhancing knowledge of the branches of law which relate to business transactions
2. Increasing awareness about the legal implications for unpaid seller
3. Basic fundamentals regarding various negotiable instruments used in business
4. Making students acquaint with legal formalities for registering business as limited Company.
5. With the increasing use technology in the business, making students aware about various legal penalties of cyber crimes



## Syllabus

Module	Contents	No of Sessions	Weightage
1	<b>THE INDIAN CONTRACT ACT 1872</b> <ul style="list-style-type: none"> <li>• Overview of the subject: brief discussions on the topics covered in syllabus</li> <li>• Indian Contract Act: Definitions &amp; Classification of contracts</li> <li>• Essentials of a valid contract, Offer and acceptance, capacity to contract, free consent, legality of object, void agreements, performance of contract</li> <li>• Discharge of contract</li> <li>• Remedies for breach of contract</li> <li>• Quasi Contracts</li> </ul>	15	25%
2	<b>THE SALE OF GOODS ACT 1930</b> <ul style="list-style-type: none"> <li>• Sale and agreement to sell</li> <li>• Sale vs. hire purchase,</li> <li>• Sale and barter, exchange, bailment</li> <li>• Condition and warranties</li> <li>• Transfer of property, performance of a contract, rights of an unpaid seller.</li> </ul>	06	10%
3	<b>THE NEGOTIABLE INSTRUMENTS ACT 1881</b> <ul style="list-style-type: none"> <li>• Concept and significance of Socio-cultural Environment, Social responsibility concept and stake holder approach</li> <li>• Notes, bills and cheques.</li> <li>• Parties to a negotiable instrument, holder and holder in due course</li> <li>• Negotiation and Endorsement</li> </ul>	12	20%
4	<b>THE COMPANIES ACT 1956</b> <ul style="list-style-type: none"> <li>• Nature and types of companies, Formation of Companies, Memorandum of association</li> <li>• Articles of association, prospectus</li> <li>• Meeting Process &amp; winding up Process</li> </ul>	12	20%
5	<b>THE CONSUMER PROTECTION ACT</b>	15	25%

	<b>1986</b> <ul style="list-style-type: none"> <li>Definitions, consumer protection councils, dispute redressing agencies and forums &amp; its enforcement</li> <li>State and national commission, Penalties.</li> </ul> <b>THE INFORMATION TECHNOLOGY ACT 2000:</b> <ul style="list-style-type: none"> <li>Definition, electronic governance, Digital Signatures</li> <li>Penalties for damage to Computer, computer system</li> <li>The cyber regulation appellate tribunal,</li> </ul>		
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<b>Evaluation</b>		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	N.D. KAPOOR	Elements of Mercantile Law	Sultan Chand	Latest

### Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	M. C. & Vivek Kuchhal	Elements of Business Laws	Vikas Publication	Latest
2	Rohini Agrawal	Mercantile and Commercial Laws	Taxmann's Publisher	Latest
3	C L Bansal	Business and Corporate Laws	Excel Books	Latest
4	Tejpal Seth	Business Laws	Pearson	Latest

## List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Business Standard
- Business Today
- NLIU Journal of Business Laws
- Journal of Business Law and Ethics

## CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Low	Low	High	Low	Low	High	High	Low	Low
CO2	Low	Low	Low	High	Low	High	High	High	Low	Low
CO3	High	Low	Low	High	Low	High	High	High	Low	Low
CO4	High	Low	Low	High	Low	Low	High	High	Low	Low
CO5	Medium	Low	Low	High	Low	High	High	High	Low	Low



## School of Management, Commerce & Liberal Arts

### MBA Programme

### MBA Semester IV

### Course Title: Consumer Behaviour

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
Elective	MBA404COB	4	60	Theory	Continuous Assessment	Practical	Theory	Practical
				20%	30%	-	50%	-

### Course Outcomes (COs)

1. To understand the conceptual foundations of consumer buying behaviour
2. To create awareness of the theories of motivation, perception and Personality and relation with consumer behaviour
3. To create awareness of the theories of Consumer learning and Consumer attitude.
4. Analyze how social and cultural dimensions and Consumer decision making shapes consumer behaviour.
5. To understand global consumer behaviour towards online buying and application.

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<b>Introduction to Consumer Behaviour:</b> <ul style="list-style-type: none"> <li>• Definition of Consumer Behaviour</li> <li>• Nature &amp; Scope of Consumer Behaviour</li> <li>• Consumer Psychology</li> <li>• Decision-making processes and Psychology</li> <li>• Consumer Behaviour and Marketing Action</li> <li>• Consumer involvement</li> <li>• Purchase Behaviour and Marketing Implications</li> <li>• Consumer Behaviour Models</li> </ul>	12	20%
2	<b>Consumer as a Individual-I</b> <ul style="list-style-type: none"> <li>• Consumer Motivation</li> <li>• Consumer Perception</li> <li>• Personality, Self-image and Lifestyle</li> </ul>	12	20%
3	<b>Consumer as an Individual – II</b> <ul style="list-style-type: none"> <li>• Consumer Learning</li> <li>• Consumer Attitude Formation</li> <li>• Attitude Change</li> </ul>	12	20%
4	<b>Socio-Cultural settings and Consumer Behaviour:</b> <ul style="list-style-type: none"> <li>• Reference groups</li> <li>• The Family and Social Class</li> <li>• Influence of Culture on Consumer Behaviour</li> <li>• Cross-cultural Consumer Behaviour.</li> </ul> <b>Consumer Decision Making:</b> <ul style="list-style-type: none"> <li>• Consumer Decision Making-Concept</li> <li>• CBB models- Howard Sheth Model</li> <li>• Consumerism</li> <li>• Brief overview of Neuromarketing</li> </ul>	13	22%
5	<b>The Global Consumer Behaviour and Online buying behaviour</b> <ul style="list-style-type: none"> <li>• Consumer buying habits and perceptions of emerging non-store choices</li> <li>• Research and applications of consumer responses to direct marketing approaches</li> <li>• Issues of privacy and ethics.</li> </ul>	11	18%

<b>Evaluation</b>		
1	Assignments / Quizzes / Class Participation / Role Play/ Presentation etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### **Basic Text Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Michael R. Solomon	Consumer Behaviour: Buying, Having and Being	Pearson	2016 / 12 <sup>th</sup> Edition
2	David Loudon, A. J. Della Bitta	Consumer Behaviour: Concepts and Applications	McGraw Hill	Latest Edition

### **Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Leon G. Schiffman, Joe Wisenblit, S. Ramesh Kumar	Consumer Behaviour	Pearson	2018 / 12 <sup>th</sup> Edition
2	S. Ramesh Kumar	Consumer Behaviour: The Indian Context (Concepts and Cases)	Pearson	2017 / 2 <sup>nd</sup> Edition

### **CO PO Mapping**

<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>
CO1	High	Medium	Medium	High	High	Medium	Medium	High	High	High
CO2	High	High	Medium	High	High	Medium	High	Medium	Medium	High
CO3	High	Medium	Medium	High	High	Medium	Medium	Medium	Medium	High
CO4	High	High	Medium	High	High	Medium	Medium	High	Medium	High
CO5	High	High	High	Medium	High	Medium	High	Medium	Medium	High



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester IV**

### **Course Title: Corporate Restructuring**

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA	4	60	20%	30%	-	50%	-

### **Course Outcomes (COs):**

1. To make students familiarize with various techniques of corporate restructuring
2. To examine the companies for merger & acquisitions.
3. To make students aware about how negotiation is to be carried out while merging in India
4. To increase understanding the act and policies regarding restructuring

## Syllabus

Module	Contents	No of Sessions	Weightage
1	<b>INTRODUCTION</b> <ul style="list-style-type: none"> <li>Meaning &amp; Fundamental concept of corporate restructuring, different forms, motives &amp; applications of corporate restructuring</li> <li>Mergers &amp; acquisitions concept, Objectives of mergers, Types of mergers (Horizontal, Vertical, Conglomerate), M&amp;A process</li> </ul>	12	20%
2	<b>VALUATION OF COMPANIES</b> <ul style="list-style-type: none"> <li>Concept of Value of a Company</li> <li>Methods of valuation Firm Valuation Models on Merger &amp; Acquisition: <ul style="list-style-type: none"> <li>DCF Model</li> <li>Comparable Company</li> <li>Book Value</li> <li>Adjusted Book Value</li> <li>Enterprise Value</li> </ul> </li> <li>Calculations of financial synergy and return, Corporate Restructuring &amp; Divestiture, Financial Restructuring, Alliances &amp; Joint Ventures, Employee Stock Ownership, Going Private &amp; LBO (Leveraged Buyout), MBO (Management Buyout)</li> <li>Valuation Practices in India</li> </ul>	18	30%
3	<b>NEGOTIATION, DEAL STRUCTURING, AND METHODS OF PAYMENT IN MERGERS AND ACQUISITIONS</b> <ul style="list-style-type: none"> <li>Introduction to deal structuring</li> <li>Regulatory approval</li> <li>Deal-making in India</li> <li>Methods of payment in M&amp;A</li> <li>Distinction between stock and cash transactions</li> <li>Types of exchange of shares</li> </ul>	15	25%
4	<b>INTRODUCTION TO ACTS AND POLICIES</b> <ul style="list-style-type: none"> <li>Amalgamation as per AS-14 and IFRS</li> <li>Merger Aspects under Competition Law</li> <li>Competition Bill 2002</li> </ul>	15	25%



	<ul style="list-style-type: none"> <li>SEBI regulations on Takeovers in India (Takeover Code)</li> <li>Role of Merchant Bankers in Mergers &amp; Acquisition</li> </ul>		
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<b>Evaluation</b>		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### Basic Text Books:

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	Weston, J. F., Chung, K. S., & Hoag, S. E	Mergers, Restructuring, and Corporate Control	Pearson	Latest

### Reference Books:

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	B. Rajesh Kumar	Mergers and Acquisitions: Text and Cases	McGraw Hill Education	Latest
2	M.Y. Khan & P.K. Jain	Financial Management - Text Problem and Cases	Tata McGraw Hill Publishing Co.Ltd.	Latest Edition
3	Prasad G. Godbole	Mergers, Acquisitions, and Corporate Restructuring	Vikas Publishing House	Latest

**List of Journals / Periodicals / Magazines / Newspapers:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Business Standard
- Business Today
- Journal of Restructuring Finance

**CO-PO MAPPING**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Low	Low	Low	Medium	High	Medium	Low	Low	Low
CO2	High	Medium	Low	Low	Medium	High	Medium	Low	Low	Low
CO3	High	Medium	Medium	Low	Medium	High	Medium	Low	Low	Low
CO4	High	Medium	Low	Low	Medium	High	Medium	Low	Low	Low



## School of Management, Commerce & Liberal Arts

### MBA Programme

### Semester IV

#### Course Title: HR Analytics

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Major	MBA404HRA	4	60					
				20%	30%	-	50%	-

#### Course Outcomes (COs)

1. To understand the concept of HR Analytics.
2. To analyses how various analytics modules.
3. To understand and learn to apply HR Metrics and reports
4. To remember and create data visualization of HR metrics
5. To create a HR metric dashboard

## Syllabus

Module	Contents	No of Sessions	Weightage
1	<b>Introduction to HR Analytics</b> Definition of HR Analytics, Meaning of HR Measurement, Advantages and Disadvantages of HR Analytics Domains of HR Analyst. Meaning of HR Measurement, Data and Metrics, Relationship of Metrics and Analytics, Benefits of HR Metrics	12	20
2	<b>Framework and Models in HR Analytics</b> Importance of Predictive Models, Predictive Analytics Models, Significance of Predictive analytics	12	20
3	<b>HR Metrics:</b> Recruitment Metrics, Training Metrics and other HR Metrics, Employee Information, Benefits of HR reports, <b>HR Reports for Effective Business Reporting</b> , Recruiting report, Performance management report, HR reporting pitfalls	12	20
4	<b>HR Data Visualization:</b> Need For Data Visualization, Types of data visualizations , Dashboarding of KPIs (Tableau, Excel )	12	20
5	<b>HR Audit:</b> Concept and Definition of HR Audit, Objectives of human resource audit, Audit of HR Functions Project based on Recruitment and selection analytics and Predicting employee turnover and Employee attitude surveys	12	20
	<b>Total</b>	<b>60</b>	<b>100</b>

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

## Basic Text Books

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Martin R Edwards and Kirsten Edwards	Predictive HR Analytics : Mastering the HR Metric	Kogan Page	latest
2	Shonna D. Waters PhD, Valerie Streets, Lindsay McFarlane, Rachael Johnson-Murray	The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions	Society For Human Resource Management	latest
3	Nadeem Khan, Dave Millner	Introduction to People Analytics: A Practical Guide to Data-driven HR	Kogan Page	latest

## List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Harvard Business Review
- Times Ascent and Times of India Editorial Page
- Journal of Human Values (IIM Calcutta Journal)

## CO PO Mapping

CO *	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	High	High	Low	Medium	Medium	Low	Low	Medium	High
CO2	High	High	High	Low	Medium	Medium	Low	Low	Medium	High
CO3	High	High	High	Low	Medium	Medium	Low	Low	Medium	High
CO4	High	High	High	Low	Medium	Medium	Low	Low	Medium	High
CO5	High	High	High	Low	Medium	Medium	Low	Low	Medium	High



## **School of Management, Commerce & Liberal Arts**

### **MBA Program**

### **MBA Semester IV**

#### **Course Title: Financial Derivatives**

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA405FID	4	60					
			20%	30%	-	50%	-

#### **Course Outcomes (COs)**

1. To understand the students about the concept of Derivatives and its types.
2. To acquaint the knowledge of Forward and Futures contract and settlement of future price
3. Analysis of risk Management using Options and SWAPs
4. To gain the knowledge about Hedging and the development position of Derivatives in India
5. To understand evaluation of derivatives and derivatives trading at NSE/BSE.

**Syllabus:**

<b>Module</b>	<b>Contents</b>	<b>No of Sessions</b>	<b>Weightage</b>
<b>1</b>	<p><b>Definition of Derivatives:</b> Brief history of derivatives, Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives, Structure of derivative markets, forwards, futures, options, swaps etc. Features of a Financial Derivative – Types of Financial Derivatives – Basic Financial derivatives, Critiques of Derivatives.</p> <p><b>Underlying assets:</b> Equities, currencies, commodities and interest rates.</p> <p><b>Reasons for trading:</b> Risk management, speculation, Hedging and arbitrage.</p>	<b>12</b>	<b>20%</b>
<b>2</b>	<p><b>Forward Contract:</b> Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.</p> <p><b>Futures Contract:</b> Financial Futures Contracts – Types of Financial Futures Contract – Evolution of futures market in India – traders in futures market in India – Functions and growth of futures markets – Futures market trading Mechanism - Specification of the future contract – Clearing house – Operation of margins – Settlement – Future prices and Risk aversion – Forward Contract Vs. Futures Contracts.</p>	<b>15</b>	<b>25%</b>
<b>3</b>	<p><b>Options and Swaps:</b></p> <p><b>Options:</b> Concept of Options – Types of options – Option valuation – Option positions naked and covered Option – Underlying assets in exchange-traded Options – determinants of Option prices – Binomial Option pricing model – Black-Scholes Option pricing – Basic principles of option trading –</p> <p><b>SWAP:</b> Concept, Evaluation and features of Swap – types of financial swaps – Interest rate Swaps – currency swap – Debt Equity Swap.</p>	<b>12</b>	<b>20%</b>
<b>4</b>	<p><b>Hedging and Stock Index Futures</b> – Concepts – Perfect Hedging model – Basic, Long and Short Hedges – Cross Hedging – Basis Risk</p>	<b>12</b>	<b>20%</b>

	and Hedging – Basis Risk Vs Price Risk – Hedging effectiveness – Hedging objectives – management of Hedge – <b>Concept of Stock Index:</b> Stock Index Futures – Stock Index Futures as a Portfolio management Tool.		
<b>5</b>	<b>Financial Derivatives Market in India:</b> Need for Derivatives – Evolution of Derivatives in India – benefits of Derivatives in India – categories of Derivatives traded in India – Derivatives trading at NSE/BSE Eligibility of Stocks – Emerging Structure of Derivatives Markets in India - Regulatory Instruments.	<b>9</b>	<b>15%</b>

<b>Evaluation</b>		
1	Assignments / Quizzes / Class Participation / Role Play/ Presentation etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

#### Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Gupta S.L.	Financial Derivatives Theory Concepts and Problems	PHI	Second Edition
2	Gupta	Financial Derivatives	PHI	Latest Edition

#### Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Kumar	Financial Derivatives	PHI	Latest Edition
2	John C. Hull	Options, Futures & other derivatives	Tata Mc Graw Hill	Latest Edition
3	Chance, Don M:	Derivatives and Risk Management Basics,	Cengage Learning, Delhi.	Latest Edition
4	Hull John. C	Options, Futures and Other Derivatives	Pearson Educations Publishers, New Delhi	Latest Edition



**List of Journals / Periodicals / Magazines / Newspapers etc.:**

- Business Standard
- The Economic Times
- Financial Express
- NSE & BSE, SEBI, FMC, RBI Websites
- ICFAI journal of Derivative Market
- Business Today
- Business India
- Business World
- Finance India
- Treasury Management
- Financial Risk Management

**CO-PO MAPPING**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	Medium	Medium	Medium	Low	Low	High	Low	Low	Low	High
CO2	Medium	High	Medium	Low	Low	High	Low	Low	Low	High
CO3	Medium	High	Medium	Low	Low	High	Medium	Low	Low	High
CO4	Medium	High	Medium	Low	Medium	High	Medium	Low	Low	High
CO5	Medium	High	Medium	Low	Medium	High	Medium	Low	Low	High



## School of Management, Commerce & Liberal Arts

### MBA Programme

### MBA Semester IV

#### Course Title: Industrial Relations and Labour Laws

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA405INR	4	60	20%	30%	-	50%	-

#### Course Outcomes (COs)

1. To elaborate the concept of Industrial Relations and Labour laws
2. To discuss and analyse requirement different mechanisms of addressing disputes, grievances and workers' welfare, Trade Union and Industrial Employment
3. To summarize the important provisions of Wage Legislations, in reference to Factory Act 1948 and Contract Labour (Regulation and Abolition) Act, 1970
4. To summarize the important provisions of labour Legislations, in reference to Worker's Participation In Management and Code of Discipline in India
5. To summarize the important provisions of labour Legislations Sexual harassment of women in workplace, The Child Labour (Prohibition and Regulation) Act, 1986: and Apprentice Act, 1961:

## Syllabus

Module	Contents	No of Sessions	Weightage
1	<b>Philosophy of Industrial Relation</b> <ul style="list-style-type: none"> <li>• Nature and Need</li> <li>• Objectives and Principles of Labour Laws</li> <li>• Social Justice</li> <li>• Fundamental Rights</li> <li>• Directive Principles</li> <li>• Judicial Activism and Labour Welfare in India</li> <li>• Impact of Liberalization and Globalization</li> <li>• Labour Policy of India</li> </ul>	12	20%
2	<b>Industrial Disputes Act, 1947</b> <ul style="list-style-type: none"> <li>• Introduction, Objectives, Definitions</li> <li>• Various Methods and Various Authorities under the Act for resolution of industrial disputes e.g. methods of conciliation, adjudication and voluntary arbitration,</li> <li>• Authorities like Works Committee, Conciliation officer, Court of Enquiry, Labour Court, Industrial Tribunal, National Tribunal</li> <li>• Provisions with respect to Strikes and Lockouts, Layoff and retrenchment</li> </ul> <b>Trade Unions and Trade Unions Act, 1926</b> <ul style="list-style-type: none"> <li>• Meaning and Definitions</li> <li>• Objectives Trade Union</li> <li>• Functions</li> <li>• Registration Process</li> </ul> <b>Industrial employment standing order Act 1946</b> <ul style="list-style-type: none"> <li>• Introduction, Objectives</li> <li>• Definitions</li> <li>• Model Standing Orders</li> <li>• Offences and penalties</li> </ul>	12	20%
3	<b>Factory Act 1948</b> <ul style="list-style-type: none"> <li>• Objectives, definitions</li> <li>• Provisions regarding Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and</li> </ul>	12	20%

	<p>penalties</p> <p><b>Contract Labour (Regulation and Abolition) Act, 1970</b></p> <ul style="list-style-type: none"> <li>• Application, Establishments</li> <li>• Definitions, jurisdiction of government</li> <li>• Central and State advisory boards</li> <li>• Registration of establishments and licensing of</li> <li>• contractors</li> <li>• Prohibition of employment of contract labour</li> </ul>		
<b>4</b>	<p><b>Worker's Participation In Management</b></p> <ul style="list-style-type: none"> <li>• Concept, Objectives, evolution</li> <li>• Statutory and Non-Statutory Forms of WPM</li> <li>• <b>Level of WPM</b></li> <li>• <b>Assessment of WPM in India</b></li> </ul> <p><b>Code of Discipline in India</b></p> <ul style="list-style-type: none"> <li>• Meaning and definitions, Characteristics</li> <li>• Objectives of discipline</li> <li>• Code of Discipline</li> <li>• Disciplinary proceedings - procedure for</li> <li>• disciplinary action - Misconduct - Charge sheet -</li> <li>• service of charge sheet - power to suspend pending</li> </ul>	<b>12</b>	<b>20%</b>
<b>5</b>	<p><b>Sexual harassment of women in workplace</b></p> <ul style="list-style-type: none"> <li>• <b>Nature of problem</b></li> <li>• <b>Supreme Court's guidelines on this issue.</b></li> </ul> <p><b>The Child Labour (Prohibition and Regulation) Act, 1986:</b></p> <ul style="list-style-type: none"> <li>• Object and Scope; Definition;</li> <li>• Prohibition of employment of children in certain occupations and processes</li> <li>• Regulation of Conditions of Work of Children Weekly holidays</li> </ul> <p><b>Apprentice Act, 1961:</b></p> <ul style="list-style-type: none"> <li>• Statements of objects</li> <li>• Period of apprenticeship training</li> <li>• Essential ingredient of contract of apprenticeship</li> <li>• Registration of contract of apprenticeship</li> <li>• Obligations of apprentices</li> </ul>	<b>12</b>	<b>20%</b>

<b>Evaluation</b>		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

### **Basic Text Books:**

<b>Sr. No.</b>	<b>Author/s Name</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	B.D.Singh	Industrial Relations And Labour Laws	Excel	Latest

### **Reference Books:**

<b>Sr. No.</b>	<b>Author/s Name</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
1	M Sarma	Industrial Relations- Conceptual & legal framework	Himalaya Publication	Latest
2	S C Srivastava	Industrial Relations and Labour Laws	Vikas Publishing House Pvt Ltd Delhi	Latest
3	C.B.Mamoria	Dynamics of Industrial Relation	Himalaya Publication	Latest

### **List of Journals / Periodicals / Magazines / Newspapers:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Journal of Human Resource Management, Sage publication
- Business Standards
- Harvard Business Review

## CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Medium	High	Low	Low	Medium	High	High	High
CO2	Medium	High	Medium	High	Low	Low	High	High	High	High
CO3	Medium	Medium	Medium	High	Low	Low	Medium	High	High	High
CO4	High	Medium	Medium	High	Low	Low	High	High	High	High
CO5	High	Medium	Medium	High	Low	Low	Medium	High	High	High



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester IV**

### **Course Title: Product and Brand Management**

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Elective	MBA405PBM	4	60					
				20%	30%	-	50%	-

### **Course Outcomes (COs)**

1. To learn fundamentals of Product and Brand Management.
2. The aim of Product Management Part is to make participants understand competition at product level as well as brand level.
3. To understand important aspects of product and brand management from competition point of view.
4. The objective of brand management is to make students understand principles of Branding, role of brands, elements and components of brands, brand equity etc.
5. The main aim for brand management is to make sure that students understand implications of planning, implementing and evaluating Branding Strategies.

## Syllabus:

Module	Contents	No of Sessions	Weightage
1	<b>Introduction to Product:</b> Competition & Product Strategy, product in theory & in practice, Product life cycle, product Portfolio.	12	20%
2	<b>Product Management &amp; New Product Development:</b> New product development process, New product strategy, commercialization, managing Growth, Managing the mature 20% Product	12	20%
3	<b>Branding &amp; Brand Management:</b> The concept of Brand Equity, Creating brands in a competitive market, Brand Positioning and Brand Associations, Using Brand Elements to Create brand equity, Leveraging Secondary Brand Associations.	12	20%
4	<b>Growing and Sustaining Brand Equity:</b> Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and Geographic boundaries. Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches.	13	22%
5	<b>Case Study Discussions:</b> Samsung's Mobile Business, Tata Motors, Nykaa, Intel: Building a Technology Brand, Brand Elements of Parle-G Biscuit Brand etc.	11	18%

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Presentation etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)



### Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Michael Baker and Susan Hart	Product Strategy and Management	Pearson Education	Second Edition.
2	Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob	Strategic Brand Management	Pearson Education	Third Edition.

### Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Donald R. Lehmann and Russell S. Winer	Product Management	TMH	Fourth Edition
2	Kapferer, J.-N. (1997)	Strategic Brand Management	London: Kogan Page Limited	Latest Edition
3	M. G. Parameswaran	Building Brand Value : Five Steps of Building Powerful Brands	New Delhi: Tata McGraw Hill	2006
4	H. V. Verma	Brand Management	New Delhi: Excel Books	2004
5	B. VanAuken	Branding, A reference guide to solving your toughest branding problems and strengthening your market position	Jaico Publishing House	2007
6	Prank K Chaudhary	Successful Branding	University (India) Press Limited, Hyderabad	2001
7	Ramanuj Majumdar	Product Management in India	PHI EEE	Latest Edition

## CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Medium	High	High	Medium	Medium	High	High	High
CO2	High	High	Medium	High	High	Medium	High	Medium	Medium	High
CO3	High	Medium	Medium	High	High	Medium	Medium	Medium	Medium	High
CO4	High	High	Medium	High	High	Medium	Medium	High	Medium	High
CO5	High	High	High	Medium	High	Medium	High	Medium	Medium	High



## **School of Management, Commerce & Liberal Arts**

### **MBA Programme**

### **MBA Semester IV**

#### **Course Title: Research Project**

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA406REP	6	90					
			0	0	50%	0	50%

#### **Course Outcomes (COs)**

1. To practice theoretical concepts in Research methods
2. To provide students an opportunity of qualitative and quantitative research based learning in a systematic manner.
3. To apply conceptual knowledge using statistical techniques of data analysis
4. To learn art of writing research paper/ research Article.

## Course Outline:

Students will work on the Research Project from the commencement of the semester IV. Students with the help of Guide/Mentor will conduct a research on primary or secondary data using some statistical tools and research techniques in the area of specialization under the guidance of Guide/Mentor. On the satisfactory completion of the work the School/Department/Institute will issue a completion certificate to the candidate concerned. It is an individual research project.

The student will have to submit the Research Project Report as per the guidelines of the Research Project. The Internal marks will be based on the stage wise submission guidelines. External marks will be based on viva voce and report submission. Detailed guidelines will be issued during the research project tenure.

Evaluation		
1	Internal Assessment (Report, Viva voce)	50%(Internal Assessment)
2	External Examination (External Viva voce with report submission)	50%(External Assessment)



# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS - Master of Business Administration

### Semester – I

### **Principles of Management**

**Code: 16040104**

### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	Basic concepts of management: Definition – Need and Scope – Different schools of management thought – Behavioural, Scientific, Systems, and Contingency, Contribution of Management Thinkers: Taylor, Fayol, Elton Mayo	10
2	Functions of Management – a) Planning – Concept, Nature, Importance, Steps, Limitations, Management by objectives b) Organizing - Concept, Nature, Importance, Principles, Centralization, Decentralization, Organization Structures- Line and Staff Authority, Functional, Product, Matrix, Geographical, Customer, New Forms of Organization – Virtual, Organizations as Networks - Types of Network Organizations/Clusters - Self- Organizing Systems. Organizational Designs for Change and Innovation - Designing Principles for New Forms of Organizations c) Staffing - Concept, Nature, Importance, Steps. Concept of knowledge worker. d)	10

	Directing – Concept, Nature, Importance. e) Controlling - Concept, Nature, Importance, Process of controlling, Control Techniques.	
3	Leadership: Concept, Nature, Importance, Attributes of a leader, developing 10 leaders across the organization, Leadership Grid.	10
4	Decision making: Concept, Nature, Importance, and Process. Types of decisions. Problems in decision making, Case Study: Planning, Decision Making, Leadership	10
<b>Total</b>		<b>40</b>

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### Reference Books:

1. Essentials of Management – Koontz – TMGH
2. Principles & Practices of Management - Saxena
3. Principles and Practices of Management - Shejwalkar and Ghanekar
4. Management Concepts & Practices - Hannagan



# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF MANAGEMENT

Master of Business Administration

### Managerial Economics

Code: 16040105

MBA 1<sup>st</sup> SEM

#### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Th	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	30	-	70	-	100

#### Objective:

- To expose students to basic micro economic concepts.
- To apply economic analysis in the formulation of business policies.
- To use economic reasoning to problems of business.

Module	Topics
1.	<ul style="list-style-type: none"> <li>• Definitions of Economics: Scarcity and Growth definitions</li> <li>• Introduction to Micro Economics: Definition, Scope, Importance and Limitations of Micro Economics</li> <li>• Important Concepts: Economic goods and Free Goods, Price and Value, Want and Demand, Production Possibility Curve</li> <li>• <b>Economic Systems:</b> <b>Planned Economy, Free Market Economy and Mixed Economy</b></li> </ul>

2.	<b>Theory of Demand:</b> <ul style="list-style-type: none"> <li>• Meaning of Demand and Determinants of Demand – Demand Function</li> <li>• Law of Demand, Expansion and Contraction of Demand, Increase and Decrease in Demand, Usefulness of Law of Demand, Exceptions to the Law of Demand ,</li> <li>• Utility Analysis: Concept of Utility, Law of Diminishing Marginal Utility, Derivation of Demand Curve on the basis of the Utility analysis , Consumer's Surplus</li> </ul>
3.	<b>Theory of Supply:</b> <ul style="list-style-type: none"> <li>• Meaning of Supply, Determinants of Supply, Expansion and Contraction of Supply, Increase and Decrease in Supply</li> <li>• Demand and Supply as determinants of Price</li> <li>• Meaning of Market, Types of Market and their important features: Perfect Competition, Monopoly, Monopolistic Competition and oligopoly</li> </ul>
4.	<b>Theory of Distribution :</b> <ul style="list-style-type: none"> <li>• Marginal Productivity Theory of Distribution</li> <li>• Rent: Concepts of Differential Rent and Scarcity Rent, Economic and Contract Rent, Quasi Rent, Pure Rent and Quasi Rent</li> <li>• Wages: Concepts of Time Wages, Piece Wages, Money wages, Real Wages, factors determining real Wages.</li> <li>• Interest: Gross and Net Interest. Components of Gross Interest</li> <li>• Profit: Theories of profit – risk, uncertainty, innovation</li> </ul>

### **Text Book:**

- (1) Micro Economic Theory by R. Cauvery (S.Chand Publication.)
- (2) Micro Economics by M.John Kennedy (Himalaya Publication)

### **Reference Books:**

- (1) Modern Micro Economics by H.L Ahuja (S Chand Publication)
- (2) Modern Economic Theory by K.K Dewett (S. Chand Publication)
- (3) Elementary Theory by K.K. Deweet & J.D.Verma.(S.ChandPublication.)
- (4) Principles of Economics by D.M.Mithani ( Himalaya Publication)

### **Topics for assignments:**

1. Discuss Basic Economic Problems.



2. Explain the nature of Economics.
3. Explain the Main Types of Demand (Price, Income, Cross).
4. Distinguish between Giffen Paradox and Veblen effect.
5. Distinguish between Composite Supply and Joint Supply.
6. Explain the special features of Factor Pricing.
7. Explain the Constituents of gross profit.

**Suggested topics for seminars and presentations:**

1. Features of Modern Economy
2. Relevance of floor and ceiling prices in modern economic system
3. Regulated and unregulated markets and their consequences
4. Public goods and private goods



**SWARNIM STARTUP & INNOVATION UNIVERSITY**  
**SCHOOL OF BUSINESS - Master of Business Administration**  
**Semester – I**  
**Organizational Behaviour**  
**Code: 16040106**

**Teaching & Evaluation Scheme:-**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

**Objectives:-**

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject organizational behavior.

Module	Topics	Hours
1	<b>Introduction to Organizational Behaviour: Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB - autocratic, custodial, supportive, collegial and SOBC.</b> Personality & Attitudes: Meaning of personality, attitude - Development of personality – Attributes of personality- Transactional Analysis – Ego states – Johari window - Nature and dimensions of attitude – Developing the right attitude	10
2	Motivation: Definition, Importance, Motives – Characteristics, Classification of motives - Primary & Secondary motives. Theories of Motivation - Maslow's Theory of need hierarchy - Herzberg's theory. Morale - Definition and relationship with productivity - Morale Indicators. Stress management: Definition, Causes, Managing stress, Stress as a motivator. Work life balance.	10
3	<b>Group Dynamics and Team building: Concept of Group &amp; Team. Theories of Group</b>	10

	Formation - Formal and Informal Groups. Importance of Team building. (4) 5. Conflict Management: Definition. Traditional vis-à-vis Modern view of conflict – Types of conflict – Intrapersonal, Interpersonal, Organizational. Constructive and Destructive conflict. Conflict management	
4	Change management: Concept of change, change as a natural process, Importance & Causes of change – social, economic, technological, organizational. Learning – unlearning, Concept of learning organizations Cases studies on above topics	10
<b>Total</b>		<b>40</b>

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### Reference Books:

1. Organizational Behaviour, 9th Ed. - Stephen Robbins
2. Human Behaviour at work - Davis and Newstorm
3. Organizational Behaviour - Uma Sekaran
4. Organizational Behaviour - Fred Luthans
5. Organizational Behaviour - K.Aswathappa
6. Human Behaviour at Work - Keith Davis
7. Organizational Behaviour - Jit S.Chandran
8. Human Relations & Organizational Behaviour - R.S.Dwivedi
9. Organizational Behaviour - McShane
10. Organizational Behaviour - Sharma



**SWARNIM STARTUP & INNOVATION UNIVERSITY**

**SCHOOL OF BUSINESS – Master of Business Administration**

**Semester – I**

**Financial Statement Analysis**

**Code: 16040107**

<b>Module</b>	<b>Topics</b>	<b>Hours</b>
1	Defination-Objective and users of financial statements –elements of financial statements – articulation of financial statements – elements from which financial statements are constructed-techniques of financial statement analysis	10
2	Basic Accounting Concepts – Trial balance –balance sheet– Income statements – Depreciation -Cash flow statement - purpose - uses - structure - format of cash flow statement - preparing cash flow statement - interpreting the cash flow statement	10
3	Corporate Acquisitions: Mergers –Types – Reasons –Mechanics –Cost and Benefit – Timing of Merger Activity – the role of exchange rates and takeover process – Evaluating Merger as Capital Budgeting Proposal –Terms of Mergers – Takeovers – Signs of Takeovers.	10
4	Corporate Restructuring: Joint Ventures –Financing and Evaluation –Rationale and Role of Joint Ventures – Sell Offs –Change in Ownership –Divestitures – Spin-off –Split-off – Going Public –Privatization –Leveraged Buyouts –Buyback of Shares –Alignment of Interest	10
<b>Total</b>		<b>40</b>



**SWARNIM STARTUP & INNOVATION UNIVERSITY**  
**SCHOOL OF BUSINESS - Master of Business Administration**  
**Semester – I**  
**Marketing Management**  
**Code: 16040108**

**Teaching & Evaluation Scheme:-**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

**1. Course Objective:**

The changing dynamics of the national and global economies have created a challenging scenario for all marketers. The technological updations have opened the doors of global market place where the businesses are now boundary less in real sense. So, this course is aimed to provide the basic understanding of marketing and the related concepts to the management students. The course will also provide the brief idea on latest technological trends and digital aspects in area of marketing. By learning this course, students will get the insights regarding important fundamental aspects of marketing from the managerial perspective. The students will get a holistic approach of marketing as an important function in the business environment and its applications to achieve the organizational goals.

**2. Course Duration:** The course duration is of **36 sessions of 75 minutes** each.

**3. Course Contents:**

Module No.	Contents	No. of Sessions
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<b>I</b>	<ul style="list-style-type: none"> <li>• Basic Concepts of Marketing</li> <li>• Customer Value and delivery</li> <li>• Components of Modern marketing Information System</li> <li>• Marketing Environment</li> <li>• Forecasting and Demand measurement</li> </ul>	11
<b>II</b>	<ul style="list-style-type: none"> <li>• Understanding the Consumer Market</li> <li>• Understanding industrial markets</li> <li>• Segmenting and Targeting markets</li> <li>• Brief on Positioning</li> </ul>	9
<b>III</b>	<ul style="list-style-type: none"> <li>• Understanding Product concepts</li> <li>• Packaging, labelling, Warranties and Guarantees</li> <li>• Introducing New market offerings</li> </ul>	10
	<ul style="list-style-type: none"> <li>• Pricing Concepts</li> </ul>	
<b>IV</b>	<ul style="list-style-type: none"> <li>• Integrated Marketing Communications</li> <li>• Designing and managing integrated marketing channels</li> </ul>	10

#### 4. Case Studies:

Faculties can refer the case studies (preferably Indian cases) from reputed books/journals/other reading material for the discussion. It is strongly recommended that the theoretical discussion of each concept has to be supported with the discussion of case studies in specific area.

#### 5. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Lectures and Discussions.
- (b) Assignments and PPT Presentations.
- (c) Case Studies.

#### 6. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following Elements:

<b>A</b>	Continuous Evaluation Component comprising of Projects/Quiz/Test/Class Attendance/ Participation (List of activities)	(Internal Assessment- 50 Marks)
<b>C</b>	End –Semester Examination	(External Assessment-50 Marks)

#### 7. Textbooks:

Author	Name of the Book	Publisher	Year of Publication
Kotler, Keller, Koshy & Jha	Marketing Management	Pearson	14th ed.
Lamb, Hair, Sharma & McDaniel	MKTG - Principles of Marketing	CENGAGE Learning	South Asian Edition - 2016

## 7. Other Readings

Author	Name of the Book	Publisher	Year of Publication
Kotler & Armstrong	Principles of marketing	Pearson	Latest edition
Paul Baines	Essentials of Marketing	Oxford University Press	Latest edition
Charles W Lamb	Principles of Marketing	Cengage Learning	Latest edition
Neeru Kapoor	Principles of Marketing	PHI	Latest edition
S A Sherlekar	Marketing Management	Himalaya Publishing House	Latest edition

## 7. List of Journals/Periodicals/Magazines/Newspapers, etc.

1. Journal of Marketing
2. Marketing Science
3. European Journal of Marketing
4. Journal of Marketing Management
5. Journal of Consumer Marketing
6. Marketing Intelligence & Planning
7. Journal of Business & Industrial Marketing
8. Brand Equity (ET - Wednesday Supplement)
9. 4Ps magazine
10. Various web based magazines and e resources

Note: The list of reading sources are the only the suggestive list of reading material for the course. It should not be considered as the exclusive prescribed sources. The students and faculty have the freedom to choose any of the other reading material for the teaching and learning process.

## 8. Session Plan:

Session No.	Topics to be covered
1-3	Basic Concepts of Marketing: Defining marketing, Scope, Core marketing concepts, Company orientations towards the marketplace
4-5	Customer Value and delivery: Marketing and customer value, value delivery process, value chain, core competencies, customer perceived value, total customer satisfaction, monitoring satisfaction , maximizing customer lifetime value

6-7	Components of Modern marketing Information System: Internal records, Marketing intelligence
8-9	Marketing Environment :Needs and trends, Major macro - environmental forces
10-11	Forecasting and Demand measurement: Measures of market demand, Vocabulary for demand measurement, Estimating current and future demand
12-14	Understanding the Consumer Market: Consumer behavior, Key Psychological process, Buying decision process, Behavioral decision theory and behavioral economics
15-16	Understanding industrial markets: Organizational buying, Participants in business buying process, Purchasing process stages in buying process, Developing and managing B to B marketing programs, Institutional and government markets
17-20	Segmenting and Targeting markets: Understanding market segmentation, Bases for segmenting consumer markets, Bases for segmenting business markets, Steps in segmenting markets, Selecting target markets  Brief on Positioning
21-23	Product: Product characteristics and classifications, Product differentiation, Product design, Luxury products, Product and brand relationship, Packaging, labelling, Warranties and Guarantees.
24-27	Introducing New market offerings: New product options, Challenges in new product development, Organizational arrangements, Managing new product development process: Idea Generation, Idea Screening, business analysis, product development, market testing, commercialization
28-30	Pricing concepts : Important of price, Pricing objectives, Demand determines of price, Other determinants of price, How to set a price on a product, Legality and ethics of price strategies, Tactics for fine-tuning the base price, Product line pricing, Pricing during difficult economic scenario
31-33	Integrated Marketing Communications : Role of promotion in marketing mix, The promotional mix, Marketing communication, The goal and tasks for promotion, Promotional goals and AIDA concept, Factors affecting promotional mix
34-40	Designing and managing integrated marketing channels : Marketing channels and value network, Role of marketing channels, Channel design decisions, Channel management decisions, Channel integration and systems, E-commerce, M-Commerce, Conflicts, cooperation and competition

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# SWARNIM STARTUP & INNOVATION UNIVERSITY

**SCHOOL OF BUSINESS - Master of Business Administration**

**Semester – I**

**Quantitative Methods**

**Code: 16040109**

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	Arranging data to convey meaning - Tables, Graphs and Frequency Distribution, Measures of Central Tendency – Arithmetic Mean, Median, Mode. Measures of Dispersion – Range, Quartile, Mean Deviation, Standard Deviation, Coefficient of Variation	10
2	Correlation – Karl Pearson coefficient & Rank correlation – Partial & Multiple correlation. Simple and Multiple Regression (Linear) – Equation and prediction , Association of Attributes: Yule’s coefficient & Coefficient of colligation	10
3	Measures of Central Tendency and Dispersion: Introduction, Objectives of statistical average, Requisites of a Good Average, Statistical Averages - Arithmetic mean - Properties of arithmetic mean - Merits and demerits of arithmetic mean ,Median - Merits	10

	<p>and demerits of median , Mode - Merits and demerits of mode , Geometric Mean , Harmonic Mean , Appropriate Situations for the Use of Various Averages , Positional Averages , Dispersion – Range - Quartile deviations, Mean deviation ,Standard Deviation - Properties of standard deviation Coefficient of Variance</p> <p>Theory of Probability: Introduction - Definition of probability - Basic terminology used in probability theory, Approaches to probability , Rules of Probability - Addition rule - Multiplication rule , Conditional Probability, Steps Involved in Solving Problems on Probability , Bayes' Probability , Random Variables</p> <p>Theoretical Probability Distributions: Introduction - Random variables , Probability Distributions - Discrete probability distributions - Continuous probability distributions , Bernoulli Distribution - Repetition of a Bernoulli experiment , Binomial Distribution - Assumptions for applying a binomial distribution - Examples of binomial variate - Recurrence formula in case of binomial distribution - Case study on binomial distribution Poisson Distribution - Assumptions for applying the Poisson distribution - Real life examples of Poisson variate - Recurrence relation -Case study on Poisson distribution , Normal Distribution - Standard Normal Distribution</p>	
4	<p>Markov Chains &amp; simulation techniques. Monte Carlo Simulation. Games Theory - 2x2 zero sum game with dominance - Pure Strategy and Mixed Strategy, Decision Theory - Decision making under risk (EMV criteria) and Decision making under uncertainty</p>	10
<b>Total</b>		<b>40</b>

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### Reference Books:

1. Statistical and Quantitative Methods – By Ranjit Chitale

2. Statistical Methods - S.P.Gupta
3. Statistics for Management - Levin and Rubin
4. Quantitative Techniques Vol. 1 and 2 - L.C.Jhamb
5. Statistics and Quantitative Techniques - M.G.Dhaygude
6. Quantitative Techniques - N.D.Vohra



# SWARNIM STARTUP & INNOVATION UNIVERSITY

**SCHOOL OF BUSINESS - Master of Business Administration**

**Semester – I**

**Business Research Methods**

**Code: 14040110**

**Teaching & Evaluation Scheme:-**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	Foundations of Research: Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive theory. Characteristics of scientific method - Understanding the language of research - Concept, Construct, Definition, Variable. Research Process Problem Identification & Formulation – Management Question – Research Question – Investigation Question – Measurement Issues - Hypothesis - Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing - Logic & Importance	10
2	Research Design: Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable,	10

	extraneous variable, Treatment, Control group, Qualitative and quantitative research: Qualitative research - Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches.	
3	Measurement: Concept of measurement– what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio, Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking. Types of Data: Secondary Data - Definition, Sources, Characteristics. Primary Data - Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey.	10
4	Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample - Practical considerations in sampling and sample size. Data Analysis: Data preliminary questionnaire screening, editing, coding and data entry (using statistical software), Research Writing: - Research Proposal Synopsis, Research Report	10
<b>Total</b>		<b>40</b>

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

- ICT enabled Classroom teaching
- Case study

- Practical / live assignment
- Interactive class room discussions

### Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	<ul style="list-style-type: none"> <li>• Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)</li> </ul>	50 marks
C	End –Semester Examination	(External Assessment-50 Marks)

### Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Naval Bajpai	Business Research Methods	Pearson	Latest
2	Naresh Malhotra and Satyabhusan Dash	Marketing Research – An applied orientation	Pearson	Latest
3	Donald R. Cooper and Pamela S. Schindler	Business Research Methods	TMH	Latest
4	Zikmund Willium	Business Research Methods	Thomson	Latest
5	Uma Sekaran	Research methods for business: A skill building approach	Wiley India	Latest
6	Panneerselvam R.	Business Research Methods	John Wiley and Sons	Latest
7	D. K. Bhattacharyya	Research Methodology	Excel	Latest
8	J. K. Sachdeva	Business Research Methodology	Himalaya	Latest
9	Adithan Bhujange	Research Methodology for Management and social Science	Excel	Latest
10	Alan Bryman	Business Research Methods	Oxford University Press	Latest

**Note:** Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

1. Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9th edition.
2. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
3. Research Methodology - C.R.Kothari

### List of Journals/Periodicals/Magazines/Newspapers / Web resources, etc.

1. Journal of Indian Business Research
2. International Journal of Statistics and Analysis
3. Sankhya – Indian Journal of Statistics
4. Economic Times
5. Financial Express
6. Business Standard

7. Economic & Political Weekly
8. Vikalpa



**SWARNIM STARTUP & INNOVATION UNIVERSITY**  
**SCHOOL OF BUSINESS - Master of Business Administration**  
**Semester – I**  
**Computing Skills - 1**  
**Code: 16040102**

**Teaching & Evaluation Scheme:-**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

**Objectives:-**

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject of Computing Skills with deeper penetration so that the students are aware about the basics of computers..

Module	Topics	Hours
1	Introduction to Computers: Hardware - Software - Systems Software, Application Software and Packages - Introduction to Embedded Software. Fundamentals of operating system- Windows, Unix/Linux. Introduction to World Wide Web - Internet operations. Emerging communication technologies	10
2	Microsoft Word – Mail merge (2) 2.2 Microsoft Excel – Formulas, Graphs, Basis statistical formulae. (4) 2.3 Microsoft Power Point – Creating effective presentations (4) 2.4 Microsoft Access - Introduction to DBMS concepts, Creating a database, Basic queries	10



3	<b>BASICS OF INFORMATION TECHNOLOGY:</b> Introduction to Information Technology: Basic concepts of IT, Data and Information. Introduction to computer, Classification and History of computer, Block Diagram of The Computer System, Introduction to various units. Anatomy of Digital Computer, Computer Hardware and Software <b>APPLICATIONS OF IT:</b> Wide range of applications in: Home, Education and Training, Entertainment, Science, Medicine, Engineering etc	10
4	<b>NETWORKING</b> Brief Introduction to Networking, Types of networking, Different topologies Introduction to Internet and World Wide Web, Uses of internet, Electronic Mail. Cloud computing, Internet security, Firewall and Anti-Virus	10
<b>Total</b>		<b>40</b>

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### Reference Books:

1. Alexis Leon & Mathews Leon Fundamentals of Information Technology
2. John Walkenbach, Herb Tyson,
3. Michael R. Groh, Faithe Wempen,
4. Buck Microsoft office 2010
5. bible Wiley india 2010
6. ITL Education Solutions Limited Introduction to Information Technology
7. Norton and Peter, Introduction to Computers



# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF MANAGEMENT

### Master of Business administration

#### Semester 2

#### Macro Economics

Code: 16040204

#### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Th	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	30	-	70	-	100

#### Objective:

Macro Economics is a broad field of study. It is a branch of Economics dealing with the performance, structure, behavior & decision making of the entire Economy.

Module	Topics
1	<b>Introduction to Macro Economics:</b> Definition, Scope, Importance and Limitations of Macro Economics <b>National Income (NI) Accounting:</b> Meaning of NI and Circular Flow of NI (in Four sector economy) Stock and flow concept, NI at Current Price and NI at Constant Price Various concepts of NI (GNP, GDP, NNP, NDP), Personal Income, Disposable Income Methods for measurement of NI Difficulties in measurement of NI
2	<b>Theory of Income and Employment</b> Keynes' consumption function Investment function, Keynesian theory of Income and employment, Investment multiplier Interest rate theory - Liquidity Preference Theory
3	<b>Money, Definition and Functions</b> <b>Stocks of Money (M1, M2, M3 and M4)</b> <b>Credit creation by Commercial Banks</b> <b>Inflation</b>

	Meaning of Inflation, Deflation, Stagflation and Causes of inflation, Measures to Control Inflation Business cycle Meaning, characteristics and phases
4	Monetary policy Meaning, Objectives and Tools Fiscal policy Meaning, Objectives and Tools Balance of Payments Meaning, Structure, Causes of Disequilibrium and Methods of Correcting Disequilibrium.

### Text Book

D. Macro Economics by D.M.Mithani (Himalaya Publication)

E. Macro Economics by R. Cauvery (S.Chand Publication.)

### Topics for Assignment

13. Functions of Commercial Banks
14. Functions of Central Banks
15. Factors affecting Business Cycle
16. Use of National Income Data
17. Difference between BOT and BOP

### Topics for Seminar

5. Inflation in India
6. Economic Growth and Economic Development
7. Role of Economic Policies in Economic Growth
8. Relationship between Inflation and unemployment



# SWARNIM STARTUP & INNOVATION UNIVERSITY

**SCHOOL OF BUSINESS - Master of Business Administration**

**Semester – II**

**Human Resource Management**

**Code: 16040205**

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

## Objectives:-

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject of marketing management with deeper penetration so that the students can choose the particular area of specialization even under the Marketing Management as per their interest in future.

Module	Topics	Hours
1	<p><i>Introduction to Human Resource Management:</i> Introduction, Concept of Human Resource Management, Scope of Human Resource Management, History of Human Resource Management, Function of Human Resource Management, Role of HR Executives</p> <p><i>Unit 2- HRM in India:</i> Introduction, Changing Role of Human Resource in India, Globalization, Its Impact on HR</p>	10
2	<p><i>Human Resource Planning:</i> Process of Human Resource Planning, Need for Human Resource Planning, HR Forecasting Techniques, Successful Human Resource Planning</p> <p><i>Unit 4- Recruitment and Selection:</i> Concept of Recruitment, Factors Affecting</p>	10

	<p>Recruitment, Sources of Recruitment, Recruitment Policy, Selection, Selection Process, Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction</p> <p><i>Unit 5- Training and Management Development:</i> Meaning of Training, Area of Training, Methods of Training, Concept of Management Development, Management Development Methods, Differences Between Training and Development, Evaluation of Training and Management Development</p>	
3	<p><i>Unit 6- Employee Career Planning and Growth:</i> Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning</p> <p><i>Unit 7- Performance Appraisal:</i> Concept and Need for Performance, Reviews, Overview of Performance Appraisal, Types of Appraisal Methods, 360 degree appraisal, Benefits</p> <p><i>Unit 8- Compensation Management:</i> Wage and Salary Administration, Managing Wages, Concept of Rewards and Incentives, Managing Benefits in Organisations</p> <p><i>Unit 9- Job Evaluation:</i> Concept of Job Evaluation, Objectives, Techniques, Advantages and Limitations, Introduction to Competency</p>	10
4	<p><i>Unit 10- Human Resource Information System:</i> Introduction, Concept, Components, Types, Application, Implementation, Benefits, Impact,</p> <p><i>Unit 11- Job Analysis and Design:</i> Concept of Job Analysis and Design, Process of Job Analysis, Methods of Job Analysis, Job Analysis Information, Concept of Job Design</p> <p><i>Unit 13 - Grievance and Grievance Procedure:</i> Concept of Grievance, Causes of Grievances, Forms and Effects of Grievance, the Grievance Handling Procedure, Need for Grievance Redressal Procedure</p> <p><i>Unit 14 - Employee Welfare and Working Conditions:</i> Concept of Employee Welfare, Welfare Measures, Types, Employee Welfare Responsibility, the Business Benefits of Employee Welfare Activities</p> <p><i>Unit 15 - Emerging Trends in HRM:</i> Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement</p>	10

	<b>Total</b>	<b>40</b>

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### **Reference Books:**

Personnel Management – C.B Mamoria 3. Managing Human Resources - R.S. Dwiwedi 4. Human Resources Management-V.P.Michael 5. Human Resources Management – Dr.P.C.Pardeshi 6. Human Resources Management – Mirza & Zaiyadin 7. Human Resources Management – L.M.Prasad 8. Human Resources Management - Ashwathappa 9. Managing Human Resources - Arun Monppa



# SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

**Financial Management**

**Code: 16040206**

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

### Objective:

- To familiarize students with the concepts, tools and practices of financial management.
- To understand the decisions to be taken by financial managers of business firms.

Module	Topics	Hours
1	<b>Finance Function:</b> Meaning, Scope, and Classification of functions (Long term-short term; Executive-Routine). Organization of Finance Function (status and duties of a Financial manager: Treasurer and Controller). Objectives/Goals of Financial Management. <b>Time Value of Money:</b> Concept and numerical of Compounding and Discounting including annuity (excluding valuation of securities).	10
2	<b>Management of working capital:</b> Concept, Types, Factors affecting working capital needs, Operating cycle approach, Dangers of excessive and inadequate working capital. <b>Cash Management:</b> Meaning, Motives of holding cash, Functions/objectives of cash management, Cash budget (with numerical). <b>Inventory Management:</b> Meaning, Objectives of holding inventory, Factors affecting inventory, Techniques of inventory	15

	management : (1) <b>EOQ</b> (with numericals including discount concept), ABC Analysis (without numericals) (2) <b>Reorder point</b> (without numericals), <b>Receivables Management:</b> Meaning, Cost and benefits, size of of receivables, optimum credit policy and credit policy variables, (only simple numericals of receivables are expected.)	
3	<b>Leverage:</b> (numericals and theory) Operating leverage: Meaning, degree and effects of operating leverage on profits. Financial leverage: Meaning and degree Trading on equity: Meaning, benefits and risks (including EBIT-EPS analysis) Combined leverage. Concept and numericals on : (a) Financial Break-Even, (b) Indifference point	10
4	<b>Capital budgeting:</b> Meaning and significance of capital budgeting, Types of capital budgeting decisions. Techniques: (Meaning, Accept-Reject criterion, Advantages and Disadvantages, comparison and numericals based on each method.) <b>Payback period</b> <b>Average Rate of Return</b> <b>Net present value</b> <b>Profitability Index</b> <b>Internal Rate of Return</b>	10
<b>Total</b>		<b>45</b>

#### Text Books:

- Financial Management-Principles and Practice: C.Sudarsana Reddy, Himalaya Publishing House.

#### Reference Books:

- Financial Management: Text, Problems and cases: M.Y.Khan and P.K.Jain Tata McGraw Hill Education Pvt. Ltd.
- Financial Management P.V. Kulkarni and B.G. Satyaprasad.
- Essentials of Financial Management: I.M.Pandey, Vikas Publishing House Pvt. Ltd.
- Financial Management : Prasanna Chandra.
- Financial Management : Dr. V.k. Palanivelu, S. Chand.
- Financial Management : Sheeba Kapil, Pearson.
- Financial Management : Rajiv Srivastav and Anil Mishra, Oxford university press.

#### Topics for Assignment :

Introduction to Contemporary issues like: JIT systems, Out sourcing, Computerised inventory control system.  
Techniques of controlling inflows and outflows in modern times.  
Capital Rationing and its relevance in capital budgeting decisions.  
Capital Structure: Meaning and Features of an ideal capital structure.  
Relationship of finance with economics, accounts and other disciplines.

#### Topics for Presentation/Seminar:



Management of working capital in India.

Emerging role of finance managers in India.

Effect of high and low operating and financial leverage for a business.

ABC analysis of debtors.



# SWARNIM STARTUP & INNOVATION UNIVERSITY

**SCHOOL OF BUSINESS - Bachelor of Business Administration**

**Semester – II**

**Production & Operations Management**

**Code: 16040207**

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	<p>Production Management: Integrated Production Management, System Productivity, Capital Productivity, Labour Productivity, Personnel Productivity, Training</p> <p>Operations Management: Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices</p> <p>Operations Strategy: Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy</p>	10
2	<p>Location Strategies: Introduction, Location Planning Process</p> <p>Facility or Layout Planning and Analysis: Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Why Layout decisions are important, Nature of layout problems, Redesigning of a layout, Manufacturing facility layouts, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing, Material handling</p> <p>Operations Scheduling: Introduction, Purpose of Operations Scheduling, Factors Considered while Scheduling, Scheduling Activity under PPC, Scheduling Strategies, Scheduling Guidelines, Approaches to Scheduling, Scheduling Methodology [Quantitative], Scheduling in Services</p>	10

3	Business Process Modeling: Introduction, Importance of Business Process Modelling, Business Process Modelling, Data Driven Approach to Process Definition. Logical vs. Physical Database Modelling, Business Process, the Way Forward Value Engineering: Introduction, Value Engineering/Value Analysis, Relevance of VE in Modern Manufacturing, Process of Value Analysis, VE – Approaches and Aim, Providing Value to the Customers, Benefits	10
4	Total Quality Management: Introduction, Meaning and Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM)	10
<b>Total</b>		<b>40</b>

#### Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### Evaluation:

Students shall be evaluated on the following components:

Internal Continuous Evaluation	(Internal Assessment- 50 Marks)
End –Semester Examination	(External Assessment-70 Marks)

#### Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Chase R. B., Jacobs, F. R., Aquilano, N. J. and Agarwal N. K.,	Operations Management for Competitive Advantage	TMH	Latest
2	Kanishka Bedi	Production and Operation Management	Oxford	Latest
4	Roberta S. Russell, Bernard W. Taylor	Operations and Supply Chain Management	Wiley	Latest
5	Arun Kumar, N.MeenakshiP.	Production and Operation Management	Cengage	Latest
6	Heizer, Jay and Render, Barry	Operations Management	Pearson	Latest

7	Elwood S. Buffa and Rakesh K.Sarin	Modern Production and Operations Management	Wiley	Latest
8	David A. Collier, James R. Evans and Kunal Ganguly	Operation Management	Cengage	Latest
9	S. A. Chunawala, Dr. R. Patel	Production and Operations Management	Himalaya	Latest
10	Martin K. Starr	Production and Operation	Cengage	Latest

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

**List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.**

1. International Journal of Production Economics
2. Journal of Production Research and Management
3. Journal of Operations Management



# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS - Master of Business Administration

### Semester – II

### PROJECT MANAGEMENT (PM)

Code: 16040208

#### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

#### 1. Objectives:

- To develop an awareness of the need for project planning and management
- To apply professional attitudes and techniques to managing a project
- Provide students with a basic understanding of project management principles and practices.
- Increase the student's ability to function effectively on a project team.
- Increase the student's ability to function effectively as a project manager.

**2. Course Duration:** The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours

#### 3. Course Contents:

Module No:	Module Content
I	Concept of project – classifications – project risk – scopeProject management – definitions – overview – project plan –management project management life cycles and uncertainty Project planning – scope – problem statement – project goals –objectives – success criteria – assumptions – risks – obstacles –approval process – projects and strategic planning

II	Project implementation – project resource requirements – Types of resources – men – materials – finance Project monitoring – evaluation – control – project network technique – planning for monitoring and evaluation – project audits – project management information system – project scheduling – PERT & CPM – project communication – post project reviews
III	Project team management – recruitment – organizing – human resources – team operating rules – project organization – various forms of project organizations – project organization charting – project contracts – principles – compilation of contracts – practical aspects – legal aspects – global tender – negotiations – insurance Closing the project – types of project termination – strategic implications – project in trouble – termination strategies – evaluation of termination possibilities – termination procedures
IV	Project Financing : Rights and obligations of Fund providers; Types of ownership Securities (Equity Shares, Preference Shares, deferred shares) Types of Debt Securities: Term loans, lease, debentures and bonds Hybrid Securities: Preference Shares, convertible bonds, bonds with warrants, Project Financing In India – SBI Guidelines, Financing of Export oriented units, Financing of small scale units, Financing of Infrastructure Projects
V	<b>Practical Module:</b> Prepare a project of your choice using the theoretical fundamentals in above modules and also prepare a project report under the guidance of your subject teacher.

**4. Teaching Method:** The following pedagogical tools will be used to teach this

course: (1) Lectures and Discussions

(2) Role Playing

(3) Assignments and Presentations

**5. Evaluation:**

<b>A</b>	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
<b>B</b>	End –Semester Examination	Weightage 50 marks (External Assessment)

**6. Text Books:**

No.	Author	Name of the Book	Publisher	Edition
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T1	Clifford F Gray, Erik W Larson	“Project Management-The Managerial Process”	Mcgraw-Hill Publishing	Latest edition
T2	Khatua	Project Management and Appraisal	Oxford Publication	Latest Edition

## 7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	P K Joy	Total Project Management- The Indian Context	Macmillan India Ltd	Latest edition
R2	Prasanna Chandra	Project Planning Concept	TMH Publication	Latest Edition
R3	Pinto	Project Management	Pearson	Latest Edition
R4	Jack Meredith, Samuel J. Mantel Jr	“Project Management- A Managerial Approach”	John Wiley and Sons	Latest edition
R5	David I Cleland	Project management	Mcgraw Hill International Edition	Latest edition
R6	Gopalakrishnan	Project Management	Mcmillan India Ltd	Latest edition
R7	John M Nicholas	“Project Management For Business And Technology”	Prentice Hall Of India Pvt Ltd	Latest edition

## 8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Project Management Journals and Articles published in India and internationally, use of Software like M.S. Project, SAP, etc. is encouraged.

## 9. Session Plan:

Session no.	Topic
1-2	Introduction – Definitions – classifications – project risk – scope Project management – definitions – overview – project plan
3-4	management principles applied to project management – project management life cycles and uncertainty
5-6	Project planning – scope – problem statement – project goals – objectives – success criteria – assumptions – risks – obstacles – approval process
7	projects and strategic planning
8-9	Project implementation – project resource requirements-types of resources – men – materials – finance

10-11	Project monitoring – evaluation – control-project network technique
12-13	planning for monitoring and evaluation – project audits- project management information system – project scheduling – PERT & CPM
14	project communication – post project reviews
15-16	Project team management – recruitment
17-18	organizing – human resources – team operating rules – project organization – various forms of project organizations
19-21	project organization charting – project contracts – principles – compilation of contracts – practical aspects – legal aspects – global tender – negotiations – insurance
22-23	Closing the project – types of project termination – strategic implications – project in trouble
24-25	termination strategies – evaluation of termination possibilities – termination procedures
26-28	Project Financing : Rights and obligations of Fund providers; Types of ownership Securities (Equity Shares, Preference Shares, deferred shares) Types of Debt Securities: Term loans, lease, debentures and bonds Hybrid Securities: Preference Shares, convertible bonds, bonds with warrants, Project Financing In India – SBI Guidelines, Financing of Export oriented units, Financing of small scale units, Financing of Infrastructure Projects
29-36	<b>Practical Module:</b> Prepare a project of your choice using the theoretical fundamentals in above modules and also prepare a project report under the guidance of your subject



**SWARRNIM STARTUP & INNOVATION UNIVERSITY**  
**SCHOOL OF BUSINESS** – Master of Business Administration  
**Semester – II**

**Entrepreneur innovation and motivation**

**Subject Code: 16040203**

**Teaching & Evaluation Scheme:-**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
2	-	-	2	2	50	-	50	-	100

Course Objective:

- The prime motive of the course is to expose, excite and elevate the motivation of the students to the field of entrepreneurship.
- To create entrepreneurial managers for corporates to enhance business performance and create sustainable competitive advantage for the corporate.
- To provide conceptual theoretical frameworks and tools, to enable students to make good decisions and realistic action plans about entrepreneurship.

**2. Course Duration:** The course duration is of **40sessions of 60 minutes** each.

**3. Course Contents:**

Module No.	Modules with its Contents/Chapters	No. of Sessions
I	<b>Entrepreneurship:</b> Concepts, Importance; Characteristics of a Successful Entrepreneur, Problems faced by Entrepreneurs, Myths and Mindset, Theories & Types of Entrepreneur, Creativity, Innovation and Entrepreneurship, Gujarati Entrepreneur and Contribution to India and World Economy	10
II	<b>Formalities For Setting Up of A Small Business Enterprise:</b> Identifying The Business Opportunity; Growth of a Business Idea; Selection of a Project (Product/ Service Selection, Location Selection, Project Feasibility Study, Business Plan Preparation, Preparation of a Project Profile), Decide on the Constitution, Registration, Clearances from specific Departments, Arrange for Land, Arrange for Plant & Machinery, Arrange for Infrastructure, Prepare Project Report, Apply & Obtain Finance, Implement the Project & Obtain Final Clearances	10

III	<b>Understanding of Ecosystem &amp; MSME:</b> Introduction to Central – level Institutions, State –level Institutions, Other Institutions (NABARD, TCOs, SIDBI) supporting business enterprises for financial assistance, technical consultancy, marketing input and research & development support, Process of raising finance from Bank and Other Institutes	10
IV	<b>Government Support for Entrepreneurship Development:</b> Initiatives for Start-up India, Stand up India and Skill India, Government of Gujarat schemes for Start-up, Start-up and ecosystem, Stand-up India: Women and Minority Entrepreneurship <b>Ease of Doing Business (EoDB)</b> – Overview, Ranking, Determinants of EoDB	10



# SWARNINIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF COMMERCE

### MBA

### Semester – II

### COST ACCOUNTING

Code: 16040202

### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

### Objective:

To make students acquainted with cost accounting and equip them to prepare cost statement.

### Course Content:

Module	Topics	Hours
1	<b>Introduction to Cost Accounting :</b> Meaning and definition; Need for Cost Accounting; Advantage and limitations; Cost Accounting and Financial Accounting; Cost concepts and cost objects; Elements of cost and classification of costs; methods of costing; Techniques of costing ( <i>with emphasis on Uniform costing</i> ) ; Cost centre and Cost unit; Installation of good cost accountingsystem.	10
2	<b>Materials:</b> Definition of inventory; Materials and material control; Objectives of material control; Its necessity and advantages; Purchase and stores routine; Control of inventory through EOQ, determination of various stock levels, JIT and ABC system; Methods of pricings of issues of material - FIFO, LIFO, Base Stock price, Weighted average price, periodic weighted average price, standard price and replacement price; Meaning and treatment of Waste, Scrap, Spoilage and Defectives;	10

	.	
3	<b>Labour :</b> Direct and Indirect Labour cost; Labour cost accounting and Labour records; Remuneration methods - Time wage system and piece wage system; Bonus systems (Individual and Group incentive plans) -; Holiday & Leave with pay; Cost of Apprentice; Employee welfare cost; Fringe benefits; Bonus and Gratuity	10
4	<b>(A) Overheads including Activity Based Costing :</b> Definition; Classification of overheads; Techniques for segregation of Semi variable overheads; Cost allocation and apportionment; Basis of apportionment of Factory overheads and Re apportionment of service centre cost; Overhead absorption on the basis of Direct Material cost, Direct labour cost, Prime cost, Concept and Treatment in cost accounts of - Over absorption, Under absorption, Setting up time and Idle time; Absorption of Administration overheads and Selling & Distribution overheads ( <i>In theory only</i> ) <b>Conceptual Understanding of Activity Based Costing</b>	10
Total		40

## Reference Books

Cost accounting By M.C. Shukla

Cost Accounting By M.N.Arora

Cost accounting Book B.S.Shah Prakashan



**SWARNIM STARTUP & INNOVATION UNIVERSITY**

**SCHOOL OF BUSINESS -Master of Business administration**

**Semester – III**

**BUSINESS LAW**

**Code: 16040302**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

**Teaching & Evaluation Scheme:**

**Objectives:-**

To make students understand the concept, theories and application of business Law for the Development of the Society.

**UNIT -1**

What is Law, various sources of Law, significance of law, business law, impact of law on society & business economic aspects of Constitution & its implications. Law of Contract – Definition & Nature of Contract, types of contract, offer & acceptance, consideration & capacity to contract, free constant, legality of object & consideration, contingent contract, quasi contract, discharge of contract, remedies for breach of contract, indemnity & guarantee, pledge, Principal – agent relationship & rights & obligation of Principal & agent. Law of Indemnity and guarantee

**UNIT – 2** The Negotiable Instruments Act, 1881 (incorporating latest amendments) ,

**Meaning and characteristics of Negotiable Instruments, Classification of Negotiable Instruments, Promissory Note and Bill of Exchange, essential elements, Distinguish between Promissory note and bill of exchange, acceptance and acceptor Acceptance for honour, absolute and qualified acceptance, Drawer, drawee in case of need, payee, dishonor , Cheques, crossings of cheques, distinguish between Bill of Exchange and cheque, penalties in case of dishonor of cheques**

**UNIT – 3 -** The Sale of Goods Act, 1930

**The Sale of Goods Act, 1930**, nature of contract of sale, conditions & warranties, Transfer of ownership, performance of contract of sale, rights of unpaid seller, Remedies for breach of contract Auction sale Law of negotiable instruments – nature of N. I., Promissory notes, BOE, Cheque , Parties of NI.





**SWARNIM STARTUP & INNOVATION UNIVERSITY**

**SCHOOL OF MANAGEMENT- Master of Business Administration**

**Semester – 3**

**STRATEGIC MANAGEMENT**

**Code: 16040303**

**Teaching & Evaluation Scheme:-**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	30	-	70	-	100

**Objectives:-**

- To know core concepts of Strategy and Strategic Management and its scope.
- To know various external factors and its effect business policy or business strategy
- To know and execute the process of internal analysis any business unit of Industry.
- To understand various steps of formulation and implementation of various business

Module	Topics	Hours
1	<b>INTRODUCTION TO STRATEGIC MANAGEMENT</b> <ul style="list-style-type: none"> <li>• Meaning of strategy, strategic management ( process of S.M)</li> <li>• Importance of Strategic Management</li> <li>• <b>Strategic Fit and Intent</b></li> <li>• Levels of Strategy and their characteristics</li> <li>• <b>Vision &amp; Mission</b></li> <li>• Vision : Nature ( elements), definition and benefits</li> <li>• Mission : Definition, characteristics of mission statement</li> </ul>	10
2	<b>EXTERNAL ENVIRONMENT ANALYSIS</b> <ul style="list-style-type: none"> <li>• <b>Concept of Environment</b></li> <li>• SWOT</li> <li>• PESTEL</li> <li>• 5 Force Model</li> <li>• <b>Approaches to Environmental Scanning</b></li> <li>• Sources used for Environmental Scanning</li> <li>• Techniques of Environmental Scanning</li> </ul>	10
3	<b>INTERNAL ANALYSIS</b> <ul style="list-style-type: none"> <li>• Resources, Capabilities, Competencies, Core Competencies</li> <li>• Competitive Advantage</li> <li>• <b>Why are resources important</b></li> <li>• <b>Value chain( organization and industry)</b></li> <li>• Ansoff Model</li> </ul>	10
4	<b>STRATEGY FORMULATION</b> <ul style="list-style-type: none"> <li>• 5 Generic Strategies (cost leadership, differentiation, combined, focus, best cost provider)</li> <li>• <b>Interrelationship between formulation and implementation</b></li> <li>• Integration: Forward and Backward, Diversification : Horizontal, Conglomerate, Concentric</li> </ul>	10
<b>Total</b>		<b>40</b>



**Pedagogy:**

- ICT enabled Classroom teaching Lectures
- Case Discussions and Role Playing.
- Audio-visual Material (Using CDs/Clippings/ online videos).
- Assignments and Presentations.

**Evaluation:**

Students shall be evaluated on the following components:

<b>A</b>	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	<input type="checkbox"/> Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	30 marks
<b>C</b>	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>

**TEXTBOOKS:**

- 1) Strategic Management & Business Policy by Azhar Kazmi, 3rd Edition  
Mc Graw Hill Publication Pvt Ltd.
- 2) Business Policy & Strategic Management by P. Subba Rao , GTU Edition  
Himalaya Publication.

**REFERENCE BOOKS:**

Name of the Book	Author	Publication	Edition
Strategic Management	R Srinivasan	The Indian Context- PHI, Latest Edition	Latest
Strategic Management	N. Chandrasekaran and P.S. Ananthanarayanan	Oxford University Press (Latest Edition)	Latest
Strategic Management: Analysis, Implementation , Control	A Nag	Vikas Publishing (Latest Edition )	Latest
Strategic Management	N. Sengupta	Vision Books (Latest Edition )	Latest
Strategic Management: Text and Cases	V.S.P. Rao, Hari V. Krishna,	Excel Books	Latest

Strategic Management and Business Policy	Azhar Kazmi	Tata McGraw-Hill ( Latest Edition )	Latest
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1. Crafting and Executing Strategy by Thomson, , Gamble, Strickland, & Jain, 18th Edition Tata Mc Grahill Education Pvt. Ltd.
2. Strategic management By: Pierce & Robinson, Tata Mc Grahill Education Pvt. Ltd.
3. Competitive Advantage by Michael Porter, Free Press Publication,USA ,





**SWARNIM STARTUP & INNOVATION UNIVERSITY**

**SCHOOL OF BUSINESS - Master of Business Administration**

**Semester – III**

**Integrated Marketing Communication**

**Code: 16050302**

**Teaching & Evaluation Scheme:-**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	<p>Concept and Process of Integrated Marketing Communications (IMC):            Elements of IMC &amp; Developing respective communication campaign            a) Advertising – Classification of advertising, types, advertising appropriation, advertising campaigns            b) Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising            c) Publicity – Types of Publicity, relationship between advertising and publicity            d) Personal Selling            e) Direct marketing and direct response methods            f) Event Management            g) E-Commerce            h) Corporate Communication            I) Public Relations – Types of PR            j) Media relations            k) Community relations            l) Industrial relations and            m) Government relations            n) Employee relations (House Journals / Newsletter)</p>	10

2	IMC Message Design: AIDA model Considerations for creative idea Visualization	10
3	Media Management - Media Process - Media Jargons - Media Buying - Strategies and execution, Suppliers in IMC: Hoarding Contractors/Printers etc., Ad Agency – Departments of Ad. Agency, Client Servicing-client Agency relationship, account Planning	10
4	Ethics and social responsibility in IMC campaigns. Evaluating Marketing	10
5	Communication Programs	
<b>Total</b>		<b>40</b>

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

#### Reference Books:

1. Integrated Marketing Communications - Kenneth Clown& Donald Bach
2. Advertising and Promotions - Belch & Belch, Tata McGraw Hill
3. Advertising Management - Rajeev Batra, John G.Myers & David A Aaker-PHI
4. Otto Kleepner's advertising Procedure - PH
5. International Edition - Contemporary Advertising Irwin/McGraw –Hill
6. Integrated Marketing Communications - Duncon- TMH
7. Foundations of Advertising Theory & Practice- S.A.Chunawalla & K.C.Sethia- Himalaya Publishing



**SWARNIM STARTUP & INNOVATION UNIVERSITY**

**SCHOOL OF BUSINESS - Master of Business Administration**

**Semester – III**

**Compensation Benefits**

**Code: 16070302**

**Teaching & Evaluation Scheme:-**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	<p>Compensation management – An Introduction: Compensation Management, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues</p> <p>Job Evaluation, Grading and Compensation Structure: Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job Related Compensation, Competency based Compensation (Broad pay bands and 360 degree feedback)</p> <p>Wages and Salary Administration at Macro (National) Level: Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector</p>	10

2	<p>Job Evaluation: Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation</p> <p><b>Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits.</b></p>	10
	<p>Demerits of Incentives, Pay for Performance Plans</p> <p>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, Employee Services – Designing a Benefit Package</p> <p><b>Voluntary Retirement Scheme:</b> Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees, The Worker Adjustment and Retraining Notification Act (WARN)</p>	
3	<p>Tax Planning: Concept of Tax Planning, Role of Tax Planning in Compensation Benefits, Tax-efficient Compensation Package, <b>Tax Implications of Employee Compensation Package to Employer, Fixation of Tax Liability, Salary Restructuring, Recent Trends in Taxation</b></p> <p>Compensation Strategy: New Thinking for the New Millennium: Pay the Person, Reward Excellence, Individualizing the Pay System, Organisational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies</p> <p>Managerial Remuneration: Managerial Remuneration – Concept and Elements, Executive Compensation: Methodology, CEO-to-worker pay ratio, Rewarding – A New Approach, Remuneration Ceilings, Remuneration Ceilings under Section XIII, Benchmark Compensation Package as per the Industry Standards.</p>	10

4	<p>Pay Structures: Performance Based and Pay Based Structures, Designing Pay Structures, Comparison in Evaluation of Different Types of Pay Structures, Designing Pay Ranges and Bands, Significance of Factors Affecting Pay Levels</p> <p>Rewards &amp; Recognition: Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy</p> <p>Reward Management in Service Sector at Micro Level: Concept of Reward System in Service Organisations, Elements of Reward System, Designing Reward Systems, Recognizing and Rewarding Service Excellence, Reward Strategy and Performance Management in Insurance</p> <p>International Compensation: Expatriate Compensation and its Objectives, Elements of Expatriate's Compensation Package, Problems in Compensation Management</p>	10
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**SWARNIM STARTUP & INNOVATION UNIVERSITY**

**SCHOOL OF MANAGEMENT - MASTERS OF Business Administration**

**Semester – III**

**STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Code: 16070301**

**Teaching & Evaluation Scheme:-**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	30	-	70	-	100

**Objectives:-**

To provide students an understanding of:

1. The strategic Role of HRM,
2. The environment in which the HRM function is performed,
3. The meaning and difference between Performance Appraisal and Performance Management
4. How strategic pay plans and employee benefits are determined.



Module	Topics	Hours
1	<p><b>EVOLUTION OF STRATEGIC HUMAN RESOURCE MANAGEMENT</b> -Personnel management -&gt; HRM -&gt; SHRM</p> <ul style="list-style-type: none"> <li>- Definition and components of SHRM</li> <li>- Objectives of SHRM</li> <li>- Difference between traditional HRM and SHRM</li> <li>- Difference between SHRM and HR strategies</li> <li>- Link between HR strategy and business strategy</li> <li>- Investment perspective of HR</li> <li>- Risk involved in investment in Human Assets</li> <li>- Factors determining the investment orientation of an organization</li> </ul> <p><i>(Strategic Human Resource Management by Tanuja Agarwala)</i></p>	10
2	<p><b>UNDERSTANDING THE CONCEPT OF SHRM AND HR ENVIRONMENT</b></p> <ul style="list-style-type: none"> <li>- Barriers to strategic HR</li> <li>- Benefits of SHRM</li> <li>- Competencies required of HR department to become a strategic partner</li> <li>- Essential elements of strategic HR</li> <li>- Environmental trends affecting HRM: <ul style="list-style-type: none"> <li>• Trends in Business Environment</li> <li>• Changing nature of work</li> <li>• Demographic, Societal and workforce trends</li> <li>• Changing nature of Employment Relationship</li> </ul> </li> <li>- HRM a changing function <ul style="list-style-type: none"> <li>• Roles associated with Management of HR (Classification given by Ulrich)</li> <li>• Partnership of HR and Line Managers</li> </ul> </li> </ul> <p><i>(Strategic Human Resource Management by Tanuja Agarwala)</i></p>	10

3	<p><b>PERFORMANCE MANAGEMENT AND APPRAISAL</b></p> <ul style="list-style-type: none"> <li>- Comparison between the two</li> <li>- Why Performance Management?</li> <li>- Supervisor's Role in appraising performance</li> <li>- Methods of Performance Appraisal with important advantages and disadvantages</li> <li>• Alteration Ranking Method</li> <li>• Paired Comparison Method</li> <li>• Computerised and web Based Performance Appraisal</li> <li>• Electronic Performance Monitoring (EPM)</li> <li>- How to avoid appraisal problems?</li> </ul> <p><i>(Human Resource Management by Dessler &amp; Varkkey)</i></p>	10
4	<p><b>DETERMING STRATEGIC PAY PLANS AND EMPLOYEE EMPLOYEE BENEFITS</b></p> <ul style="list-style-type: none"> <li>- Basic factors in determining pay rates</li> <li>• Legal consideration in compensation</li> <li>• Union influence on compensation decisions</li> <li>• Competitive strategy, corporate policies and compensation</li> <li>• Equity and its impact of pay rates</li> <li>- Process of establishing pay rates:</li> <li>• Salary Survey</li> <li>• Gob Evaluation</li> <li>• Grouping similar jobs together</li> <li>• Pricing each pay grade</li> <li>• Fine tuning pay rates</li> <li>- Competency Based Pay – meaning, reasons, advantages and disadvantages</li> <li>- Flexible benefits programme</li> <li>1. Cafeteria Approach</li> <li>2. Flexible Work Arrangements</li> <li>- Flexi time and its effectiveness</li> <li>- Compressed work week and its effectiveness</li> </ul>	10

	3. Other flexible work arrangement - Job sharing - Work sharing - Telecommuting <i>(Human Resource Management by Dessler &amp; Varkkey)</i>	
<b>Total</b>		<b>40</b>

**Topics for Assignment:**

1. Four levels of integration between the HR functions and the Strategic Management function.
2. Linking of HR systems to organization maturity  
*(Essentials of Strategic Human Resource Management by Dr. Anjali Ghanekar)*
3. Compensating Executives and Managers
4. Compensating professional employees.  
*(Human Resource Management by Dessler & Varkkey)*

**Topic for Seminar**

1. Designing Performance Management Systems.
2. Balance Score Card and HR Score Card.
3. HR manager as a change agent

**Reference Books:**

1. Human Resource Management By Gary Dessler and Biju Varkkey Pearson Prentice Hall 12th Edition
2. Strategic Human Resource Management By Tanuja Agarwala Oxford University Press 2007 Edition
3. Human Resource Management (Text and Cases) By S. S. Khanka S. Chand and Company Limited Reprint 2007.
4. Essentials of Strategic Human Resource Management by Dr. Anjali Ghanekar Everest Publishing House First Edition 2009



**SWARNIM STARTUP & INNOVATION UNIVERSITY**  
**SCHOOL OF MANAGEMENT MBA**  
**Semester – III**  
**Management of Financial Services**  
**Code: 16060301**

**1. Course Contents:**

Module No.	Modules with its Contents/Chapters	No. of Sessions
I	<p><b>Introduction to Financial Services:</b>  Meaning, Characteristics, Distinctiveness and Classification of Financial Services.</p> <p><b>Introduction to Indian Financial System</b>  Formal and Informal Sectors, Components of Formal Financial System including Financial Markets, Financial Institutions, Financial Services and Financial Instruments. Financial Inclusion and Exclusion</p> <p><b>Types of Financial Markets</b>  <i>Money Market</i> and Instruments , <i>Capital Market</i>: Primary and Secondary Market, Overview of Foreign Exchange Market</p> <p><b>Regulation of Financial System:</b>  Role of RBI, SEBI, IRDA</p>	12
II	Factoring and Forfaiting, Housing finance, Merchant Banking and Issue Management, Stock Broking, Credit Rating, Custodial and Depository Service.	10
III	<b>Basics of Insurance Services - Principles of Insurance Services, Life Insurance, General Insurance. Specialized</b>	6

	<b>Financial Services</b> – Microfinance, Venture Capital, Securitization & Asset Reconstruction Company.		
<b>IV</b>	<b>Mutual Fund:</b> Concept, Types, Structure of Mutual Fund, Mutual Fund Schemes, Calculation of NAV, SIP, SWP. <b>Crowd-funding:</b> Concept of crowd-funding, types of crowd-funding platforms, crowd-funding in India. Basics of Crypto currency	8	21

## 2. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Classroom Discussion of Concepts and Applications
- (b) Case Discussions
- (c) Discussion on articles and news from Financial Daily such as Business Standard or Economic Times, blogs and other websites on daily basis
- (d) Management Exercise / Stimulations /Games/ learning from Movies

## 3. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

<b>A</b>	Continuous Evaluation Component comprising of Projects / Assignments / Quiz / Class Participation / Class test / Presentation on specific topic etc	(Internal Assessment-50 Marks)
<b>B</b>	Mid-Semester examination	(Internal Assessment-30 Marks)
<b>C</b>	End –Semester Examination	(External Assessment-70 Marks)

## 4. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Thummuluri Siddiah	Financial Services	Pearson	Latest Edition

2	Bharti Pathak	The Indian Financial System: Markets, Institutions and Services	Pearson	Latest Edition
3	K Sasidharan	Financial Services & System	McGraw Hill	Latest Edition
4	M Y Khan	Financial Services	McGraw Hill	Latest Edition
5	M Y Khan	Indian Financial Systems	McGraw Hill	Latest Edition
6	E. Gordon & K. Natrajan	Financial Markets & Services	Himalaya Publication	Latest Edition
7	L M Bhole	Financial Institutions and Markets	McGraw Hill	Latest Edition

Note: Wherever the standard books are not available for the topic, appropriate print and online resources, journals and books published by different authors may be prescribed.

**5. List of Journals / Periodicals / Magazines / Newspapers, etc.**

1. Journal of Financial Services Research
2. Chartered Financial Analyst
3. Economic Times
4. Business Standard
5. Financial Express
6. Harvard Business Review

**6. List of Websites (Link):**

1. <https://www.rbi.org.in/scripts/paymentsystems.aspx>
2. [www.kickstatrer.com](http://www.kickstatrer.com)
3. <http://www.npci.org.in/home.aspx>
4. <http://www.idrbt.ac.in/>
5. <http://www.bis.org/cpss/index.htm>



**SWARNIM STARTUP & INNOVATION UNIVERSITY**

**SCHOOL OF BUSINESS - Master of Business Administration**

**Semester – III**

**Security Analysis & Portfolio Management**

**Code: 16060302**

**Teaching & Evaluation Scheme:-**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	T	Hours
1	<p>Investment – A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management</p> <p>Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives</p> <p><b>Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk</b></p>	10

2	<p>Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis</p> <p>Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators</p> <p>Efficient Market Hypothesis: Concept of 'Efficient Market' and its implications for security analysis and portfolio management.</p> <p><b>Behavioral Finance: Meaning of Behavioral finance, deals with when, how and why psychology influences investment decisions</b></p>	10
3	<p>Valuation of bonds and shares: Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds</p> <p>Portfolio Management – Risks and Returns: Concept of portfolio and portfolio management, concept of risk, types of portfolio management</p> <p>Markowitz Portfolio Selection Model: Concept of portfolio analysis and diversification of risk. Also discusses Markowitz Model and Efficient Frontier</p> <p>Capital Asset Pricing Model (CAPM): Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model.</p>	10
4	<p>Sharpe-The Single Index Model: Measurement of return on an individual stock, measurement of portfolio return and measurement of individual stock risk</p> <p><b>Factor Models and Arbitrage Pricing Theory: Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model.</b></p> <p>International Portfolio Investments: Investment avenues for foreign portfolio investors, risks and returns associated with such investment.</p> <p>Mutual Fund Operations: Mutual funds as a key financial intermediary, mobilizing savings and investing them in capital markets.</p>	10
<b>Total</b>		<b>40</b>



# SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Master of Business Administration

Semester – III

New Enterprise and Innovation Management (NE&IM)

Code: 16040301

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
2	-	-	2	2	50	-	50	-	100

## Objectives:-

A) Awareness regarding the problem of environmental pollution and Law as a means of prevention of environmental pollution and protection of environment.

B) A spirit of inquiry to explore the development of international environmental law and its application in India for the protection of environment.

C) To make the students aware about the provisions under the Indian Constitution for protection of environment and the various legislative measures. It also provides an opportunity to the students to understand the activist role played by Indian Judiciary in protection of environment and evolution of different principles such as polluter pay principle, precautionary principle, inter-generational equity and sustainable development.

**Course Duration:** the course duration is 40 session of 60 minutes each i.e. 40 hour.

Module	Topics	Hours
1	Introduction of New Enterprise and Innovation Management	10
2	<b>Financial management for Innovation &amp; Enterprise.</b>	10
3	Marketing Management & Strategy	10
4	<b>Legal Aspects for Enterprise &amp; Entrepreneur.</b>	10
Total		40

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Teaching Method:

- Classroom teaching
- Case study

- Group discussion
- Presentation

**Evaluation:** students shall be evaluated on the following components:

	Internal Evaluation	Internal Assessment 50 Marks
A	Continuous Evaluation Component	<b>50 Marks</b>
B	End Semester Examination	<b>External Assessment 50 Marks</b>

### Reference Books:

- Robert D. Hisrich, Michael P Peters and Dean A Sheperd Entrepreneurship Tata McGraw Hill Latest Edition P C Jain Handbook of New Entrepreneurs Oxford University Press Latest edition
- Paul Trot Innovation Management and New Product Development Pearson Education Latest Edition
- S Nagendra and V S Manjunath Entrepreneurship and Management Pearson Education Latest Edition
- R2 P Narayana Reddy Entrepreneurship : Text and Cases Cengage Latest Edition
- R3 T W Zimmerer and N M Scarborough Essentials of Entrepreneurship and Small Business Management Prentice Hall Latest Edition
- R4 W A Sahlman, H H Stevenson, M J Roberts and Amar Bhide Entrepreneurial Ventures Harvard Business School Press Latest Edition.





**SWARNIM STARTUP & INNOVATION UNIVERSITY**  
**SCHOOL OF MANAGEMENT**  
**Master of Business Administration**  
**Semester – IV**  
**Global Marketing Management**  
**Code: 16040402**

**Teaching & Evaluation Scheme:-**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	30	-	70	-	100

**1. Objectives:**

The course is intended to provide an opportunity to learn and understand how business is conducted in international arena. It aimed at making the students realize that international business is applicable to multiple business functions like Marketing, Human Resource Management, and Financial Management.

**2. Course Duration:** The course duration is 36 sessions of 60 minutes each. i.e. 36 hours.

**3. Course Contents:**

Module No.	Module Content	No. of Sessions	70 Marks (External Evaluation)
1	<b>Globalization:</b> What is Globalization, Drivers of Globalization, Managing in the Global Market Place <b>Differences in Culture:</b> What is Culture, Values & Norms, Social Structure, Culture – Language, Culture – Education, Culture – Workplace	05	12

2	<b>International Trade Theory:</b> An Overview of Trade Theory, Absolute Advantage, Comparative Advantage, Heckscher – Ohlin Theory, National Competitive Advantage: Porter's Diamond, Global Competitive Alignment Matrix. <b>Foreign Direct Investment:</b> FDI in the world economy, Horizontal FDI and Vertical FDI	08	15
3	<b>The Foreign Exchange Market:</b> The Functions and Nature of foreign exchange market, Economic Theory of Exchange Rate Determination, Exchange Rate Forecasting, Currency Convertibility <b>The International Monetary System:</b> The Gold Standard, The Bretton Woods System, The Collapse of the Fixed Exchange Rate System, The Floating Exchange Rate Regime, Fixed V/S Floating Exchange Rates, IMF: Origin and Objectives, Crisis Management by the IMF, The Spot and Forward Market	07	15
4	<b>Entry Strategy and Strategic Alliances:</b> Basic Entry Decisions, Selecting an Entry Mode, Entry Strategies in India, Greenfield Venture or Acquisition, Strategic Alliances <b>Exporting, Importing and Counter Trade:</b> The Promise and Pitfalls of Exporting, Improving Export Performance, Exporting with a Little Government Help, Export and Import Financing, Export and Import Financing, Export Assistance	08	13
5	<b>Global Marketing and R &amp; D:</b> The Globalization of Market and Brands, Market Segmentation, Product Attributes, Distribution Strategy, Communication Strategy, Pricing Strategy, New Product Development <b>Global Human Resource Management:</b> The Strategic Role of International HRM, Staffing Policy, Managing Expatriate, Training and Management Development, Performance Appraisal, Compensation, International Labour Relations	08	15

#### 4. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio – visual Material
- Assignments and Presentations

#### 5. Evaluation:

A	Projects/Assignments/Quiz/Class participation	Weightage (50%) (Internal Assessment)
B	Mid – Semester Examination	Weightage (30%) (Internal Assessment)

**6. Basic Textbooks:**

<b>Sr. No.</b>	<b>Author</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
T1	Charles W L Hill and Arun K Jain	International Business : Competing in the Global Marketplace	Tata McGraw Hill – 6 <sup>th</sup> Edition	Latest
T2	Daniels, Radebaugh, Sullivan and Salwan	International Business – Elements and Operations	Pearson Education	Latest

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
R1	Mike Peng and Deepak Srivastava	Global Business	Cengage Learning	Latest
R2	K Aswathappa	International Business	The McGraw Hill	Latest
R3	P. SubbaRao	International Business : Text & Cases	Himalaya	Latest
R5	O P Agarwal	International Business	Himalaya	Latest
R6	Hyun Sooklee, R K Srivastava	Internal Business : Country Culture and Corporate Culture	Excel	Latest



# SWARNIM STARTUP & INNOVATION UNIVERSITY

**SCHOOL OF BUSINESS - Master of Business Administration**

**Semester – IV**

**Service Marketing**

**Code: 16050402**

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	Introduction to Services: Nature of Services; Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus Industrial Services. Global and Indian Scenario in services sector: Importance of Services Marketing; Every business a service business; Service as key differentiator for manufacturing industries.	10
2	Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle. Distribution: Place – Distribution Strategies for Services; Challenges in distribution of Services; Role of Internet in distribution of Services. Promotion: Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services. Pricing: <b>Factors involved in pricing a service product; demand variation and capacity constraints; Capacity Planning, Measuresto respond to changes in demand; Reshaping demand using effective pricing.</b>	10

3	People: The key role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; <b>Training and development of employees; Motivation and empowerment.</b> Physical evidence: Nature of physical evidence; <b>Importance of physical evidence in services;</b> Tangibilizing through physical evidence; Service scapes. Process: Service as a process & as a system - Different process aspects and managerial challenges - Strategies for managing inconsistency – Customer role in services - Customers as ‘co-producers’; Self Service Technologies, – Customer Service in ServiceMarketing	10
4	<b>Customer Satisfaction &amp; Service Quality:</b> Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee - Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance, Service Quality Models Parsuraman-Zeithaml-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroos model (10) 11. Technology & Service Strategy: Applying technology to service settings, e-services	10
<b>Total</b>		<b>40</b>

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### Reference Books:

1. Services Marketing - Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th ed.
2. Services Marketing - Christopher Lovelock
3. Services Marketing - Rampal & Gupta
4. Essence of Services Marketing - Ardian Payne
5. Services Marketing - Helen Woodruff



**SWARNIM STARTUP & INNOVATION UNIVERSITY**  
**SCHOOL OF MANAGEMENT**  
 Master of Business Administration  
**Semester – IV**  
**PRODUCT AND BRAND MANAGEMENT**  
**Code: 16050401**

**Teaching & Evaluation Scheme:-**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	30	-	70	-	100

**Course Objective:** The purpose of the Brand Marketing course is to provide a fundamental understanding of how to build, measure, and manage a brand. Understand the terminology, concepts and activities of brand marketing. Understand the brand equity concept, Enhance awareness and knowledge about branding issues in industries. To Increase the understanding of the important issues in planning, implementing and evaluating brand strategies.

Module	Topics	Hours
I	<b>Introduction</b> <ul style="list-style-type: none"> <li>• Introduction to Product Management</li> <li>• Role of a Product Manager</li> </ul> <b>Competition &amp; Product Strategy:</b> <ul style="list-style-type: none"> <li>• Life Cycle Analysis</li> <li>• <b>Managing Competition – Product Strategy is central</b> (5 Forces Model &amp; Strategy Options)</li> </ul> <b>Extended Product life cycle:</b> <ul style="list-style-type: none"> <li>• Concept, Seven Stages of PLC</li> <li>• Managerial Implications of PLC</li> </ul> <b>Product Portfolio:</b> <ul style="list-style-type: none"> <li>• Concept, Factors influencing Product Portfolio</li> <li>• Shell's Directional Policy Matrix</li> </ul> <b>New Product Development:</b> <ul style="list-style-type: none"> <li>• Brief overview of NPD Process</li> </ul>	10



II	<p><b>New product Strategy:</b></p> <ul style="list-style-type: none"> <li>• The need for Product Innovation Strategy</li> <li>• The components of new Product Strategy</li> </ul> <p><b>Commercialization:</b></p> <ul style="list-style-type: none"> <li>• Test Marketing</li> <li>• Time to Market</li> <li>• Breaking into the Market</li> </ul> <p><b>Managing Growth</b></p> <ul style="list-style-type: none"> <li>• Resistance to Change</li> <li>• Leveraging new Product Growth</li> <li>• Sustaining Differentiation</li> </ul> <p><b>Managing the mature Product:</b></p> <ul style="list-style-type: none"> <li>• Offensive Strategies</li> <li>• Extending the product life cycle</li> <li>• Customer Relationship Management</li> </ul> <p><b>Managing Product Elimination:</b></p> <ul style="list-style-type: none"> <li>• Importance of Product Deletion &amp; the reasons for neglect</li> <li>• Product Deletion Process (Briefly)</li> <li>• Triggers in Product Deletion</li> </ul>	10
III	<p><b>Branding &amp; Brand Management:</b></p> <ul style="list-style-type: none"> <li>• What Is a Brand? Why Do Brands Matter? Can Anything Be Branded? Branding Challenges and Opportunities, The Brand Equity Concept, Strategic Brand Management Process</li> </ul> <p><b>Customer-Based Brand Equity and Brand Positioning:</b></p> <ul style="list-style-type: none"> <li>• Customer-Based Brand Equity (Sources of Brand Equity &amp; Building Strong Brand), Identifying and Establishing Brand Positioning, Positioning Guidelines, Defining a Brand Mantra</li> </ul> <p><b>Choosing Brand Elements to Build Brand Equity:</b></p> <ul style="list-style-type: none"> <li>• Criteria for Choosing Brand Elements</li> <li>• Options and Tactics for Brand Elements</li> </ul> <p><b>Leveraging Secondary Brand Associations to Build Brand Equity:</b></p> <ul style="list-style-type: none"> <li>• Conceptualizing the Leveraging Process</li> <li>• Sources of secondary Brand Associations</li> </ul>	10
IV	<p><b>Measuring and Interpreting Brand Performance</b></p> <p><b>Developing a Brand Equity Measurement and Management System:</b></p> <ul style="list-style-type: none"> <li>• The Brand Value Chain</li> <li>• Designing Brand Tracking Studies</li> <li>• Establishing a Brand Equity Management System</li> </ul> <p><b>Measuring Sources of Brand Equity: Capturing Customer Mind-Set: Overview</b></p>	9

	<ul style="list-style-type: none"> <li>• Qualitative Research Techniques</li> <li>• Quantitative Research Techniques</li> <li>• Comprehensive Models of Consumer-Based Brand Equity</li> </ul> <p><b>Designing and Implementing Branding Strategies:</b></p> <ul style="list-style-type: none"> <li>• Brand Architecture &amp; Brand Hierarchy</li> <li>• Designing Branding Strategies</li> <li>• Using Cause Marketing to Build Brand Equity</li> <li>• Brand Extension (Advantages &amp; Disadvantages, how consumers evaluate brand extensions)</li> </ul> <p><b>Managing Brands over Time:</b></p> <ul style="list-style-type: none"> <li>• Reinforcing Brands</li> <li>• Revitalizing Brands</li> </ul> <p><b>Managing Brands over Geographic Boundaries:</b></p> <ul style="list-style-type: none"> <li>• Global Brand Strategies</li> </ul>	
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**Pedagogy:**

- ICT enabled Classroom teaching Lectures
- Case Discussions and Role Playing.
- Audio-visual Material (Using CDs/Clippings/ online videos).
- Assignments and Presentations.

**Evaluation:**

Students shall be evaluated on the following components:

	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
<b>A</b>	<ul style="list-style-type: none"> <li>• Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)</li> </ul>	30 marks
<b>C</b>	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>

**Reference Books:**

Sr. No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Michael Baker & Susan Hart	Product Strategy and Management	Pearson	Latest Edition
2	Kevin Lane Keller, M.G. Rameswaram, Isaac Jacob	Strategic Brand Management	Pearson	2015 / 4 <sup>th</sup>
3	Kirti Dutta	Brand Management-Principles and Practices	Oxford University Press	Latest Edition
4	Tapan Panda	Product and Brand Management	Oxford University Press	2016 / 1 <sup>st</sup>
5	S. Ramesh Kumar	Managing Indian Brand, Marketing Concepts & Strategies	Vikas	Latest Edition
6	Donald R. Lehman and Russell S. Winer	Product Management	Tata McGraw Hill	Latest Edition
7	Ramanuj Majumdar	Product Management in India	PHI EEE	Latest Edition

8	Y.L.R. Moorthi	Brand Management, The Indian Context	Vikas	Latest Edition
9	Al Ries	The 22 Immutable Laws of Branding: How to Build a Product or Service into a World Class Brand	Harper	2002
10	David A. Aaker	Managing Brand Equity	Free Press	1991
11	Harsh V Verma	Brand Management	Excel	2013 / 3 <sup>rd</sup>

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

**List of Journals / Periodicals / Magazines / Newspapers / Web resources etc.**

1. International Journal of Product Management
2. Journal of Product and Brand Management
3. Indian Journal of Marketing
4. Journal of Brand Management
5. Brand Reporter
6. Product Management Today
7. The IUP Journal of Brand Management
8. <https://www.thedrum.com/location/india>
9. [www.afaws.com](http://www.afaws.com)





# SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

Semester – 4

INTERNATIONAL HUMAN RESOURCE MANGEMENT

Code: 16070401

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

## Objectives:-

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject organizational behavior.

Module	Topics	Hours
1	UNIT I : <b>International Human Resource management</b> : Concept, Scope and Significance , Approaches to International Human Resource Management ; Differences between – Domestic and international HR activities; Organizational Structure of Multinational Corporations ; Theories and Models of Human Resource Management in MNC's...	
2	UNIT II : <b>International Human Resource</b> : Recruitment and Selection ; Cross National Differences in Personnel and Organization Policies ; Sources of Human Resources ; Home – Country, Host –Country, Third-Country Nationals ; Selection Criteria for <b>International Assignment</b> ; Adaptability to Cultural Change, Motivation for a Foreign Assignment and Leadership Ability. UNIT III: <b>Training and Development</b> : Methods of training, Process of Expatriate and Repatriation Management Development in International Settings; Global Leadership Development; Process of Repatriation	

3	UNIT IV: <b>Compensation</b> Rewards and Benefits; Multinational Corporations and Compensation Systems, Performance Management in MNCs	
4	UNIT V: <b>Labour Relations and Conflict Resolution in Multinational Corporations</b> ; Forms of Industrial Democracy in Multinational Corporations; Issues and Challenges of IHRM.	
<b>Total</b>		<b>40</b>

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### Reference Books:

1. Dowling Welch, Schuler, International Human Resource Management, Thomson, New Delhi.
2. Anne Wil Harzing et al., International Human Resource Management, Sage, New Delhi.
3. Hodgetts, Rich M., and Luthan, Fred, International Human Resource Management, The McGraw Hill Companies Inc., New York
4. Mead, Flichard, International Management, Blackwell Business, USA
5. ILO Multinational Enterprises and Social Policy, ILO, Geneva.
6. Briscoe, Dennis R., International HRM, Prentice Hall, NJ.
7. Torrington, D., International HRM: Think Globally and Act Locally, Hemel Hempstead, Prentice Hall.
8. Evans, P. et al., (ed.), HRM in International Firms: Change, Globalization and Innovation; Macmillan, London, 1989.
9. Storey, John, Managing Human Resources : Preparing for the 21st Century, Beacon Books, New Delhi.
10. Dr. Nilanjan Sengupta, Dr. Mousuni S. Bhattacharya International Human Resource Management Excel Books New Delhi 2007



# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS - Master of Business Administration

### Semester – 4

#### ORGANISATIONAL CHANGE AND DEVELOPMENT

**Code: 16070402**

### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

### Objectives:-

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject organizational behavior.

Module	Topics	Hours
1	UNIT – 1 Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.	
2	UNIT – 2 Types of Change: Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.	
3	UNIT – 3 HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress	
4	UNIT - 4 Organizational Development (OD): Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises	
<b>Total</b>		<b>40</b>

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### **Reference Books:**

1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi .
2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addison, - Wesley, Mass
3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York .
4. Hammer, Michael and Champy, James, Reengineering the Corporation : A Manifesto for Business Revolution, Harper Business, New York .
5. Hurst , David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press, Mass
6. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi .
7. Morgan, Gareth, Imagination, Response Books, New Delhi .
8. Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi .
9. Storey, John, International Cases in Human Resources Mangement, Beacon Books, New Delhi .
10. Venkataratnam C.S., Varma, Anil (ed) : Challenge of Change : Industrial Relations in Indian Industry : Allied Pub. Ltd., New Delhi .
11. Kavitha Singh Organisational change and Development , Excel Books New Delhi,2010



# SWARNIM STARTUP & INNOVATION UNIVERSITY

**SCHOOL OF BUSINESS - Master of Business Administration**

**Semester – IV**

**Mergers & Acquisitions**

**Code: 16060402**

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	<p>Introduction to Merger and Acquisition: Meaning of mergers and acquisitions (M &amp; A), motives behind the M &amp; A, advantages and disadvantages of M &amp; A, types of mergers and steps for a successful merger.</p> <p>Strategic Evaluation of M &amp; A Opportunities- selection approaches and criteria, modalities of fixing the acquisition price, key steps in the strategic planning of a merger, feasibility analysis in respect of cash and stock deals, describes fair value: institutional criteria and special features of acquisition of sick companies.</p> <p>Strategising and Structuring M &amp; A Activity- <b>Merger process right from planning the merger till implementation, five-stage model, methods of financial mergers and capital budgeting decision Synergy and Value Creation in Mergers</b> - synergy and its different types, role of industry life cycle, value creation in synergy, theoretical factors that would affect M &amp; A activity</p>	10



2	<p>Corporate Restructuring- meaning of corporate restructuring, need for corporate restructuring, methods of corporate restructuring.</p> <p>Demergers- Meaning of demerger, characteristics of demerger, structure of demerger, and tax implication of demergers</p> <p>LBOs, MBOs, MLPs and ESOPs - meaning of LBO, MBO, MLP, ESOP, governance and mode of purchase in LBO, key motives behind an MBO, structure of MBO, types of MLP and ESOP, regulations that govern ESOPs.</p> <p>Joint Ventures - Meaning of joint ventures, characteristics of a joint venture, states the rationale for joint ventures, role of joint ventures in business strategy, defines joint venture and complex learning, tax aspects of joint ventures, international joint ventures, reasons for failure of joint ventures, and joint venture vis-à-vis anti-trust Policy.</p>	10
3	<p>International M &amp; A –Introduction of international M &amp; A activity, the opportunities and threats, role of M &amp; A in international trade growth, the external advantages in differential products, impact of government policies and political and economic stability on international M&amp;A decisions, recommendation for effective cross-border M &amp; A.</p> <p>SECTION B: THE PROCESSES IN M&amp;A</p> <p>Takeover Defences - types of takeovers, techniques of bidding for a takeover, defences against takeover bids, regulations and amendments, and guidelines for takeovers</p> <p>Valuation - valuation approaches, basis of valuation, different methods of valuation, valuation of synergy, corporate control and LBO</p> <p>Accounting for Amalgamation –Meaning of amalgamation, types of amalgamation, methods of accounting for amalgamation, meaning of consideration, treatment of goodwill, reserves and other profits</p>	10

4	<p><b>Legal and Regulatory Framework of M &amp; A -Provisions of the Companies Act, 1956 relating to M &amp; A, buyback of shares, provisions of SEBI act, 1992 and 1997, provisions relevant to M &amp; A activity in the Income Tax Act, and Foreign Exchange Management Act.</b></p> <p>Post-Merger Integration - integration planning, factors in post-merger integration model, post-merger integration model, strategic interdependence and autonomy, political and cultural aspects in integration, cultural profiling and assessment of cultural compatibility, HRM issues, and problems in integration and five rules of integration process</p> <p><b>SECTION C: ILLUSTRATIONS OF NOTED M&amp;A'S</b></p> <p>Prominent Cases of Mergers and Acquisitions - examples of M &amp; A in the Indian and international contexts</p>	10
<b>Total</b>		<b>40</b>



# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF MANAGEMENT

Master of Business Administration

**Semester – IV**

**Risk Management**

**Code: 16060401**

Module	Topics	Hours
1	<b>Introduction to risk management:</b> <ul style="list-style-type: none"> <li>Defining and managing risk</li> <li>Upside and downside risks</li> <li>Commodity price risk</li> <li>Interest rate risk</li> <li>Approaches to risk management</li> </ul> <b>Introduction to derivatives:</b> <ul style="list-style-type: none"> <li>Defining derivatives and derivative markets</li> <li>Spot v/s Derivatives markets</li> <li>Forward, Futures, Options, Swaps</li> <li>Uses of derivatives</li> </ul>	10
2	<b>Derivatives Market:</b> <ul style="list-style-type: none"> <li>International and Indian derivatives market</li> <li>Derivative exchanges</li> <li>Trading system and types of traders</li> <li>Trading process, online trading Clearing and settlement system</li> </ul> <b>Forward Contracts:</b> <ul style="list-style-type: none"> <li>Meaning, purpose, advantages and problems</li> <li>Pricing of commodity forward contracts</li> <li>Interest rate forwards</li> </ul> <b>Future Contracts:</b> <ul style="list-style-type: none"> <li>Meaning, difference between forward and future contracts</li> <li>Specifications of future contracts</li> <li>Closing the position</li> <li>Margins and marking-to-market</li> <li>Cost of Carry Models</li> <li>Price quotes, settlement price, open interest</li> <li>Types of orders</li> </ul>	10
3	<b>Fundamentals of Options:</b> <ul style="list-style-type: none"> <li>Options issued by corporations (introduction)</li> <li>Meaning of options contract, options</li> </ul>	10

	<p>terminologies</p> <ul style="list-style-type: none"> <li>• Moneyness in options (ITM, ATM, OTM)</li> <li>• Factors affecting Options premium</li> <li>• Exchange traded options</li> </ul> <p><b>Call and Put options. Options Trading Strategies:</b></p> <ul style="list-style-type: none"> <li>• Uncovered</li> <li>• Covered</li> <li>• Spread</li> <li>• Combination</li> </ul> <p><b>Put-Call Parity:</b></p> <ul style="list-style-type: none"> <li>• Risk free security</li> <li>• Put-call relationship</li> </ul>	
4	<p><b>Black-Scholes Options Pricing model:</b></p> <ul style="list-style-type: none"> <li>• Stock price behavior</li> <li>• Assumptions in Black-Scholes model</li> <li>• Black-Scholes model for pricing call and put options</li> </ul> <p><b>Binomial Options Pricing Model:</b></p> <ul style="list-style-type: none"> <li>• Binomial Options Pricing model for call and put options</li> <li>• Single period and two-period binomial options pricing model</li> </ul>	10
<b>Total</b>		<b>40</b>



# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS

Master of Business Administration

### Semester –4

### Legal Aspects of Business

Code: 16040401

### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-		3	3	50		50	-	100

Objectives: To impart expert knowledge of the various provisions of Companies Act, its schedules, rules, notifications, circulars including secretarial practice, case laws and secretarial standards.

Unit-1 **Introduction of Company Act 2013-Meaning and Nature of Company, Classification of Companies, Formation of Company. Memorandum of Association, Articles of Association.**

Unit-2 **Prospectus, Introduction & Contents.** Winding-up of Companies-Different Modes, Oppression & Mis. Management

Unit -3 **Appointment, Rights, Duties & Liabilities of Directors, Managing Director and Manager.**

Unit -4 **Company Secretary-** Definition, Appointment, Qualities, Responsibilities, Position and Duties

Unit-5 **General Procedure of Meetings, Notice, Agenda, Chairman, Quorum, Motions and Resolution, Types of resolution Methods of Voting, Minutes etc.**

Text books:

1. Agarwal&Khatri: Company Law & Secretarial Practice.
2. Chundawat&Khicha: Company Law & Secretarial Practice.
3. Kuchhal, S.C.: Secretarial Practic



# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS

Bachelor of Business Administration

### PRINCIPLE OF MANAGEMENT-1

CODE : 14020101

B.B.A 1<sup>st</sup> SEM

#### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tu	P	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

**Objectives:** - This subject is designed to provide a basic understanding to the students with reference to working of business organizations through the process of management. The first part of this course (offered in the first semester) will give a brief understanding of the managerial functions of planning (including decision making) and organizing. The second part (offered in the second semester) will throw light on the managerial functions of staffing, directing and controlling.

#### Course outline:-

Sr.No.	Course Contents
1	<b>Introduction to Management and Planning</b> Management: Meaning and process of management. Planning: Meaning; planning process; planning premises; types of plans – based on breadth and use.
2	<b>Forecasting, Decision making</b> Forecasting: Meaning; techniques of forecasting – Historical analogy method, survey method, business barometers, time series analysis, regression analysis, significance and limitations of forecasting Decision making: Meaning; decision making process; techniques of decision making – Decision Tree, PERT and CPM.
3	<b>Organizing – Part 1</b> A. Introduction - Meaning of organizing; principles of organizing. B. Departmentation – Meaning; bases of departmentation – function wise, product wise, territory wise, process wise and customer wise. C. Delegation – Meaning; elements of delegation; principles of effective Delegation. D. Centralization and decentralization – Meaning; factors affecting degree of centralization and decentralization.
4	<b>Organizing – Part 2</b>



**Learning Outcomes:-**

- \* Inspiring business mentors.
- \* Innovation and creativity in business.
- \* Current business environment.
- \* Management by Objectives.

**Teaching & Learning Methodology:-** Chalk and Talk, Group Discussion

**Books Recommended:-**

- 1, L. M. Prasad; Principles of Management; Sultan Chand and Sons, 6<sup>th</sup> edition.
- 2, Kariminder Ghuman and K. Aswathapa; Management – Concept, Practice and Cases; Tata McGraw Hill; 1<sup>st</sup> edition (2010)
- 3, Gupta, Sharma and Bhalla; Principles of Business Management; Kalyani Publications; 1<sup>st</sup> edition.

**Assignment List:-**

Sr. No.	Assignment
1	Levels of management and the combination of skills required at each level.
2	Management – an art, a science or a profession?
3	Methods of business forecasting – opinion poll method, extrapolation method, input-output analysis and econometric models.
4	Types of managerial decisions.
5	Span of management and factors affecting the same.



# SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – I

Business Mathematics

Code: 13020103 /14020103

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

## Objectives:-

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject of mathematics and help them in future decision making process as managers.

Module	Topics	Hours
1	Ratio, Proportion and Percentage 08 Ratio- Definition, Continued Ratio, Inverse Ratio, Proportion, Continued Proportion, Direct Proportion, Inverse Proportion, Variation, Inverse Variation, Joint Variation, Percentage Meaning and Computations of Percentages	10
2	Profit And Loss 08 Terms and Formulae, Trade discount, Cash discount, Problems involving cost price, Selling Price, Trade discount and Cash Discount, Introduction to Commission and brokerage, Problems on Commission and brokerage.	10
3	Interest 06 Simple Interest, Compound interest ( reducing balance & Flat Interest rate of interest), Equated Monthly Installments(EMI), Problems	10
4	Matrices And Determinants (upto order 3 only ) : 14 Multivariable data, Definition of a Matrix, Types of Matrices, Algebra of Matrices, Determinants, Adjoint of a Matrix, Inverse of a Matrix via adjoint Matrix, Homogeneous System of Linear equations, Condition for Uniqueness for the homogeneous system, Solution of Non-homogeneous System of Linear equations (not more than three variables). Condition for existence and uniqueness of solution, Solution using inverse of the coefficient matrix, Problems. Permutations and Combinations : 06 Permutations of 'n' dissimilar objects taken 'r' at a time (with or without repetition). $nPr = n! / (n-r)!$ (without proof). Combinations of 'r' objects taken from 'n' objects. $nCr = n! / r! (n-r)!$ (without proof) problems, Applications.	10

Note: Wherever the standard books are not available for the topic appropriate print and online resources journals and books published by different authors may be prescribed.

### Reference Books:

1. Business Mathematics by Dr. Amarnath Dikshit & Dr. Jinendra Kumar Jain.
2. Business Mathematics by V. K. Kapoor - Sultan chand & sons, Delhi
3. Business Mathematics by Bari - New Literature publishing company, Mumbai

# SWARNIM STARTUP & INNOVATION UNIVERSITY

## School Of Business

Bachelor of Business Administration

### Principles of Micro Economics

Code: 14020102

B.B.A 1<sup>st</sup> SEM

#### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Th	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

#### Objective:

- To expose students to basic micro economic concepts.
- To apply economic analysis in the formulation of business policies.
- To use economic reasoning to problems of business.

Module	Topics
1.	<ul style="list-style-type: none"><li>• Definitions of Economics: Scarcity and Growth definitions</li><li>• Introduction to Micro Economics: Definition, Scope, Importance and Limitations of Micro Economics</li><li>• Important Concepts: Economic goods and Free Goods, Price and Value, Want and Demand, Production Possibility Curve</li><li>• Economic Systems: Planned Economy, Free Market Economy and Mixed Economy</li></ul>
2.	<p><b>Theory of Demand:</b></p> <ul style="list-style-type: none"><li>• Meaning of Demand and Determinants of Demand – Demand Function</li><li>• Law of Demand, Elasticity of Demand , measurement of demand, Exceptions to the Law of Demand</li><li>• <b>Utility Analysis: Concept of Utility, Law of Diminishing Marginal Utility, Consumer's Surplus, Indifference curve.</b></li><li>• Meaning of Supply, Determinants of Supply, Expansion and</li></ul>

	<p>Contraction of Supply</p> <ul style="list-style-type: none"> <li>• Demand and Supply as determinants of Price</li> </ul>
3.	<p><b>Theory of Production</b></p> <ul style="list-style-type: none"> <li>• Factor of Production</li> <li>• Law of return</li> <li>• Ppc</li> <li>• Meaning of Market, Types of Market and their important features: Perfect Competition, Monopoly, Monopolistic Competition and oligopoly</li> </ul>
4.	<p><b>Theory of Distribution :</b></p> <ul style="list-style-type: none"> <li>• Marginal Productivity Theory of Distribution</li> <li>• Rent: Concepts of Differential Rent and Scarcity Rent, Economic and Contract Rent, Quasi Rent, Pure Rent and Quasi Rent</li> <li>• Wages: Concepts of Time Wages, Piece Wages, Money wages, Real Wages, factors determining real Wages.</li> <li>• Interest: Gross and Net Interest. Components of Gross Interest</li> <li>• Profit: Theories of profit – risk, uncertainty, innovation</li> </ul>

#### Text Book:

- (1) Micro Economic Theory by R. Cauvery (S.Chand Publication.)
- (2) Micro Economics by M.John Kennedy (Himalaya Publication)

#### Reference Books:

- (1) Modern Micro Economics by H.L Ahuja (S Chand Publication)
- (2) Modern Economic Theory by K.K Dewett (S. Chand Publication)
- (3) Elementary Theory by K.K. Dewett & J.D.Verma.(S.ChandPublication.)
- (4) Principles of Economics by D.M.Mithani ( Himalaya Publication)

#### Topics for assignments:

1. Discuss Basic Economic Problems.
2. Explain the nature of Economics.
3. Explain the Main Types of Demand (Price, Income, Cross).
4. Distinguish between Giffen Paradox and Veblen effect.
5. Distinguish between Composite Supply and Joint Supply.
6. Explain the special features of Factor Pricing.
7. Explain the Constituents of gross profit.



# SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – II

Business Statistics

Code: 14010202\_\_\_\_\_

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

## Objectives:-

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject of management to help them become effective managers in the future. To understand the concept of population and sample. 2.To use frequency distribution to make decision. 3.To understand and to calculate various types of averages and variation. 4.To use regression analysis to estimate the relationship between two variables . 5.To solve LPP to maximize the profit and to minimize the cost. 6.To solve TP to maximize the profit and to minimize the cost.

Module	Topics	Hours
1	Population and Sample: Definition of Statistics, Scope of Statistics in Economics, Management Sciences and Industry. Concept of population and sample with illustration. Methods of Sampling – SRSWR, SRSWOR, Stratified, Systematic. (Description of sampling procedures only ) Data Condensation and graphical Methods: Raw data, attributes and variables, classification, frequency distribution, cumulative frequency distributions. Graphs - Histogram, Frequency polygon. Diagrams - Multiple bar, Pie, Subdivided bar.	10
2	Measures of Central Tendency: Criteria for good measures of central tendency, Arithmetic mean, Median and Mode for grouped and ungrouped data, combined mean. Measures of Dispersion: Concept of dispersion, Absolute and relative measure of dispersion, Range, Variance, Standard deviation, Coefficient of variation, Quartile Deviation, Coefficient of Quartile deviation.	10
3	Correlation and Regression ( for ungrouped data ) : Concept of correlation, positive & negative correlation, Karl Pearson's Coefficient of correlation, meaning of regression, Two	10

	regression equations, Regression coefficients and properties.	
4	Linear Programming problem (LPP): Meaning of LPP, Formulation of LPP, solution by graphical methods, problems relating to two variables only.	10
<b>Total</b>		<b>40</b>

Note: Wherever the standard books are not available for the topic appropriate print and online resources journals and books published by different authors may be prescribed.

### Reference Books:

1. I.S.C. Gupta – Fundamentals of Statistics - Sultan chand & Sons, Delhi.
2. D.N. Elhance – Fundamentals of Statistics – Kitab Mahal, Allahabad.
3. M. Satayanarayana, Lalitha Raman- Management operations Research.
4. V.K. Kapoor – Operations Research Techniques for Management - Sultan chand & Sons, Delhi.

# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – II

Marketing Management

Code: 14020202

- 1. Learning Outcome :** The objective of the course is to make students aware about the concept and practice of marketing management, which will help the students to get knowledge about researching and satisfying customer needs, through product and service development, planning, pricing, advertising, promotion and distribution.

### 2. Teaching & Evaluation Scheme

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

2.

- 3. Course Duration:** The course duration is 40 sessions of 60 minutes each.

### 4. Course Contents:

Module No:	Module Content	No. of Sessions
1	<b>MODULE 1- INTRODUCTION TO MARKETING</b> Marketing Concepts Nature of Marketing Scope of Marketing Importance of Marketing Approaches to Marketing Marketing Process Functions of Marketing Marketing in twenty first century: Challenges	10

2	<b>MODULE 2- MARKETING MIX &amp; MARKETING ENVIRONMENT</b> Elements of Marketing Mix (Product, price, place, promotion) Expanded Elements of Marketing Mix for Services (people, process, Physical ambience) Importance of Marketing Mix Marketing Environment: Internal and External The Changing Marketing Environment Analyzing Needs and Trends in Macro Environment and Micro –Marketing Environment	10
3	<b>MODULE 3-CONSUMER BEHAVIOUR AND MARKET SEGMENTATION</b> Concept of Consumer Behavior Consumer Decision Making Process Factors Affecting Consumer Behavior Concept of Market Segmentation Segmentation of Markets Market Targeting, Positioning Product differentiation and Market Segmentation	10
4	<b>MODULE 4-PRODUCT MANAGEMENT</b> Product Concept Classification of Products Product Decisions Branding, Packaging, Labeling and After Sales Services Product life cycle process New Product Development Process Concept of Product Life Cycle Stages, usefulness and limitations of product life cycle <b>PRICING, PROMOTION AND DISTRIBUTION STRATEGY</b> Concept of Price and Pricing Methods of Price Determination Major Pricing Strategies New Product Pricing strategy Product Line Pricing strategy Psychological Pricing strategy Promotional Pricing strategy Differential Pricing strategy Price adjustment Pricing strategy Promotion and Promotion Mix Integrated Marketing Communication Tools of Promotion: Advertising, Personal Selling, Public Relation and Publicity, Sales Promotion, Direct Marketing	10
<b>Total</b>		<b>40</b>



# SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business administration

Semester – II

Corporate Social Responsibility

Code: 14020205

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

## Objectives:-

To make students understand the concept, theories and application of CSR for the Development of the Society.

## Course Contents:

**Unit I:** Corporate Social Responsibility- Definition, concept, linkages to development Growth of CSR-historical & contemporary perspectives, National & International scenario Factors influencing growth of CSR in societiesideological, socio-economic, legal & environmental perspectives Government initiatives for promoting CSR Impact of globalization & liberalization on CSR initiatives

**Unit II:** CSR & Development: -CSR activities–nature, types, impact on development programmes- CSR& development organisations–relationships, functioning & impact on organisational functioning Stakeholders' participation & perspectives about CSR

**Unit III:** CSR Strategy and Leadership 13 Corporate motivations & Behaviour for CSR – factors influencing national & international perspectives Theories & principles of CSR- Corporate governance, style, leadership & CSR- CSR Strategies-objectives, approaches, roles and tasks of a corporate managers Strategic corporate planning - steps to make CSR Work for Business

Corporate Social Responsibility: programmes& initiatives – national and international.  
**Unit IV:** Standards and Codes (ISO – 14001, OHSAS – 18001- SA – 8000, OECD Guidelines for Multinational Companies, Global Compact, AA – 1000, BS / ISO Guideline on CSR Management ISO-26000) Evaluating & reporting performance of CSR initiatives - Social accounting, environment audits and performance measurement RECOMMENDED

## References Books

1. Grayson D., Hodges A. (2004). Corporate Social Responsibility- Seven Steps to Make Corporate Social Responsibility Work for Your Business. UK: Greenleaf Publishing Limited 2.
- Narang R.K. (2009). Corporate Social Responsibility-Replicable Models on Sustainable Development. New Delhi: The Energy & Resources Institute.
3. William B Werther, Jr, David Chandler, 2010 Strategic Corporate Social Responsibility, Stakeholders in a Global Environment, Second Edition, SAGE Publications, New Delhi.
4. Sanjay K Agarwal (2008), Corporate Social Responsibility, SAGE Publications, New Delhi.
5. William B. Werther Jr. and David Chandler, Strategic Corporate Social Responsibility: Stakeholders in a Global Environment, Second Edition, Sage Publications, 2011
6. Sanjay K Agarwal, Corporate Social Responsibility in India, Sage Publications, 2008

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# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS

### Bachelor of Business Management

#### Principle of Macro Economics

Code: 14020201

BBA 2<sup>nd</sup> SEM

#### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Th	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

#### Objective:

Macro Economics is a broad field of study. It is a branch of Economics dealing with the performance, structure, behavior & decision making of the entire Economy.

**Course Duration:** The Course Duration is of 40 Session of 60 Minutes each.

Module	Topics	Hour
1	<b>Introduction to Macro Economics:</b> Definition, Scope, Importance and Limitations of Macro Economics <b>National Income (NI) Accounting:</b> Meaning of NI and Circular Flow of NI (in Four sector economy) Stock and flow concept, NI at Current Price and NI at Constant Price Various concepts of NI (GNP, GDP, NNP, NDP), Personal Income, Disposable Income Methods for measurement of NI Difficulties in measurement of NI	10
2	Theory of Income and Employment Keynes' consumption function Investment function, Keynesian theory of Income and employment, Investment multiplier Interest rate theory - Liquidity Preference Theory	10
3	Money, Definition and Functions Stocks of Money (M1, M2, M3 and M4) Credit creation by Commercial Banks Inflation Meaning of Inflation, Deflation, Stagflation and Causes of inflation, Measures to Control Inflation	10

	Business cycle Meaning, characteristics and phases	
4	Monetary policy Meaning, Objectives and Tools Fiscal policy Meaning, Objectives and Tools Balance of Payments Meaning, Structure, Causes of Disequilibrium and Methods of Correcting Disequilibrium.	10

### 1. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio – visual Material
- Assignments and Presentations

### 2. Evaluation:

	Internal Evaluation	(Internal Assessment- 50 Marks)
A	Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	50 marks
B	End –Semester Examination	(External Assessment-50 Marks)

### Text Book

D. Macro Economics by D.M.Mithani (Himalaya Publication)

E. Macro Economics by R. Cauvery (S.Chand Publication.)

### Topics for Assignment

13. Functions of Commercial Banks
14. Functions of Central Banks
15. Factors affecting Business Cycle
16. Use of National Income Data
17. Difference between BOT and BOP

### Topics for Seminar

5. Inflation in India
6. Economic Growth and Economic Development
7. Role of Economic Policies in Economic Growth
8. Relationship between Inflation and unemployment

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# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS- Bachelor of Business Administration Semester – II Organizational Behaviour Code: 14020204

### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

### Objectives:-

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject organizational behavior.

Module	Topics	Hours
1	<b>Introduction to Organizational Behaviour: Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB - autocratic, custodial, supportive, collegial and SOBC.</b> Personality & Attitudes: Meaning of personality, attitude - Development of personality – Attributes of personality- Transactional Analysis – Ego states – Johari window - Nature and dimensions of attitude – Developing the right attitude	10
2	Motivation: Definition, Importance, Motives – Characteristics, Classification of motives - Primary & Secondary motives. Theories of Motivation - Maslow's Theory of need hierarchy - Herzberg's theory. Morale - Definition and relationship with productivity - Morale Indicators. Stress management: Definition, Causes, Managing stress, Stress as a motivator. Work life balance.	10
3	Group Dynamics and Team building: Concept of Group & Team. Theories of Group Formation - Formal and Informal Groups. Importance of Team building. (4) 5. Conflict Management: Definition. Traditional vis-à-vis Modern view of conflict – Types of conflict – Intrapersonal, Interpersonal, Organizational. Constructive and	10

	Destructive conflict. Conflict management	
4	Change management: Concept of change, change as a natural process, Importance & Causes of change – social, economic, technological, organizational. Learning – unlearning, Concept of learning organizations Cases studies on above topics	10
Total		40

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### Reference Books:

1. Organizational Behaviour, 9th Ed. - Stephen Robbins
2. Human Behaviour at work - Davis and Newstorm
3. Organizational Behaviour - Uma Sekaran
4. Organizational Behaviour - Fred Luthans
5. Organizational Behaviour - K.Aswathappa
6. Human Behaviour at Work - Keith Davis
7. Organizational Behaviour - JitS.Chandran
8. Human Relations & Organizational Behaviour - R.S.Dwivedi
9. Organizational Behaviour - McShane
10. Organizational Behaviour - Sharma

**SWARNIM STARTUP & INNOVATION UNIVERSITY**  
**SCHOOL OF BUSINESS – Bachelor's of Business Administration**  
**Family Business Management (FBM)<sup>3</sup>**  
**Code: 14010306**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

**1. Learning Outcomes:**

- Detailed understanding of the various family business models and structures and their complexities.
- Getting sensitized towards the need for professionalism in family business management and how to go about achieving the same.
- Understanding of succession planning management.

**2. Course Duration:** The course duration is of **36 sessions of 75 minutes** each.

**3. Course Contents:**

Module No.	Modules with its Contents/Chapters	No. of Sessions	Marks (out of 70)
I	<b>Family Business Management - Basics</b> <ul style="list-style-type: none"> <li>• Uniqueness &amp; Dynamics – People, Women in Family Business, Systems &amp; Life Cycles</li> <li>• Structural Management of the Family Business</li> <li>• Family Complexity, Culture and Value Systems</li> <li>• Business Complexity</li> <li>• Effects of Complexity on the Family Business Structure.</li> </ul>	8	15
II	<b>Family Business Models</b> <ul style="list-style-type: none"> <li>• Captain Model, Emperor Model, Family Team Model, Professional Family Model, Corporation Model</li> <li>• Family Investment Group (FIG) Model</li> <li>• Comparative Analysis of the Models</li> <li>• Mindset and Structure: How Thoughts Influence Deeds?</li> </ul>	8	15
III	<b>Professional Management of Family Business</b> <ul style="list-style-type: none"> <li>• Non-family Managers</li> <li>• Non-Executive Directors</li> <li>• Professional Advisors &amp; Consultants</li> <li>• The role of balanced board of directors</li> <li>• Family Constitution for better management</li> </ul>	10	20

	<b>Family Governance in multigenerational family firms</b> <ul style="list-style-type: none"> <li>• Change and adaptation in family business</li> <li>• Trans-generational value creation</li> <li>• Changing roles of family members</li> </ul> <b>Conflict Management</b> <ul style="list-style-type: none"> <li>• Social Structure in family Business</li> <li>• Interpersonal dynamics in family business</li> <li>• Justice Perceptions</li> <li>• Types of conflicts</li> <li>• Conflict dynamics and conflict management strategies</li> </ul>		
IV	<b>Succession Planning</b> <ul style="list-style-type: none"> <li>• Understanding Succession Planning</li> <li>• Defining Objectives</li> <li>• Choosing the Right Ownership Structure</li> <li>• Promoting Stewardship</li> <li>• Getting help from Board of Directors</li> </ul> <b>Management Succession:</b> Management Succession Issues <ul style="list-style-type: none"> <li>• Employment of Family Members</li> <li>• Grooming Family Managers to be Successors</li> <li>• Assessing Family Member Managers</li> <li>• Compensation for Family Members</li> <li>• Managing Family Disagreements</li> <li>• Integrating the Family Component in Business Planning</li> </ul> <b>Developing Successors</b> <ul style="list-style-type: none"> <li>• Preserving Company Values</li> <li>• Support for Senior Managers</li> <li>• Help for Employees, Suppliers, Customers</li> <li>• From Second to Third Generations</li> </ul> <b>Transferring Control and Ownership</b> <ul style="list-style-type: none"> <li>• Match Ownership to Control</li> <li>• Tools for Transferring Ownership</li> <li>• Trusting the Firm to Trustees</li> <li>• Incentives for Nonfamily Caretakers</li> </ul> <b>Letting Go</b> <ul style="list-style-type: none"> <li>• The Deep Reasons for Founders Resistance</li> <li>• Letting Go with Grace and Style</li> </ul>	10	20
V	<b>Practical</b> <ul style="list-style-type: none"> <li>• Discussion of Live cases of successful family business.</li> <li>• Studying the succession planning undertaken by a corporate house / small business and bringing those learning to class via discussions.</li> </ul>		(30 marks CEC)



# SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – III

Financial Statement Analysis

Code: 14020301

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

## Objectives:-

- To give an insight to the students from the basic level to higher level of analysis
- To introduce the students to various interpretations towards financial statements.

## Course Contents:-

Module	Topics	Hours
1	Definition-Objective and users of financial statements –elements of financial statements –articulation of financial statements – elements from which financial statements are constructed-techniques of financial statement analysis	10
2	Basic Accounting Concepts – Trial balance –balance sheet– Income statements – Depreciation –Cash flow statement - purpose - uses - structure - format of cash flow statement - preparing cash flow statement - interpreting the cash flow statement	10
3	Corporate Acquisitions: Mergers –Types – Reasons –Mechanics –Cost and Benefit – Timing of Merger Activity – the role of exchange rates and takeover process – Evaluating Merger as Capital Budgeting Proposal –Terms of Mergers – Takeovers – Signs of Takeovers.	10
4	Corporate Restructuring: Joint Ventures –Financing and Evaluation –Rationale and Role of Joint Ventures – Sell Offs –Change in Ownership –Divestitures – Spin-off –Split-off – Going Public –Privatization –Leveraged Buyouts –Buyback of Shares –Alignment of Interest	10
Total		40

## Reference Books:-

- Financial Statement Analysis: A Practitioner's Guide, 4th Edition by Martin S. Fridson, Fernando Alvarez.
- Financial Statement Analysis: 11th Edition by K. R subramanyam.

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**SWARRNIM STARTUP & INNOVATION UNIVERSITY**  
**SCHOOL OF BUSINESS – Bachelor of Business Administration**  
**Semester – III**  
**Advertising and Sales Management**  
**Code: 14010304**

**Teaching & Evaluation Scheme:-**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Unit		Details of Topics
Unit 1	<b>An Introduction to Integrated Marketing Communication (IMC)</b>	Meaning and Role of IMC in Marketing process, one voice communication v/s IMC, Introduction to IMC tools, Role of Advertising Agencies and other marketing organizations Providing marketing services and perspectives on consumer behavior.
Unit 2	<b>Understanding communication process</b>	Source, Message, Channel factors, Communication response hierarchy – AIDA model, Hierarchy of effect model, Innovation Adoption mode, Information Processing Model, The Standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarch. Consumer Involvement – The Elaboration Likelihood (ELM) Model, the Foote, Cone and Belding (FCB) Model.
Unit 3	<b>Planning for Marketing Communication (Marcom)</b>	Establishing Marcom Objectives and Budgeting for Promotional Programmes – Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom- Factors influencing budget, Theoretical approach to budgeting viz, Marginal analysis and Sales response curve, Method to determine marcom budget.
Unit 4	<b>Developing the Integrated Marketing Communication Programme and Measuring Effectiveness</b>	Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom – Types of appeals and execution styles. Media planning and selection decisions – steps involved and information needed for media planning. Measuring the effectiveness of all promotional tools and IMC.

**Books Recommended:**

1. Geroge Belch, Michael Belch, and KeyoorPurani, Advertising & Promotion an Integrated Marketing Communications Perspective, Tata Mcgraw Hill,
2. Kruti Shah & Alan DSouza, Advertising and Promotions: An IMC Perspective, Tata Mcgraw Hill,

# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS

### Bachelor of Business Administration

#### Semester –III

#### Employee Behavior & Relationship Management

Code: 14020303

#### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

#### Objectives:-

The main aim of this course is to introduce students to the theories and practices of Industrial Relations and employee behavior. The module examines the relationship existing between employer and employee.

Module	Topics	Hours
1	<b>INTRODUCTION</b> Basic Behavioural Process, Cognitive Functions – Intelligence Creativity, Learning and its Process – Attitude and Values, Personality – Concepts counselling – importance and relevance	10
2	<b>EMPLOYEE BEHAVIOUR INTRODUCTION:</b> Factors Affecting Employee Behaviour, TYPES OF EMPLOYEE BEHAVIOUR, EMPLOYEE BEHAVIOURAL ISSUE, ROLE OF MOTIVATION IN EMPLOYEE BEHAVIOUR	10
3	<b>INDUSTRIAL CONFLICT:</b> Causes of Industrial Disputes, Machinery for settling of disputes Negotiation, Arbitration and Adjudication. Grievance Handling: Causes of grievances – Guidelines for grievance handling – Grievances Redressal procedures. Employee Discipline: Causes of indiscipline – Code of discipline – Disciplinary procedure – Code of conduct.	



4	<b>TRADE UNIONISM AND INDUSTRIAL RELATIONS:</b> Labour movement: Trade union movement, Functions and problems of trade unions. International Labour, International Labor Organization's (ILO). Worker's Participation in Management – Forms.	
	<b>Total</b>	<b>40</b>

**Text Book/Reference Books :**

1. Mamoria C.B and Sathish Mamoria, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 1998.
2. P.N. Singh and Neeraj Kumar, "Employee Relations Management", 2010, Pearson Education, New Delhi.
3. Pylee. M.V and Simon George, "Industrial Relations and Personnel Management", Vikas Publishing House (P) Ltd., New Delhi, 1995
4. Michael Armstrong, "Essential Human Resource Management Practice" Kogan Page Limited, 2010
5. Srivastava, "Industrial Relations and Labour Laws", Vikas, 4TH edition, 2000

# SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – III

Environmental Studies

Code: 14020305

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
2	-	-	2	2	50	-	50	-	100

## Objectives:-

A) Awareness regarding the problem of environmental pollution and Law as a means of prevention of environmental pollution and protection of environment.

B) A spirit of inquiry to explore the development of international environmental law and its application in India for the protection of environment.

C) To make the students aware about the provisions under the Indian Constitution for protection of environment and the various legislative measures. It also provides an opportunity to the students to understand the activist role played by Indian Judiciary in protection of environment and evolution of different principles such as polluter pay principle, precautionary principle, inter-generational equity and sustainable development.

**Course Duration:** the course duration is 40 session of 60 minutes each i.e. 40 hour.

Module	Topics	Hours
1	<b>Introduction</b> <ul style="list-style-type: none"> <li>➤ The multidisciplinary nature of environmental studies: Definition, scope and importance</li> <li>➤ Concept of Pollution – Sources of Pollution, Types of Pollution, and Effects of Pollution.</li> </ul>	10
2	<ul style="list-style-type: none"> <li>➤ Environment Protection Act</li> </ul>	10
3	Environmental study and Human rights <ul style="list-style-type: none"> <li>➤ Dynamic Interpretation of Article 21, 14 &amp; 19 of the Constitution</li> <li>➤ Right to Wholesome Environment – Right to Clean and Pollution-free Environment, Right to Sweet Water .</li> </ul>	10
4	Environmental Protection and General Civil and Criminal Laws	10

	➤ Environmental Protection and Law of Torts – Tort of Nuisance: Public and Private – Tort of Negligence – Tort of Trespass – Environmental Torts ➤ Provisions under Indian Penal Code & Under Code of Criminal Procedure.	
	<b>Total</b>	<b>40</b>

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Teaching Method:

- Classroom teaching
- Case study
- Group discussion
- Presentation

**Evaluation:** students shall be evaluated on the following components:

	Internal Evaluation	Internal Assessment 50 Marks
A	Continuous Evaluation Component	<b>50 Marks</b>
B	End Semester Examination	<b>External Assessment – 50 Marks</b>

### Reference Books:

1. I.A. Khan, Environmental Law, (2nd Edn.), Central Law Agency, Allahabad, 2002.
2. D.K. Asthana and Meera Asthana, Environment Problems and Solutions, (2nd Edn.), S.Chand & Co. Ltd., New Delhi, 2001.
3. S.C. Shastri, Environmental Law, (3rd Edn.), Eastern Book Company, Lucknow, 2008 {Chapter 1}.
4. Maheshwara Swamy, Textbook on Environmental Law, (2nd Edn.), Asia Law House, Hyderabad, 2008.
5. Akshay Sarathi, 'Sustainable Development: Implementation Issues', A Socio-Political Journal of Symbiosis Society, Vol. 3, 2006.
6. Ratanlal & Dhirajlal, The Law of Torts, 24th Edn-2004, Wadhwa, Nagpur.

# SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – IV

Financial Management

Code: 14020404

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

### Objective:

- To familiarize students with the concepts, tools and practices of financial management.
- To understand the decisions to be taken by financial managers of business firms.

### Course Contents:

Module	Topics	Hours
1	<b>Finance Function:</b> Meaning, Scope, and Classification of functions (Long term-short term; Executive-Routine). Organization of Finance Function (status and duties of a Financial manager: Treasurer and Controller). Objectives/Goals of Financial Management, agency problems. <b>Time Value of Money:</b> Concept and numerical of Compounding and Discounting including annuity (excluding valuation of securities).	10
2	<b>Management of working capital:</b> Concept, Types, Factors affecting workingcapital needs, Operating cycle approach, Dangers of excessive and inadequate working capital. <b>Cash Management:</b> Meaning, Motives of holding cash, Functions/objectives of cash management, Cash budget (with numerical). <b>Inventory Management:</b> Meaning, Objectives of holding inventory, Factors affecting inventory, Techniques of inventory management : (1) EOQ (with numericals including discount concept), ABC Analysis (without numericals) (2) Reorder point (without numericals), <b>Receivables Management:</b> Meaning, Cost and benefits, size of of receivables, optimum credit policy and credit policy variables,	15



3	<p>(only simple numericals of receivables are expected.)</p> <p><b>Leverage:</b> (numericals and theory)</p> <p>Operating leverage: Meaning, degree and effects of operating leverage on profits. Financial leverage: Meaning and degree</p> <p>Trading on equity: Meaning, benefits and risks (including EBIT-EPS analysis) Combined leverage.</p> <p>Concept and numericals on : (a) Financial Break-Even, (b) Indifference point</p>	10
4	<p><b>Capital budgeting:</b></p> <p>Meaning and significance of capital budgeting, Types of capital budgeting decisions.</p> <p>Techniques: (Meaning, Accept-Reject criterion, Advantages and Disadvantages, comparison and numericals based on each method.)</p> <p>Payback period</p> <p>Average Rate of Return</p> <p>Net present value</p> <p>Profitability Index</p> <p>Internal Rate of Return</p>	10
<b>Total</b>		<b>45</b>

#### Text Books:

- Financial Management-Principles and Practice: C.Sudarsana Reddy, Himalaya Publishing House.

#### Reference Books:

- Financial Management: Text, Problems and cases: M.Y.Khan and P.K.Jain Tata McGraw Hill Education Pvt. Ltd.
- Financial Management P.V. Kulkarni and B.G. Satyaprasad.
- Essentials of Financial Management: I.M.Pandey, Vikas Publishing House Pvt. Ltd.
- Financial Management :Prasanna Chandra.
- Financial Management : Dr. V.k. Palanivelu, S. Chand.
- Financial Management :Sheeba Kapil, Pearson.
- Financial Management : Rajiv Srivastav and Anil Mishra, Oxford university press.

#### Topics for Assignment :

Introduction to Contemporary issues like: JIT systems, Out sourcing, Computerised inventory control system.

Techniques of controlling inflows and outflows in modern times.

Capital Rationing and its relevance in capital budgeting decisions.

Capital Structure: Meaning and Features of an ideal capital structure.

Relationship of finance with economics, accounts and other disciplines.

#### Topics for Presentation/Seminar:

Management of working capital in India.

Emerging role of finance managers in India.

Effect of high and low operating and financial leverage for a business.

# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – IV

**Business Research Methods**

**Code: 14020403**

### 1. Learning outcome:

- To familiarize the students with the types of problems often faced by Business Organizations
- To help students understand the importance of systematic approach to problem solving
- Introduce basic concepts of Research Design and Methodology aimed at solving Business Problems
- To enable students to analyze and interpret data using various statistical tools

### 2. Teaching & Evaluation Scheme

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

3. **Course Duration:** The course duration is of 40 sessions of 60 minutes each

4. **Course content:**

Module	Topics	Hours
1	Foundations of Research: Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive theory. Characteristics of scientific method - Understanding the language of research - Concept, Construct, Definition, Variable. Research Process <b>Problem Identification &amp; Formulation – Management Question – Research Question – Investigation Question – Measurement Issues – Hypothesis – Qualities of a good Hypothesis –Null Hypothesis &amp; Alternative Hypothesis.</b> Hypothesis Testing - Logic & Importance	10
2	Research Design: Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent &	10

	Dependent variables, concomitant variable, extraneous variable, Treatment, Control group, Qualitative and quantitative research: Qualitative research - Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches.	
3	Measurement: Concept of measurement– what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio, Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking. Types of Data: Secondary Data - Definition, Sources, Characteristics. Primary Data - Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey.	10
4	Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample - Practical considerations in sampling and sample size. Data Analysis: Data preliminary questionnaire screening, editing, coding and data entry (using statistical software), Research Writing: - Research Proposal Synopsis, Research Report	10
<b>Total</b>		<b>40</b>

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### 5. Teaching Methods:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions



3	<p><b>The Foreign Exchange Market:</b> The Functions and Nature of foreign exchange market, Economic Theory of Exchange Rate Determination, Exchange Rate Forecasting, Currency Convertibility</p> <p><b>The International Monetary System:</b> The Gold Standard, The Bretton Woods System, The Collapse of the Fixed Exchange Rate System, The Floating Exchange Rate Regime, Fixed V/S Floating Exchange Rates, IMF: Origin and Objectives, Crisis Management by the IMF, The Spot and Forward Market</p>	07	15
4	<p><b>Entry Strategy and Strategic Alliances:</b> Basic Entry Decisions, Selecting an Entry Mode, Entry Strategies in India, Greenfield Venture or Acquisition, Strategic Alliances</p> <p><b>Exporting, Importing and Counter Trade:</b> The Promise and Pitfalls of Exporting, Improving Export Performance, Exporting with a Little Government Help, Export and Import Financing, Export and Import Financing, Export Assistance</p>	08	13
5	<p><b>Global Marketing and R &amp; D:</b> The Globalization of Market and Brands, Market Segmentation, Product Attributes, Distribution Strategy, Communication Strategy, Pricing Strategy, New Product Development</p> <p><b>Global Human Resource Management:</b> The Strategic Role of International HRM, Staffing Policy, Managing Expatriate, Training and Management Development, Performance Appraisal, Compensation, International Labour Relations</p>	08	15

#### 4. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio – visual Material
- Assignments and Presentations

#### 5. Evaluation:

A	Projects/Assignments/Quiz/Class participation	Weightage (50%) (Internal Assessment)
B	Mid – Semester Examination	Weightage (30%) (Internal Assessment)

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# SWARRNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS

Bachelor of Business Administration **Semester – IV**

**Global Marketing Management**

Code: 14020402

### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

#### 1. Objectives:

The course is intended to provide an opportunity to learn and understand how business is conducted in international arena. It aimed at making the students realize that international business is applicable to multiple business functions like Marketing, Human Resource Management, and Financial Management.

**2. Course Duration:** The course duration is 36 sessions of 60 minutes each. i.e. 36 hours.

#### 3. Course Contents:

Module No.	Module Content	No. of Sessions	50 Marks (External Evaluation)
1	<b>Globalization:</b> What is Globalization, Drivers of Globalization, Managing in the Global Market Place <b>Differences in Culture:</b> What is Culture, Values & Norms, Social Structure. Culture – Language, Culture – Education, Culture – Workplace	05	12
2	<b>International Trade Theory:</b> An Overview of Trade Theory, Absolute Advantage, Comparative Advantage, Heckscher – Ohin Theory, National Competitive Advantage; Porter's Diamond, Global Competitive Alignment Matrix. <b>Foreign Direct Investment:</b> FDI in the world economy, Horizontal FDI and Vertical FDI	08	15

# SWARNIM STARTUP & INNOVATION UNIVERSITY

**SCHOOL OF BUSINESS** – Bachelor of Business Administration

**Semester – IV**

**Introduction to Business Law**

**Code: 14020401**

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

## Objectives:-

1. To make students understand the concept, theories and application of business Law for the Development of the Society.

**Course Duration:** The Course Duration is of 40 Session of 60 Minutes each.

Module	Topic	Hour
UNIT -1	What is Law, various sources of Law, significance of law, business law, impact of law on society & business economic aspects of Constitution & its implications.	5
UNIT – 2	Law of Contract – Definition & Nature of Contract, types of contract, offer & acceptance, consideration & capacity to contract, free constant, legality of object & consideration, contingent contract, quasi contract, discharge of contract, remedies for breach of contract, indemnity & guarantee, pledge, Principal – agent relationship & rights & obligation of Principal & agent. Law of Indemnity and guarantee	15
UNIT – 3	The Negotiable Instruments Act, 1881 (incorporating latest amendments) Meaning and characteristics of Negotiable Instruments, Classification of Negotiable Instruments, Promissory Note and Bill of Exchange, essential elements, Distinguish between Promissory note and bill of exchange, acceptance and acceptor Acceptance for honour, absolute and qualified acceptance, Drawer, drawee in case of need, payee, dishonor, Cheques, crossings of cheques, distinguish between Bill of Exchange and cheque.	10

UNIT – 4	penalties in case of dishonor of cheques	10
	The Sale of Goods Act, 1930 The Sale of Goods Act, 1930, nature of contract of sale, conditions & warranties, Transfer of ownership, performance of contract of sale, rights of unpaid seller, Remedies for breach of contract Auction sale Law of negotiable instruments – nature of N. I., Promissory notes, BOE, Cheque, Parties of NI.	

### 1. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio – visual Material
- Assignments and Presentations

### 2. Evaluation:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	50 marks
B	End –Semester Examination	(External Assessment-50 Marks)

### Basic Reading List

Business Law- P.K. Pandey

Business Law D. Chandra Bose

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indiankanoon.org

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#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- Lectures
- Case Discussions and Role Playing
- Audio-visual Material (Using CDs/Clippings/ online videos)
- Assignments and Presentations

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Continuous Evaluation Component comprising of Projects / Assignments / Quiz / Class Participation / Class test / Presentation on specific topic etc.	(Internal Assessment- 50 Marks)
B	End-Semester Examination	(External Assessment-50 Marks)

#### 6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Zellweger Thomas	Managing the Family Business – Theory & Practices	Edward Elgar Publishing Ltd	Latest Edition
2	Peter Leach	Family Businesses – The Essentials	Profile Books Ltd.	Latest Edition
3	Alberto Gimeno, Gemma Baulenas & Joan Coma-Cros	Family Business Models – Practical Solutions for the Family Business	Palgrave Macmillan	Latest Edition
4	Mark Fischetti	The Family Business Succession Handbook	Family Business Publishing Co.	Latest Edition

Note: Wherever the standard books are not available for the topic, appropriate print and online resources, journals and books published by different authors may be prescribed.

#### 7. List of Journals/Periodicals/Magazines/Newspapers, etc.

1. Family Business Review
2. Journal of Family Business Management
3. Journal of Family Business Strategy
4. Indian Management
5. Journal of Consumer Behaviour



# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – IV

**SUPPLY CHAIN MANAGEMENT**

**Code: 14020406**

- 1. Learning outcome:** The main aim of the course is to acquaint students to basics of supply chain management on planning, replenishment and execution. The approach of this course is practical and contemporary in nature. It emphasizes on understanding the contemporary and cutting edge supply chain management practices by study of fundamentals of Supply Chain Management.

### 2. Teaching & Evaluation Scheme

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

- 3. Course Duration:** The course duration is of 40 sessions of 60 minutes each.

### 4. Course Content:

Module No:	Module Content	No. of Sessions
I	<b>Introduction and Strategic View:</b> Meaning, Role of supply chain management, Supply chain strategy and performance measures. Supply Chain Drivers and Metrics, Outsourcing – Make or Buy	10
II	<b>Managing Material Flow:</b> Inventory Management, Production Planning and Scheduling, Transportation, Network Design and Operations, Distribution Networks	10
III	<b>Managing Material Flow:</b> Inventory Management, Production Planning and Scheduling, Transportation, Network Design and Operations, Distribution Networks <b>Managing Information Flow:</b> Demand Forecasting, Supply Chain Data Management, Information Technology in Supply Chain Management	10

IV	<b>Supply Chain Innovations:</b> Supply Chain Integration, Supply Chain Restructuring, Agile Supply Chains, Pricing and Revenue Management , Global Supply Chain	10
<b>Total</b>		40

**5. Teaching Methods:** Following pedagogical tools will be used for teaching the course:

- a) Case discussions.
- b) Discussion on issues and techniques
- c) Projects/Assignments/Quiz/Class Participation, etc.

**6. Evaluation:**

A	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	50 marks
B	<b>End –Semester Examination</b>	<b>(External Assessment-50 Marks)</b>

**7. Text Books:**

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Shah Janat	Supply Chain Management: Text and Cases	Pearson Education	Latest edition
T2	Sinha Amit, Herbert Kotzab	Supply Chain Management	Tata McGraw Hill	2011
T3	Chopra Sunil, Meindl Peter and Kalra D. V.	Supply Chain Management: Strategy Planning and Operation	Pearson Education	Fourth Edition 2011

**8. Reference Books:**

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Sarika Kulkarni	Supply Chain Management	Tata McGraw-Hill	Latest Edition
R2	Coyle, Bardi, Longley	The management of Business Logistics – A supply Chain Perspective	Thomson Press	Latest Edition
R3	Donald J Bowersox, Dand J Closs, M Bixby Coluper	Supply Chain Logistics Management	Tata McGraw-Hill	Latest Edition

**SWARNIM STARTUP & INNOVATION UNIVERSITY**

**SCHOOL OF BUSINESS**

Bachelor of Business Administration

**Semester – IV**

**Human Resource Management**

**Code: 14020405**

**Teaching & Evaluation Scheme:-**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

**Objective:** To provide students an understanding of:

1. The strategic Role of HRM,
2. The environment in which the HRM function is performed,
3. The meaning and difference between Performance Appraisal and Performance Management
4. How strategic pay plans and employee benefits are determined

Module	Topics	Hours
1	HR function at the organization, its values Organizational structure of HR department and its pyramidal breakup into levels and qualifications Training and Development practices Performance appraisal and Job evaluation.	10
2	HR planning; Job Design classified into Job Description and Job Specification; Recruitment, Selection, Orientation and Placement. Career mgt, performance mgt, career mgt	10
3	Promotions, Transfers and Separations Industrial Relations Remuneration policies and its relation to Minimum Wages Act	10
4	Employee welfare, Safety and Health practices Trade Unions Disputes and their resolution	10
<b>Total</b>		<b>40</b>

**REFERENCE BOOKS**

Human Resource Management (Text and Cases)

By S. S. Khanka

S. Chand and Company Limited

Reprint 2007.

. Human Resource Management

By Gary Dessler and Biju Varkkey

Pearson Prentice Hall

12th Edition

# SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Advance Financial Management

Semester- V

Code: 14020508

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

### Objectives:-

- To give an insight to the students from the basic level to higher level of analysis
- To introduce the students to various techniques of taking long term investment decisions
- To familiarize the students with various financial tools and techniques

Module	Topics	Hours
1	<b><u>Capital budgeting:</u></b> Meaning and significance of capital budgeting, Types of capital budgeting decisions. Techniques: (Meaning, Accept-Reject criterion, Advantages and Disadvantages, comparison and numericals based on each method.) Payback period Average Rate of Return Net present value Profitability Index Internal Rate of Return	10
2	<b><u>Working Capital &amp; EVA</u></b> Working Capital Estimation Sums of estimating working capital excluding double shift Economic Value Added (EVA) Concept of EVA Problems using EVA formula as per Khan & Jain	10
3	<b><u>Capital Structure Theories</u></b> - Meaning of Capital Structure	10



	<ul style="list-style-type: none"> <li>Features of Appropriate Capital Structure</li> <li>Factors affecting Capital Structure</li> <li>Capital Structure Theories-(Excluding Sums) Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani – Miller Thesis</li> </ul>	
4	<b>Corporate Financial Restructuring</b> <ul style="list-style-type: none"> <li>Meaning of Corporate Restructuring and its types.</li> <li>Meaning of Financial Restructuring</li> <li>Techniques of Corporate Restructuring: <ul style="list-style-type: none"> <li>Mergers</li> <li>Takeovers</li> <li>Joint Ventures</li> <li>Divestitures</li> <li>Slump Sale</li> <li>Strategic Alliance</li> <li>Equity Carve out</li> <li>Franchising</li> <li>Holding Companies</li> <li>Sell off</li> <li>Going Private</li> <li>Liquidation</li> <li>Reverse Bid</li> <li>Reverse Merger</li> <li>Demerger</li> <li>Management Buy-In</li> <li>Management Buy-Out</li> <li>Leveraged Buy-Out</li> </ul> </li> </ul>	10
<b>Total</b>		<b>40</b>

#### Topics for Assignment

- Approaches to Capital Structure
- Analysis of Capital Budgeting Proposals.
- Estimation of Working Capital finance in a company.
- Working Capital financing by banks

#### Topics for Seminar and Presentation

- Project Planning and Control.
- Project Appraisal by financial institutions.
- Practical Application of Capital Structure Theories
- A Case Study on Mergers and Acquisitions

#### Recommended Textbooks:

- Financial Management by Khan & Jain (5<sup>th</sup> Edition), McGraw Hill - For Units 1 & 2
- Strategic Financial Management by Ravi M Kishore (2<sup>nd</sup> Edition), Taxmann - For Units 3 & 4

#### Reference Books:

- Financial Management by Prasanna Chandra (7<sup>th</sup> Edition), Tata McGraw Hill
- Financial Management by I M Pandey (9<sup>th</sup> Edition), Vikas Publishing

**SWARRNIM STARTUP & INNOVATION  
UNIVERSITY**  
**SCHOOL OF BUSINESS- Bachelor of Business Administration**  
**PROJECT MANAGEMENT**  
**Semester- V**  
**Code: 14010510**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

**1. Learning Outcome:**

- Acquaintance with basics of Project management and execution.
- Understanding the contemporary and cutting edge Project Management.

**2. Course Content:**

Module No.	Modules/Sub-Modules
I	<p><b>Basics of Project Management:</b></p> <ul style="list-style-type: none"> <li>• Concept of Project, Attributes of a Project</li> <li>• Importance of Project Management</li> <li>• Project Management Process, Project Lifecycle</li> <li>• Project Stakeholders</li> <li>• Project Management Structures, Choosing Appropriate Project Management Structure</li> <li>• Implications of Organizational Culture</li> <li>• Main Causes of Project Failure</li> </ul> <p><b>Project Definition:</b></p> <ul style="list-style-type: none"> <li>• Defining Scope, Establishing Priorities</li> <li>• Creating the Work Breakdown Structure(WBS),integrating the WBS with the organization</li> <li>• Coding the WBS for information system</li> <li>• Project Roll Up, Process Breakdown Structure, Responsibility Matrices</li> </ul>
II	<p><b>Project Identification:</b></p> <ul style="list-style-type: none"> <li>• Selection of product, identification of market preparation of feasibility study/report Project formulation --Evaluation of risks preparation of Project report.</li> </ul> <p><b>Selection of location &amp; site of the project:</b></p> <ul style="list-style-type: none"> <li>• Factors affecting location - policies of Central -State Government towards location-Legal aspects of project management.</li> </ul>

### **Project Planning - Estimating Project Times and Costs:**

- Factors Influencing Quality of Estimates
- Estimation Guidelines for Time, Costs and resources
- Macro versus Micro Estimating
- Methods for Estimating Project Times and Costs
- Level of detail, Developing Budgets
- Types of Costs, Refining estimates and contingency funds.

### **Developing a Project Plan:**

- Developing the Project Network
- From Work Package to Network
- Constructing a Project Network
- Activity-On-Node, Fundamentals, Network Computation process
- Using the Forward and Backward pass information
- Level of Detail for activities
- Extended Network techniques.

**III**

### **Project Scheduling & Risk Management Scheduling Resources and Reducing Project Duration:**

- Types of Project Constraints Classification of Scheduling Problem
- Resource Allocation Methods, Splitting, Multitasking Benefits of scheduling resources
- Multi Project resource Schedules, Rationale for reducing project duration Options for accelerating Project Completion, Concept and construction of a Project Cost-Duration Graph, Practical considerations.
- Managing Risk: Risk Management process-Risk Identification, Risk Assessment, Risk Response
- Development, Contingency Planning, Risk Response Control, Change Control Management
- Project Organization: The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager

**IV**

### **Project Evaluation**

Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated Information System, Developing a status report and index to monitor progress, Forecasting final project cost, Other control issues. Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations. Financial Analysis:-Profitability Analysis – Social cost Benefit Analysis preparation of Budget and Cash Flows. Materials Management in Project Planning – Procurement – storage – disposal. Financing of the Project:-Source of Finance-Cost implications thereof Financial Institutions –Guidelines for funding projects.



# SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS- Bachelor of Business Administration

Banking & Financial Institutions

Semester- V

Code: 14020509

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

## Objectives:-

- To provide basic to intermediate knowledge about banking and other institutions.
- Study of various roles and policies of banking.

## Course Contents:-

Module	Topics	Hours
1	1. Developments since 1991-Recent Trends-Role of Financial Intermediaries in a financial system-Variou financial intermediaries -Introduction to banking system - Types of bank -Instruments	10
2	2. Study of various interest rates Short Term-Emergence of Repose rate as the benchmarks rate in the short term-Floating and fixed rates of interest-LIBOR, MIBOR and MIBID	10
3	3. RBI-Role played by them-Salient features of status governed by them- Monetary Policy, Fiscal Policy, Union (Government) Budget and its Implications (9) 45 4. Commercial Banking-Management of assets and liabilities- Effect of RBI policies on the operations commercial banks-Recent reforms in Banking sector-Recovery of debts Calculation of EMIs Emerging trends in banking like e banking, mobile banking, credit banking	10
4	5. Non-Banking Financial Companies- Functions of NBFCs Types and RBI Guidelines (6) 6. Pricing of products and services in financial service sector.	10
Total		40

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Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

### **Reference Books:**

1. Financial Markets and Institutions, Global Edition Paperback by Frederic Mishkin & Stanley Eakins .
2. Banking and Finance by Gomez Clifford.



# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – V

## RETAIL MANAGEMENT

Code: 14020507

### 1. Learning Outcome:

- To know core concepts of retail Management and its scope.
- To know the consumer and retail market segmentation strategy
- To know and execute the retail operation strategies about location and pricing.
- To understand retail marketing and merchandise management

### 2. Teaching & Evaluation Scheme:

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

3. Course Duration: The course duration is of 40 sessions of 60 minutes each

### 4. Course content:

Module	Topics	Hours
1	<b>Introduction to Retailing:</b> Concept of retailing, Functions of retailing, Terms & Definition, Retail formats and types, Retailing Channels, Retail Industry in India, Importance of retailing, Changing trends in retailing. <b>Understanding the Retail Consumer:</b> Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consume	10
2	<b>Retail Market Segmentation and Strategies:</b> Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies, Retail value chain. <b>Retail Location Selection:</b> Importance of Retail locations, Types of retail locations, Factors determining the location	10

	decision, Steps involved in choosing a retail locations, Measurement of success of location	
3	<b>Merchandise Management:</b> Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing Merchandise performance <b>Retail Operations and Retail Pricing:</b> Store administration, Premises management, Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices, pricing strategies, controlling costs	10
4	<b>Retail Space Management and Marketing:</b> Definition of Space Management, Store layout and Design, Visual Merchandising, Promotions Strategy, Relationship Marketing Strategies, CRM, Retail Marketing Mix, Retail Communication Mix, POP Displays <b>Emerging trends in retailing:</b> Changing nature of retailing, organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector	10
<b>Total</b>		<b>40</b>

##### 5. Teaching Methods:

- ICT enabled Classroom teaching Lectures
- Case Discussions and Role Playing.
- Audio-visual Material (Using CDs/Clippings/ online videos).
- Assignments and Presentations.

##### 6. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	50 marks
B	End - Semester Examination	(External Assessment-50 Marks)

# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – V

## CORPORATE STRATEGY

Code: 14020506

### 1. Learning Outcome:

- To know core concepts of Strategy and Strategic Management and its scope.
- To know various external factors and its effect business policy or business strategy
- To know and execute the process of internal analysis any business unit of Industry.
- To understand various steps of formulation and implementation of various business

### 2. Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

3. Course Duration: The course duration is of 40 sessions of 60 minutes each

### 4. Course content:

Module	Topics	Hours
1	<b>INTRODUCTION TO STRATEGIC MANAGEMENT</b> <ul style="list-style-type: none"><li>• Meaning of strategy, strategic management ( process of S.M)</li><li>• Importance of Strategic Management</li><li>• Strategic Fit and Intent</li><li>• Levels of Strategy and their characteristics</li><li>• Vision &amp; Mission</li><li>• Vision : Nature ( elements), definition and benefits</li><li>• Mission : Definition, characteristics of mission statement</li><li>• Difference between vision and mission</li></ul>	10
2	<b>EXTERNAL ENVIRONMENT ANALYSIS</b> <ul style="list-style-type: none"><li>• Concept of Environment</li><li>• SWOT</li><li>• PESTEL</li><li>• 5 Force Model</li><li>• Approaches to Environmental Scanning</li><li>• Sources used for Environmental Scanning</li><li>• Techniques of Environmental Scanning</li></ul>	10
3	<b>INTERNAL ANALYSIS</b> <ul style="list-style-type: none"><li>• Resources, Capabilities, Competencies, Core Competencies</li><li>• Competitive Advantage</li></ul>	10



	<ul style="list-style-type: none"> <li>• Why are resources important</li> <li>• Value chain( organization and industry)</li> <li>• Ansoff Model</li> <li>• BCG Model</li> </ul>	
4	<b>STRATEGY FORMULATION</b> <ul style="list-style-type: none"> <li>• 5 Generic Strategies (cost leadership, differentiation, combined, focus, best cost provider)</li> <li>• Interrelationship between formulation and implementation</li> <li>• Integration : Forward and Backward</li> <li>Diversification : Horizontal, Conglomerate, Concentric</li> </ul>	10
<b>Total</b>		<b>40</b>

### 5. Teaching Methods:

- ICT enabled Classroom teaching Lectures
- Case Discussions and Role Playing.
- Audio-visual Material (Using CDs/Clippings/ online videos).
- Assignments and Presentations.

### 6. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	50 marks
B	End -Semester Examination	(External Assessment-50 Marks)

### 7. TEXTBOOKS:

- 1) Strategic Management & Business Policy by Azhar Kazmi, 3rd Edition Mc Graw Hill Publication Pvt Ltd.
- 2) Business Policy & Strategic Management by P. Subba Rao , GTU Edition Himalaya Publication.

### 8. REFERENCE BOOKS:

Name of the Book	Author	Publication	Edition
Strategic Management	R Srinivasan	The Indian Context- PHI, Latest Edition	Latest
Strategic Management	N. Chandrasekaran and P.S. Ananthanarayanan	Oxford University Press (Latest Edition )	Latest
Strategic Management: Analysis, Implementation , Control	A Nag	Vikas Publishing (Latest Edition )	Latest
Strategic Management	N. Sengupta	Vision Books ( Latest Edition )	Latest
Strategic Management: Text and Cases	V.S.P. Rao, Hari V. Krishna,	Excel Books	Latest

# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester –5

COMPANY LAW

Code: 14020501

### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-		3	3	50		50	-	100

**Objectives:** To impart expert knowledge of the various provisions of Companies Act, its schedules, rules, notifications, circulars including secretarial practice, case laws and secretarial standards.

**Course Duration:** The course duration is 36 sessions of 60 minutes each. i.e. 36 hours.

Module	Topic	Hour
Unit-1	Introduction of Company Act 2013-Meaning and Nature of Company, Classification of Companies, Formation of Company. Memorandum of Association, Articles of Association	10
Unit-2	Prospectus, Introduction & Contents. Winding-up of Companies-Different Modes, Oppression & Mis. Management	10
Unit -3	Appointment, Rights, Duties & Liabilities of Directors, Managing Director and Manager.	10
Unit -4	Company Secretary- Definition, Appointment, Qualities, Responsibilities, Position and Duties General Procedure of Meetings, Notice, Agenda, Chairman, Quorum, Motions and Resolution, Types of resolution Methods of Voting, Minutes etc.	10

# SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS- Bachelor of Business Administration

Negotiation Skills & Corporate Relation

Semester- V

Code: 14020502

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

## Course Contents:-

Module	Topics	Hours
1	Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.	10
2	Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.	10
3	Corporate Relations: Public relations with the Government: Public relation for private sector. Employee Relations: Interaction between management & employees, internal Communication media. Media & press relations: Importance of press and its role in building the corporate image, press visits, arranging for press coverage, preparing a press kit, feature stories, articles, press note, press communiqué & press release.	10
4	Financial Public Relations: Types of financial public, role of PR in maintaining contact with financial publics; Annual reports and financial coverage, Arranging for annual general meetings. Distributor & Dealer Relations: Objectives of distributor - dealer relation program, tools and	10

media of communication. Supplier Relations: Functions of PR department, objectives of supplier relation program, tools and media of communication. Consumer Relations: Objectives of consumer relations program, planning of consumer relations program, media communication and special events. Community Relations: Community relations program, objectives & policy, media of communication with community. Introduction to International Public Relations & its importance	
	<b>Total 40</b>

Note: Wherever the standard books are not available for the topic appropriate print and online resource journals and books published by different authors may be prescribed.

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# SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – V

## Advertising and Sales Distribution

Code: 14010503

### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Unit		Details of Topics
Unit 1	<b>An Introduction to Integrated Marketing Communication (IMC)</b>	Meaning and Role of IMC in Marketing process, one voice communication v/s IMC, Introduction to IMC tools, Role of Advertising Agencies and other marketing organizations Providing marketing services and perspectives on consumer behavior.
Unit 2	<b>Planning for Marketing Communication (Marcom)</b>	Establishing Marcom Objectives and Budgeting for Promotional Programmes – Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom- Factors influencing budget, Theoretical approach to budgeting viz, Marginal analysis and Sales response curve, Method to determine marcom budget.
Unit 3	<b>Developing the Integrated Marketing Communication Programme and Measuring Effectiveness</b>	Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom – Types of appeals and execution styles. Media planning and selection decisions – steps involved and information needed for media planning. Measuring the effectiveness of all promotional tools and IMC.
Unit 4	<b>Introduction to Sales &amp; Distribution Management</b>	Nature and scope of sales management, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership, case analysis.
Unit 5	<b>Distribution Management</b>	Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, institutions for channels- retailing wholesaling, designing channel systems, channel management, case analysis.

Unit 6	<b>Market logistics and supply chain management</b>	Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, channel information systems, distribution management in International Markets. Case Study.
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#### Books Recommended:

1. Geroge Belch, Michael Belch, and Keyoor Purani, Advertising & Promotion an Integrated Marketing Communications Perspective, Tata McGraw Hill,
2. Kruti Shah & Alan DSouza, Advertising and Promotions: An IMC Perspective, Tata McGraw Hill.
3. Krishna K. Havaldar, Vasant M. Cavale, Sales & Distribution Management by Tata McGraw-Hill

# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS

### Bachelor of Business Administration

#### Semester –5

### INDUSTRIAL RELATION

Code: \_14020504

#### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
	-3		3	3	50		50	-	100

#### Objectives:-

1. To impart the students with the knowledge about complexities between labour and management relationships.
2. To make the students aware about mechanisms of Industrial Dispute and friendly interventions to deal with employee-employer problems.
3. To impart the students with the knowledge of laws & how law affects the industry & labour.

Module	Topics	Hours
1	INDUSTRIAL RELATION <b>Introduction to Industrial Relations:</b> Meaning, definition, importance, scope of Industrial Relations and factors in Industrial Relations Approaches towards the study of Industrial Relations (Psychological Approach, Sociological Approach, Socio Ethical Approach, Gandhi an Approach, Industrial Relations Approach and HR Approach)	10
2	Industrial Disputes, Collective Bargaining & Workers Participation in Management: Meaning, definition & Causes of Industrial Disputes Û Model Grievance Procedure Û Types of Conflict Resolution: Negotiation, Investigation, Mediation, Conciliation, arbitration & Adjudication.	10
3	The Payment of Wages Act, 1936 & The Minimum Wages Act, 1948: The Payment of Wages Act, 1936 -	10

	û Definitions, Provisions, Penalties. The Minimum Wages Act, 1948 - û Definitions, Provisions, Penalties.	
4	Trade Union Laws: û The Trade Union Act 1926: Definitions, authorities and all provisions. û Maharashtra Recognition of Trade Union and Prevention of 19 of 31 Unfair Labor practices Act, 1971: Definition, authorities and all provisions under the Act.	10
<b>Total</b>		<b>40</b>

**Text Book/Reference Books :**

1. Dynamics of IR – Mamoria, Mamoria and Gankar
2. Industrial Relations -Arun Monappa
3. Personnel and HRM- P Subbarao
4. Industrial & Labour Laws -S.P.Jain
5. Industrial Law - P.L. Malik

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# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester –5

### RECRUITMENT AND SELECTION

Code: \_14020505

#### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-		3	3	50		50		100

#### Objectives:-

At the end of the course students are able to:

1. Gain the insights of various principles and practices of recruitment and selection in an industry.
2. Equip students with various selection procedure practiced in industry.
3. Develop students with latest selection tools in the corporate sector.
4. Develop students with various testing of job recruitment and selection

Module	Topics	Hours
1	<b>Job Analysis:</b> 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, Human recourse planning, process of HRP  <b>Hiring Process &amp; Hiring decision:</b>  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.	10

2	<p><b>Hiring internally:</b> 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,.</p> <p><b>External Hiring:</b> 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.</p>	10
3	<p><b>Screening the candidates:</b></p> <p>Application Forms: bio-data / resume / curriculum vitae and Weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking a Behavioral approach to recruitment: spotting personality patterns, making basic assumptions, Predicting the future, strategy Vs. Technique, Pinning down what is needed: targeted interviewing, focusing on behavior, 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>	10
4	<p><b>Testing, Reference checking &amp; Appointment orders:</b> 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</p>	10
<b>Total</b>		<b>40</b>

### RECOMMENDED BOOKS:

- Human Resource Selection, Robert D. Gatewood and Hubert S. I, South western Cengage Learning, Mason, Ohio, 2001.
- Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, 5th Edition, McGraw Hill International.
- Recruitment and Selection, Elearn, Revised Edition, Routledge, 2009, ISBN: 1136369317, 9781136369315.

# SWARNIM STARTUP & INNOVATION UNIVERSITY

**SCHOOL OF MANAGEMENT**  
Bachelor of Business Administration  
**Semester – VI**  
**INDUSTRIAL LAWS**  
**Code: 14020601**

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

### Objectives:-

- To gain knowledge of various Industrial Laws and also understand the application of Industrial lawsto practical situations.
- To acquaint students from various labour laws.

**1. Course Duration:** The course duration is 36 sessions of 60 minutes each. i.e. 36 hours.

Module	Topics	Hours
1	Industrial Dispute Act	12
2	Factories Act	7
3	ESIC Act	6
4	Workmen's Compensation Act	6
5	P.F. and Miscellaneous Act	6
6	Payment of Wages Act, 1936	3
Total		40

### 1. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio – visual Material
- Assignments and Presentations



# SWARRNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – 6

INTERNATIONAL HRM

Code: 14020604

### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

### Objectives:-

The main study objective is to learn how to conduct strategic human resource management in an international setting. The course aims at equipping the students of business management with concepts, processes and practical techniques of Managing people in cross cultural context To create awareness about the cross cultural issues• To provide a theoretical background for supplementing the• understanding the issues of Managing people in globalized working environment

Module	Topics	Hours
1	Introduction to IHRM <i>The internationalization of business. Internationalization of HRM. The development of IHRM. Differences between international and domestic HRM. Creating the international organizations: Strategy and structure. Stages in the development of MNCs. Factors influencing how MNCs organize for global business.</i>	10
2	Global HRM: Functions & Practices, Global Business implications: How global HRM is different from domestic HRM, Global Management Process-Culture, Cross cultural Communications, info tech & E-Communication-Cross cultural ethics	10
3	Characteristics of a Global Manager, Skills of a global	10



	manager, Ethical Constraints, Global Strategies & Tactical Objectives, International HRM-Managing across Borders	
4	International Recruitment & Selection, Training & Development, Multinational teams and cross cultural training,	10
<b>Total</b>		<b>40</b>

**Text Book/Reference Books :**

Jackson, T. (2002). International HRM: A cross-cultural approach. Sage.

Thomas, D. C. (2002). Essentials of international management: A crosscultural perspective. Sage Publications, Inc.

Hodgetts, R. M., Luthans, F., & Doh, J. P. (2006). International management: Culture, strategy, and behavior. McGraw-Hill Companies.

Sinha, J. B. (2009). Culture and organizational behaviour. SAGE Publications India.

Dessler, G., & Varkkey, B. (2011). Human Resource Management: Dorling Kindersley (India) Pvt. Ltd, New Delhi.

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# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – 6

## TRAINING AND DEVELOPMENT

Code: 14020605

### Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

### Objectives:-

Objective: The purpose of this paper is to provide and in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes..

Module	Topics	Hours
1	UNIT-I : Introduction Concepts of Training and development – Identifying Training Needs – Structure and Functions of Training Department – Evaluation of Training Programme – Role, Responsibilities and Challenges to Training Managers.	10
2	UNIT-II : Training Techniques Techniques of on the job training – Coaching – Apprenticeship – Job Rotation – Job Instruction Training – Training by Supervisors – Techniques of off the job Training, Lecturers, Conferences, Group Discussion., Training evaluation technique	10
3	UNIT-III : Career – Planning Concept of Career – Career Stages – Career Planning and Development – Need Steps in Career Planning – Methods of Career Planning and Development.	10
4	UNIT-IV : MDP Concept of Management Development – Need and importance of Management Development – Management Development Process – Components of MD Programme. UNIT-V : Training Institutions Need for Training in India – Government – Policy on Training – Training Institutes in India –	10

Management Development Programmes.	
<b>Total</b>	<b>40</b>

**Text Book/Reference Books :**

- Rolf Lynton, Udai Pareek: Training for Development, New Delhi, Sage Publications India (P) Ltd., 1990
- Raymond Andrew Noe: Employee Training & Development, New Delhi, Tata McGraw Hiss, International Ed., 1999
- 3. Lynton, R Pareek, U.: Training for Development, New Delhi, Vistaar, 2nd ed., 1990



# SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – VI

Security Analysis

Code: 14020608

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

## Objectives:-

- To provide theoretical as well as practical exposure on security analysis.
- EIC framework knowledge based on projects and assignments.

## Course Contents:-

Module	Topics	Hours
1	Investment – A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives	10
2	Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators Efficient Market Hypothesis: Concept of 'Efficient Market' and its implications for security analysis and portfolio management.	10
3	Valuation of bonds and shares: Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds	10
4	Behavioral Finance: Meaning of Behavioral finance, deals with when, how and why psychology influences investment decisions	10

	Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return	
	<b>Total</b>	<b>40</b>

### Reference Books:-

- Security Analysis: Sixth Edition, Foreword by Warren Buffett.
- Security Analysis: The Classic 1940 Edition Book by Benjamin Graham and David Dodd.



**SWARNIM STARTUP & INNOVATION UNIVERSITY**  
**SCHOOL OF BUSINESS**  
 Bachelor of Business Administration  
**Semester – VI**  
**DIGITAL MARKETING**  
**Code: 14020606**

**1. Learning Outcome:**

- Students gain an overall understanding of Digital Marketing
- Develop insight on Current Trends – Digital and Social Statistics (Infographics)
- Provide an introduction to Digital Marketing Platforms like Facebook, Twitter, YouTube, Pinterest, etc.
- Introduction to the basics of Search Engine Optimization (SEO) and Mobile Marketing
- Introduction to various strategies involved in Marketing products and Services Digitally.

**2. Teaching & Evaluation Scheme:**

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

**3. Course Duration:** The course duration will be of 60 sessions of 60 minutes each.

**4. Course Contents:**

Module	Content	No. of Sessions	Marks out of 70
I	<b>Introduction to Digital Marketing-</b> Evolution of Digital Marketing from traditional to modern era, Role of Internet; Current trends, Info-graphics, implications for business & society; Emergence of digital marketing as a tool; Drivers of the new marketing environment; Digital marketing strategy; P.O.E.M. framework, Digital landscape, Digital marketing plan, Digital marketing models.	10	14

II	<p><b>Internet Marketing and Digital Marketing Mix –</b>  Internet Marketing, opportunities and challenges; Digital marketing framework; Digital Marketing mix, Impact of digital channels on IMC;</p> <p><b>Search Engine Advertising:</b></p> <ul style="list-style-type: none"> <li>- Pay for Search Advertisements, Ad Placement, Ad Ranks, Creating Ad Campaigns, Campaign Report Generation</li> </ul> <p><b>Display marketing:</b></p> <ul style="list-style-type: none"> <li>- Types of Display Ads</li> <li>- Buying Models</li> <li>- Programmable Digital Marketing</li> <li>- Analytical Tools</li> <li>- YouTube marketing</li> </ul>	10	21
III	<p><b>Social Media Marketing – Role of Influencer Marketing, Tools &amp; Plan–</b>  Introduction to social media platforms, penetration &amp; characteristics; Building a successful social media marketing strategy</p> <p><b>Facebook Marketing:</b></p> <ul style="list-style-type: none"> <li>- Business through Facebook Marketing, Creating Advertising Campaigns, Adverts, Facebook Marketing Tools</li> </ul> <p><b>Linkedin Marketing:</b></p> <ul style="list-style-type: none"> <li>- Introduction and Importance of Linkedin Marketing, Framing Linkedin Strategy, Lead Generation through Linkedin, Content Strategy, Analytics and Targeting</li> </ul> <p><b>Twitter Marketing:</b></p> <ul style="list-style-type: none"> <li>- Introduction to Twitter Marketing, how twitter Marketing is different than other forms of digital marketing, framing content strategy, Twitter Advertising Campaigns</li> </ul> <p><b>Instagram and Snapchat:</b></p> <ul style="list-style-type: none"> <li>- Digital Marketing Strategies through Instagram and Snapchat</li> </ul> <p><b>Mobile Marketing:</b></p> <ul style="list-style-type: none"> <li>- Mobile Advertising, Forms of Mobile Marketing, Features, Mobile Campaign Development, Mobile Advertising Analytics</li> </ul> <p><b>Introduction to social media metrics</b></p>	10	21
IV	<p><b>Introduction to SEO, SEM, Web Analytics, Mobile Marketing, Trends in Digital Advertising–</b></p> <ul style="list-style-type: none"> <li>- Introduction and need for SEO, How to use internet &amp; search engines; search engine and its working pattern, On-page and off-page optimization, SEO Tactics</li> <li>- Introduction to SEM</li> </ul> <p><b>Web Analytics:</b></p> <ul style="list-style-type: none"> <li>- Google Analytics &amp; Google AdWords; data collection for web analytics, multichannel attribution, Universal analytics, Tracking code</li> </ul> <p><b>Trends in digital advertising</b></p>	10	14

	Total	40	
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## 5. Teaching Methods

The course may use the following pedagogical tools:

- Lectures and Discussions
- Assignments & PPT presentations
- Case Studies
- Audio-Visual Material

## 6. Evaluation:

The evaluation of the students will be on continuous basis as follows:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	50 marks
B	End –Semester Examination	(External Assessment-50 Marks)

## 7. Reference Books:

S. No.	Author	Name of the Book	Publisher	Edition
1	Seema Gupta	Digital Marketing	Mc-Graw Hill	1 <sup>st</sup> Edition - 2017
2	Ian Dodson	The Art of Digital Marketing	Wiley	Latest Edition
3	Puneet Singh Bhatia	Fundamentals of Digital Marketing	Pearson	1 <sup>st</sup> Edition - 2017
4.	Vandana Ahuja	Digital Marketing	Oxford University Press	Latest Edition
5.	Philip Kotler	Marketing 4.0: – Moving from Traditional to Digital	Wiley	2017
6.	Melissa S. Barker   Donald I. Barker   Nicholas F. Bormann   Debra Zahay   Mary Lou Roberts	Social Media Marketing: A Strategic Approach	Cengage	Latest Edition
7.	Ward Hanson , KirthiKalyanam	Internet Marketing & e-Commerce	Cengage	Latest Edition
8.	Roberts andZahay	Internet Marketing: Integrating Online & Offline Strategies	Cengage	Latest Edition
9.	Dr.Ragavendra K. and Shruthi P.	Digital Marketing	Himalaya Publishing House Pvt. Ltd.	Latest Edition
10.	Prof. Nitin C. Kamat, Mr.ChinmayNitinKamat	Digital Social Media Marketing	Himalaya Publishing House Pvt. Ltd.	Latest Edition



Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

**8. List of Journals / Magazines / Periodicals / Newspapers / e-resources, etc.**

- 1 <https://learndigital.withgoogle.com/digitalunlocked/>
- 2 <https://digitalskills.fb.com/en-in/>
- 3 <https://www.hubspot.com/digital-marketing>
- 4 <http://www.afaqs.com/>
- 5 <https://www.linkedin.com/learning/>
- 6 Journal of Marketing
- 7 ET-Brand Equity
- 8 HBR



# SWARNIM STARTUP & INNOVATION UNIVERSITY

## SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – VI

SERVICE MARKETING

Code: 14020607

**1. Objective:** Services are becoming a dominant economic driver in the Indian economy. With increasing competition and discerning buyers, it has become inevitable for the marketers to go for relationship management to attract, retain and grow customers. The course is designed to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on a national basis. The course intends to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. It deals with the problems commonly encountered in marketing services -- such as intangibility (inability to inventory), difficulty in synchronizing demand and supply, difficulty in controlling quality and retaining customers. Strategies used by successful services marketers to overcome these difficulties are addressed to by the course contents.

### 2. Teaching & Evaluation Scheme:

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

**3. Course Duration:** The course duration is of 40 sessions of 60 minutes each.

### 4. Course Contents:

Module No:	Module Content	No. of Sessions
I	<b>Basics of Services Marketing:</b> What are Services? ; Why Study Services? ; Role of services in the economy; Services and Technology - technology in service encounter, emergence of self service, automation in services, Internet services; Distinctions between Services and Goods; Services Marketing Mix; <b>Customer Behavior in Service Encounter:</b> Four Categories of Services People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing;; Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage; ; Customer Expectations and Perceptions of Services – Zone of Tolerance	10

II	<b>Services Marketing Mix:</b> Product – Core and Supplementary Elements, Branding Service Products ; Price – Role of Non-monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management, Place – Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies; Promotion – Role of Marketing Communication,	10
III	<b>Expanded Marketing Mix:</b> People – Employees' Role in Service Delivery, Service Leadership and Culture, Process – Service Blueprinting, Service Process Redesign Physical Evidence – Servicescape, Service Environments, <b>Managing Capacity and Demand:</b> Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands	10
IV	<b>Service Quality and Relationship Management:</b> Services Quality: Gaps Model; Measuring and Improving Service Quality; Relationship Management: Defining Customer Relationships; The Basics; External Relationships; Supplier Relations; Internal Relationships <b>Relationship Marketing:</b> Customer Retention; Customer Loyalty; Strategies for reducing Customer Defections; and Customer Relationship Management (CRM), CRM Software Exposure	10

**5. Teaching Methods:** The following pedagogical tools will be used to teach this course:

1. Lectures
2. Case Discussions and Role Playing
3. Audio-visual Material (Using CDs/ Clippings)
4. Assignments and Presentations

**6. Evaluation:**

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	50 marks
B	End – Semester Examination	(External Assessment-50 Marks)

**7. Text Books:**

Sr. No.	Author	Name of the Book	Publisher	Edition
1	Lovelock Christopher, Wirtz Jochen and Chatterjee Jayanta	Services Marketing: People, Technology, Strategy	Pearson Prentice Hall	Latest Edition,

# SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – VI

Security Analysis

Code: 14020608

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

## Objectives:-

- To provide theoretical as well as practical exposure on security analysis.
- EIC framework knowledge based on projects and assignments.

## Course Contents:-

Module	Topics	Hours
1	Investment – A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives	10
2	Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators Efficient Market Hypothesis: Concept of 'Efficient Market' and its implications for security analysis and portfolio management.	10
3	Valuation of bonds and shares: Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds	10
4	Behavioral Finance: Meaning of Behavioral finance, deals with when, how and why psychology influences investment decisions	10

	Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return	
	Total	40

### Reference Books:-

- Security Analysis: Sixth Edition, Foreword by Warren Buffett.
- Security Analysis: The Classic 1940 Edition Book by Benjamin Graham and David Dodd.

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# SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – VI

Portfolio Management

Code: 14020609

## Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
Th	Tut	Pr	Total		Internal		External		Total
					Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

## Objectives:-

- To provide deep understanding on various models applied for managing portfolio.
- Brief analysis on risk and return policy.

## Course Contents:-

Module	Topics	Hours
1	Portfolio Management – Risks and Returns: Concept of portfolio and portfolio management, concept of risk, types of portfolio management	10
2	Capital Asset Pricing Model (CAPM): Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model. Factor Models and Arbitrage Pricing Theory: Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model.	10
3	Markowitz Portfolio Selection Model: Concept of portfolio analysis and diversification of risk. Also discusses Markowitz Model and Efficient Frontier	10
4	Sharpe-The Single Index Model: Measurement of return on an individual stock, measurement of portfolio return and measurement of individual stock risk International Portfolio Investments: Investment avenues for foreign portfolio investors, risks and returns associated with such investment. Mutual Fund Operations: Mutual funds as a key financial intermediary.	10

	mobilizing savings and investing them in capital markets.	
	Total	40

### Reference Books:-

- Security Analysis And Portfolio Management 6Th Edition by Fischer, PEARSON INDIA.
- PORFOLIO MANAGEMENT Book by S. KEVIN

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