



Your Dreams Our Goal
POORNIMA
UNIVERSITY

Member of Association of Indian Universities & Approved by UGC (Govt. of India) under 2(f) & 12(B)

**FACULTY OF
MANAGEMENT & COMMERCE**

DEPARTMENT OF MANAGEMENT



**SCHEME & SYLLABUS
BOOKLET**

BATCH 2022-2025

SCHEME & SYLLABUS
MBA
BATCH: 2022-24

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Disclaimer: The scheme, syllabus and other materials published in this booklet may be changed or modified as per the requirement after approval of competent authority. The decision taken by the management of Poornima University will be final and abiding to all.

Student Details

Name of Student:

Name of Program:

Semester:

Year:

Batch:

Faculty of:



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VISION

To create knowledge based society with scientific temper, team spirit and dignity of labor to face global competitive challenges.

Mission

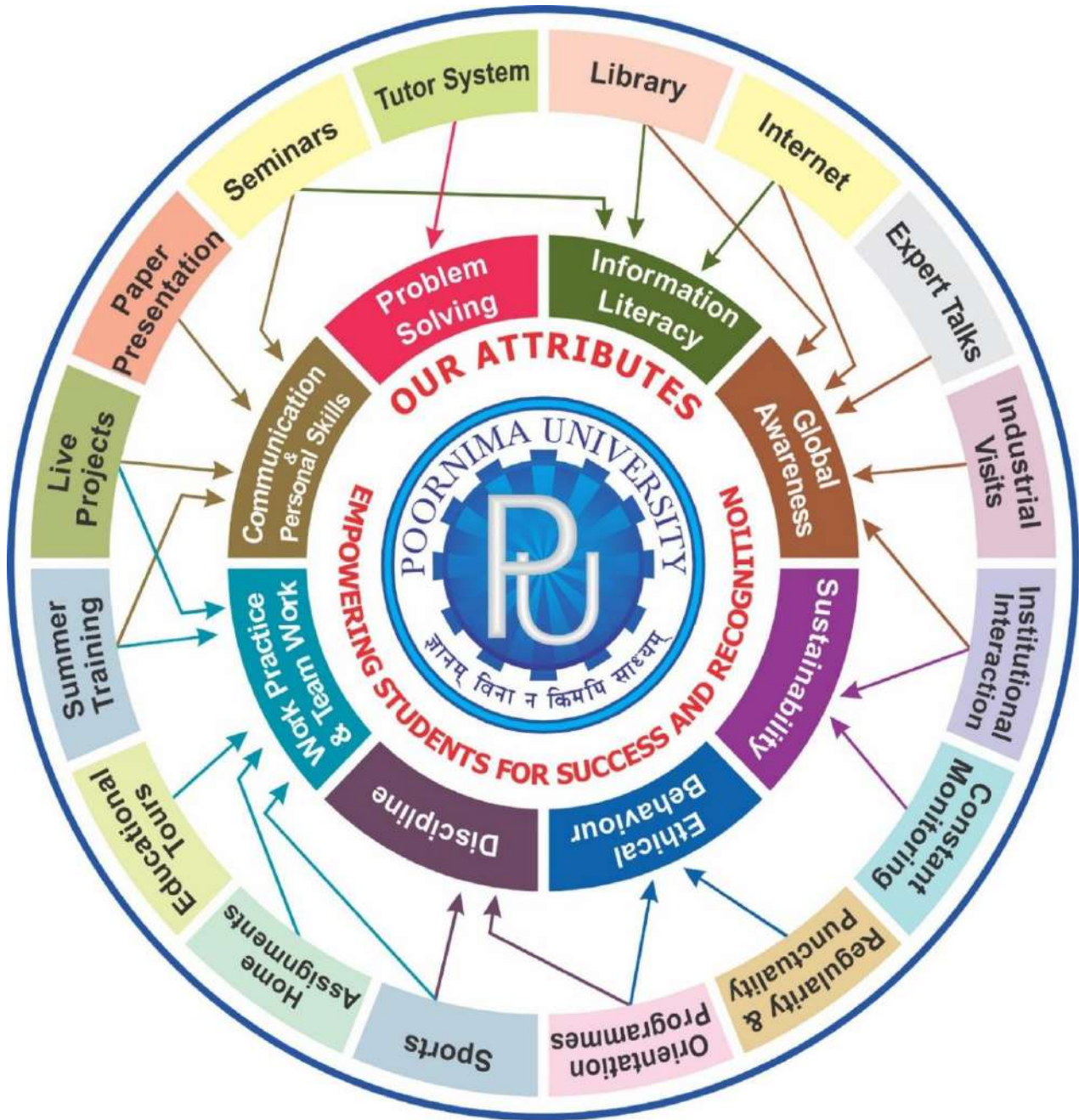
To evolve and develop skill based systems for effective delivery of knowledge so as to equip young professionals with dedication and commitment to excellence in all spheres of life.

Quality Policy

To provide Quality Education through Faculty development, updating of facilities and continual improvement meeting University norms and keeping stake holders satisfied.

Knowledge Wheel

At Poornima, the academic atmosphere is a rare blend of modern technical as well as soft skills and traditional systems of learning processes.



About Program and Program Outcomes (PO):

Title of the Program: Masters of Business Administration (M.B.A)

Nature of the Program: MBA is two year full-time program.

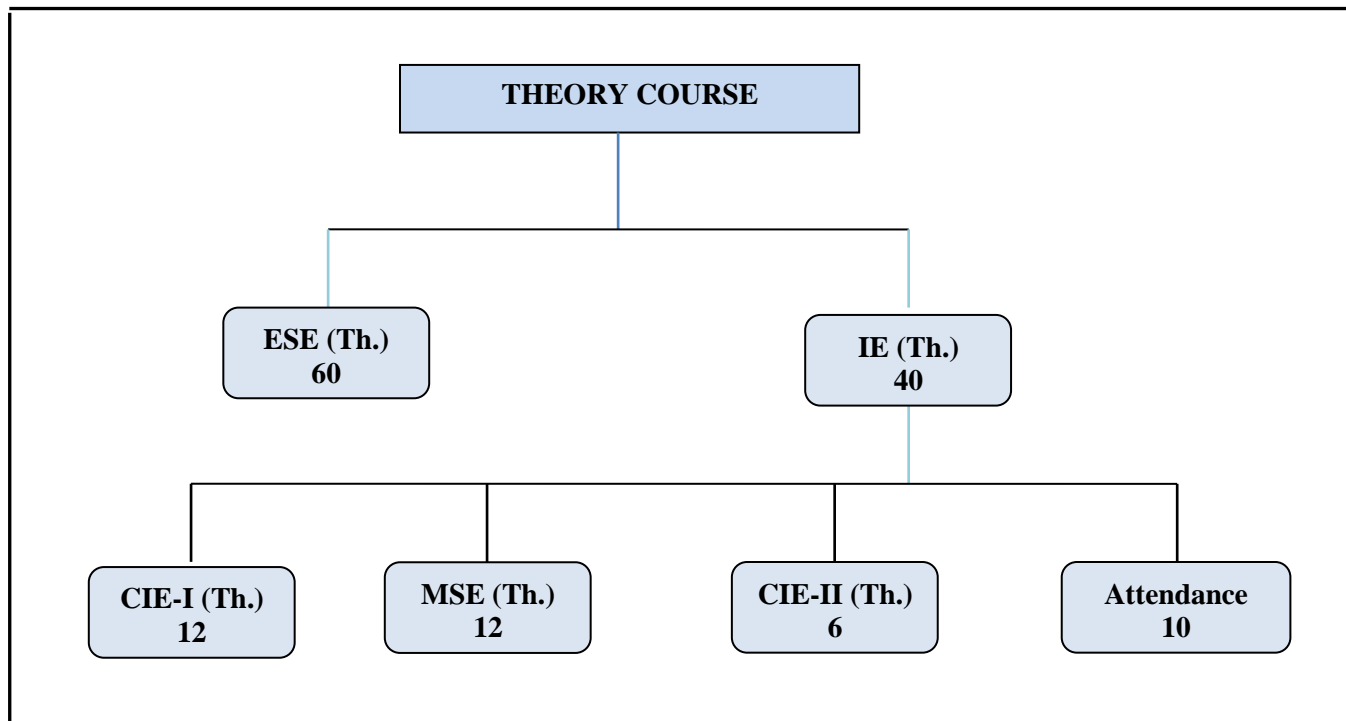
Program Outcomes (PO):

Management Graduates will be able to:

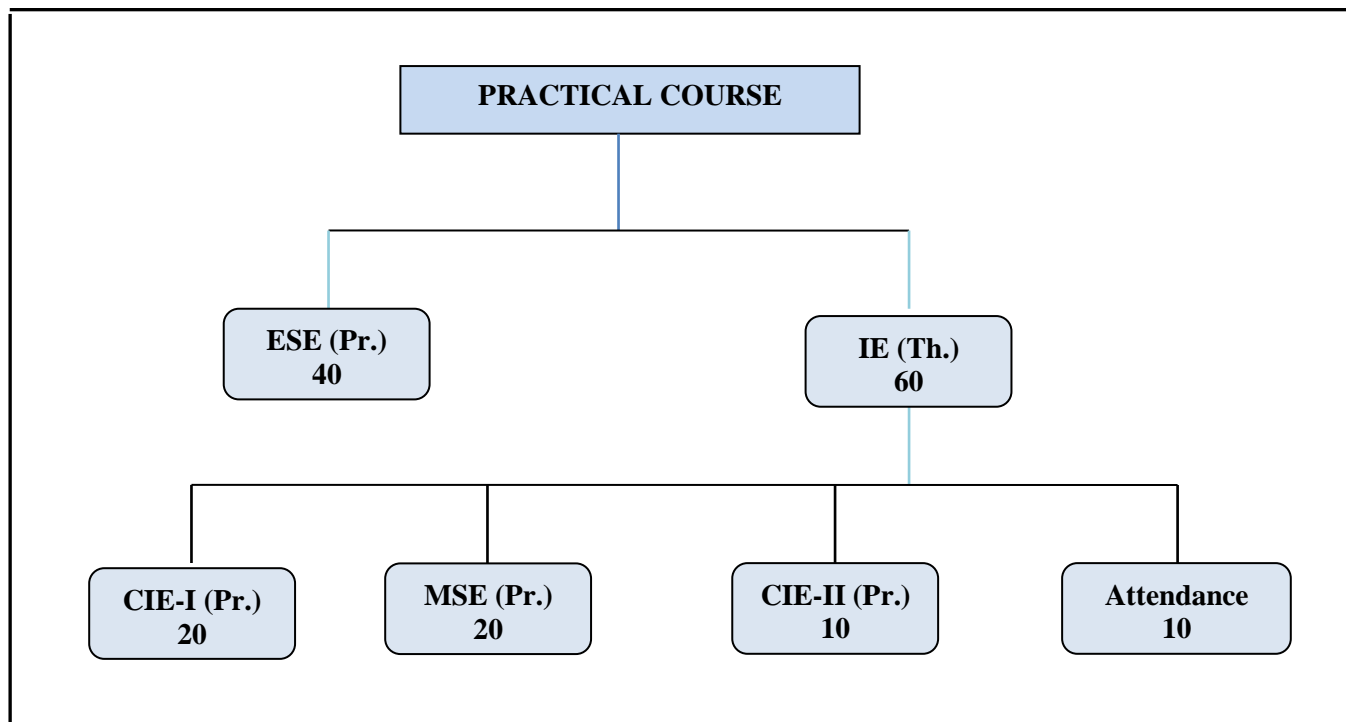
1. **Generic and Domain Knowledge.** Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues.
2. **Problem Solving & Innovation.** Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.
3. **Critical Thinking.** Ability to conduct investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data driven decisions.
4. **Effective Communication.** Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large.
5. **Leadership and Team Work.** Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. **Global Orientation and Cross-Cultural Appreciation.** Ability to approach any relevant business issues from a global perspective and exhibition appreciation of Cross-Cultural aspects of business and management.
7. **Entrepreneurship.** Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing start ups as well as professionalizing and growing family businesses.
8. **Environment and Sustainability.** Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. **Social Responsiveness and Ethics.** Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
10. **Life Long Learning.** Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills

Examination System:

A. Marks Distribution of Theory Course:



B. Marks Distribution of Practical Course :



Th. : Theory, **Pr.** : Practical, **ESE:** End Semester Examination, **MSE:** Mid Semester Examination, **CIE:** Continuous Internal Evaluation.

Marks Distribution of Attendance:

Guidelines for Marks Distribution of Attendance Component		
S No.	Total Course Attendance (TCA) range in Percentage	Marks allotted (out of 10)
1	$95\% \leq \text{TCA}$	10
2	$90\% \leq \text{TCA} < 95\%$	9
3	$85\% \leq \text{TCA} < 90\%$	8
4	$80\% \leq \text{TCA} < 85\%$	7
5	$70\% \leq \text{TCA} < 80\%$	6
6	$60\% \leq \text{TCA} < 70\%$	5
7	$50\% \leq \text{TCA} < 60\%$	4
8	$40\% \leq \text{TCA} < 50\%$	3
9	$30\% \leq \text{TCA} < 40\%$	2
10	$20\% \leq \text{TCA} < 30\%$	1
11	$\text{TCA} < 20\%$	0

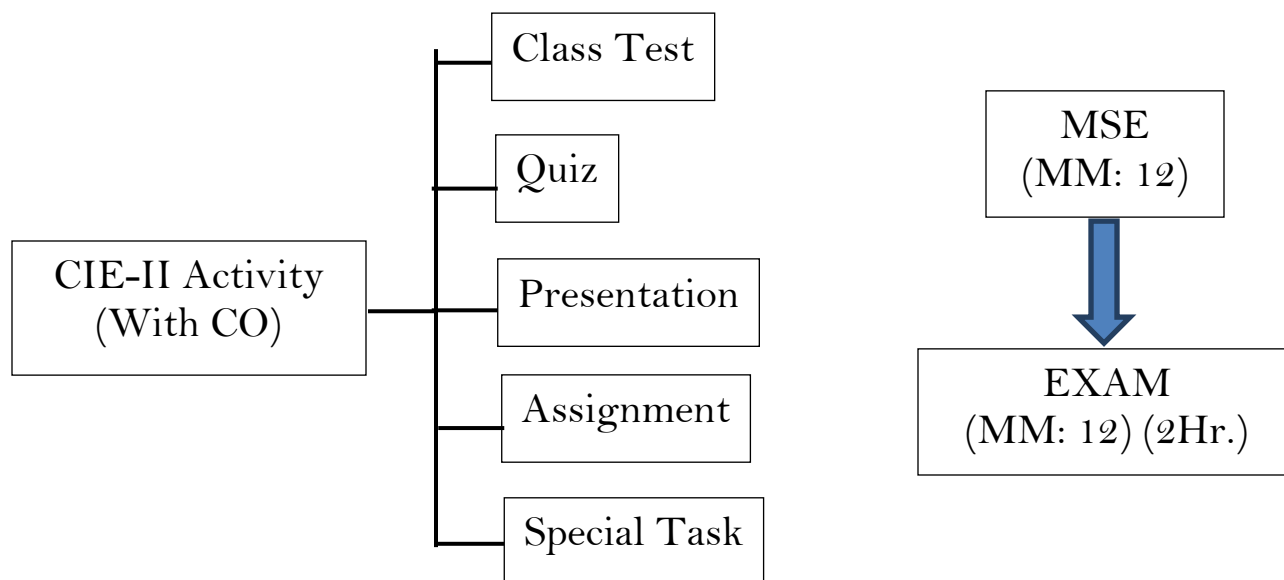
CO Wise Marks Distribution:

	Theory Subject		Practical/ Studio Subject	
	Maximum Marks	CO to be Covered	CO to be Covered	Maximum Marks
CIE-I (Class Test)	12 (6 + 6)	1 & 2	1 & 2	20 (10 + 10)
MSE	12 (6 + 6)	3 & 4	3 & 4	20 (10 + 10)
CIE-II (Activity/ Assignment)	6 (6)	5	5	10 (10)
Attendance	10	-	-	10
ESE	60	-	-	40
TOTAL	100	-	-	100

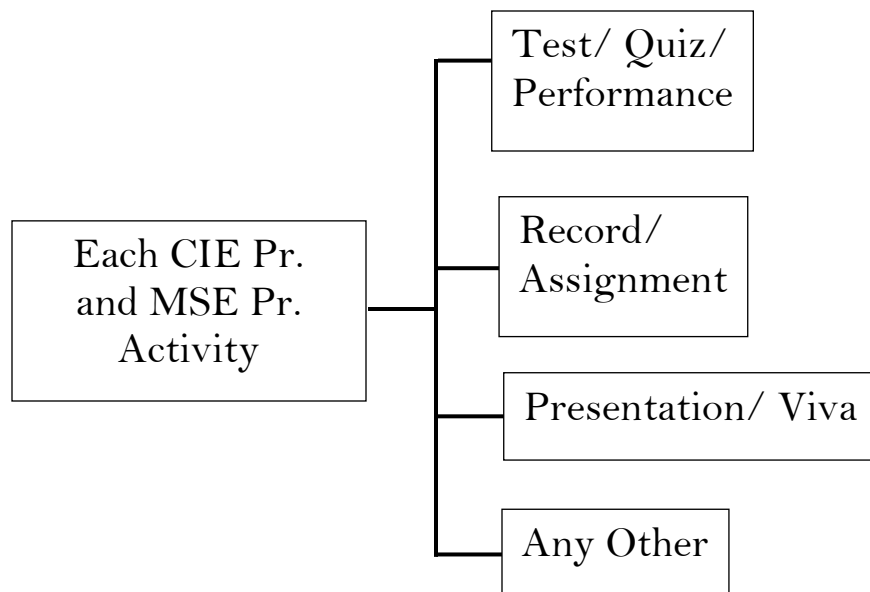
Minimum Passing Percentage in All Exams:

S. No.	Program	Minimum Passing Percentage in All Exam	
		ESE Component	Total Component
1	Course Work for Ph.D Registration	-----	50 %
2	B.Arch.	45 %	50 %
3	MBA, MHA, MPH, MCA, M. Tech., M. Plan. and M. Des.	40 %	40 %
4	B. Tech., B. Des., BCA, B.Sc., BVA, B. Voc., BBA, B.Com., B.A. and Diploma	35 %	40 %
5	B. Sc. (Hospitality & Hotel Administration)	35 %	40 % (Theory) & 50 % (Practical)

Break-up of Internal Exam (Theory):



Break-up of Internal Exam (Practical):



Assessment & Grade Point Average: SGPA, CGPA:

SGPA Calculation

$$SGPA = \frac{C_1G_1 + C_2G_2 + \dots + C_nG_n}{C_1 + C_2 + \dots + C_n}$$

$SGPA = \frac{\sum_i C_i \times G_i}{\sum_i C_i}$	<p>Where (as per teaching Scheme & Syllabus) :</p> <p>C_i is the number of Credits of Courses i,</p> <p>G_i is the Grade Point for the Course i and i = 1, 2.....n</p> <p>n = number of courses in a programme in the Semester</p>
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CGPA Calculation

$$CGPA = \frac{C_1G_1 + C_2G_2 + \dots + C_nG_n}{C_1 + C_2 + \dots + C_n}$$

$CGPA = \frac{\sum_i C_i \times G_i}{\sum_i C_i}$	<p>Where (as per teaching Scheme & Syllabus) :</p> <p>C_i is the number of Credits of Courses i,</p> <p>G_i is the Grade Point for the Course i and i = 1, 2.....n</p> <p>n = number of courses in a program of all the Semester up to which CGPA is computed.</p>
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Grading Table:

Grading Table-A: For B.Arch. and course work for Ph.D. Registration

Academic Performance	Grade	Grade Point	Marks Range (in %)
Outstanding	A+	10	$90 \leq x \leq 100$
Excellent	A	9	$80 \leq x < 90$
Very good	B+	8	$70 \leq x < 80$
Good	B	7	$60 \leq x < 70$
Average	C	6	$50 \leq x < 60$
Fail	F	0	$x < 50$

Grading Table-B: For all courses except B.Arch. and course work for Ph.D. Registration

Academic Performance	Grade	Grade Point	Marks Range (in %)
Outstanding	A+	10	$90 \leq x \leq 100$
Excellent	A	9	$80 \leq x < 90$
Very good	B+	8	$70 \leq x < 80$
Good	B	7	$60 \leq x < 70$
Average	C	6	$50 \leq x < 60$
Satisfactory	D	5	$40 \leq x < 50$
Fail	F	0	$x < 40$

Calculation of SGPA

$$SGPA = \frac{\sum C_i \times G_i}{\sum C_i}$$

$$SGPA = \frac{C_1G_1 + C_2G_2 + \dots + C_nG_n}{C_1 + C_2 + \dots + C_n}$$

Calculation of CGPA

$$CGPA = \frac{\sum C_i \times G_i}{\sum C_i}$$

$$CGPA = \frac{C_1G_1 + C_2G_2 + \dots + C_nG_n}{C_1 + C_2 + \dots + C_n}$$

where (as per teaching scheme & syllabus): C_i is the number of credits of subject i , G_i is the Grade Point for the subject i and $i = 1$ to n , n = number of subjects in a course in the semester

Award of Class:

CGPA	Equivalent Division
$7.50 \leq CGPA$	First Division with Distinction
$6.50 \leq CGPA < 7.50$	First Division
$5.50 \leq CGPA < 6.50$	Second Division
$4.50 \leq CGPA < 5.50$	Pass Class

The multiplication factor for conversion of CGPA to percentage is Equivalent % of Marks = $(CGPA - 0.5) \times 10$.

For Example if CGPA = 5.5 then % is $(5.5 - 0.5) \times 10 = 50\%$.

Guidelines for MOOC COURSES:

1. Applicable from the session 2020 – 21 onwards, for students aspiring for HONOURS Degree.
2. The UGC has issued UGC (Credit Framework for Online Learning Courses) Regulation, 2016. These shall apply to all universities established or incorporated by or under a Central Act, a Provincial Act, or a State/Union Territory Act and all institutions recognized by or affiliated to such Universities and all institutions deemed to be universities under Section 3 of the UGC Act, 1956.
3. All India Council for Technical Education (AICTE) has introduced Model Curriculum for Bachelor programs of 4 years/ 3 Years, and additional credits will be required to be done for the degree of Bachelor program with Honours. These additional credits will have to be acquired with online courses (MOOCs) as per AICTE.
4. This creates an excellent opportunity for students to acquire the necessary skill set for employability through massive online courses where the rare expertise of world famous experts from academics and industry are available.
5. Students are required to complete additional credits through MOOCs within 4 years/ 3years of time (whatever be applicable time for the completion of registered program) so as to become eligible for Honours degree as per norms.
6. It is necessary to complete minimum MOOCs credit course as mentioned below for becoming eligible for the Honours degree in the registered program.
7. MOOC Course Credits shall be calculated as per details given below:
8. Student are required to give the prior information about MOOCs courses to his respective HOD and COE, in which he/she wants to register for online certification.
9. After getting permission from respective HOD, a student can register for the MOOC certification courses.
10. After successful completion of the said MOOC course, the student shall submit the certificate of completion to the respective department. If he/ she fails to provide the certificates of MOOC courses before last teaching day of the semester then these certificates will not be considered later.

Required credits for Honours :

S.No	Program Duration	Required credits for Honours
1.	2- Year	10- Credits
2.	3- Year	15- Credits
3.	4-Year	20- Credits

S. No	NPTEL/ SWAYAM Course duration (in weeks)	Equivalent Credits
1	4	2
2	8	3
3	12	4

Attached Items:

Open Elective Booklet	Annexure-1
Soft Skills Booklet	Annexure-2
Value Added Course Booklet	Annexure-3

Scheme and Syllabus:

Poornima University								
Faculty of Management & Commerce								
Name of Program: Masters of Business Administration , Batch: 2022-24								
Teaching Scheme for Year-I Semester –I (Common for I Semester)								
Course Code	Course Name	Teaching Scheme			Marks Distribution			Credits
		(Hrs per Week)			IE	ESE	Total	
		Lecture (L)	Tutorials (T)	Practical (P)				
B.	Department Core Courses							
B.1	Theory							
MBXCBX1101	Managerial Accounting	3	-	-	40	60	100	3
MBXCBX1102	Organizational Behavior	3	-	-	40	60	100	3
MBXCBX1103	Economic Analysis for Business Decisions	3	-	-	40	60	100	3
MBXCBX1104	Business Research Methods	3	-	-	40	60	100	3
MBXCBX1105	Basics of Marketing	3	-	-	40	60	100	3
MBXCBX1106	Digital Business	3	-	-	40	60	100	3
B.2	Practical	NA	NA	NA	NA	NA	NA	NA
C.	Department Elective: Any Three							
MBXEBC1111	Legal Aspect of Business	2	-	-	40	60	100	2
MBXEBC1112	Managerial Statistics	2	-	-	40	60	100	2
MBXEBC1113	Entrepreneurship Development	2	-	-	40	60	100	2
MBXEBC1114	Essentials of Psychology for Managers	2	-	-	40	60	100	2
MBXEBC1115	Demand Analysis & Forecasting	2	-	-	40	60	100	2
D.	Open Elective: Anyone	NA	NA	NA	NA	NA	NA	NA
E.	Humanities and Social Sciences including Management courses OR Ability Enhancement Compulsory Course (AECC)							
MBXEBC1216	Advanced Communication Skills - I	-	-	2	60	40	100	1
MBXCBX1207	Professional English	-	-	2	60	40	100	1
F.	Skill Enhancement Courses (SEC) OR Project work, Seminar and Internship in Industry or Elsewhere							
MBXEBC1216	MS Excel & Advanced Excel Lab	-	-	2	60	40	100	1

G.	Social Outreach, Discipline, TEP, VAC& Extra Curricular Activities							
MBXCBX1608	Discipline and Talent Enrichment Programme- I	1	-	-	50	-	50	1
	Total	27	-	6				
	Total Teaching Hours							28
		33						

POORNIMA UNIVERSITY								
Faculty of Management & Commerce								
Name of Program: Masters of Business Administration, Batch: 2022-24								
Teaching Scheme for Year-I Semester –II (Marketing & Finance)								
Course Code	Course Name	Teaching Scheme (Hrs per Week)			Marks Distribution			Credits
		Lecture (L)	Tutorials (T)	Practical (P)	IE	ESE	Total	
B.	Department Core Courses							
B.1	Theory							
MBXCBX2101	Marketing Management	3	-	-	40	60	100	3
MBXCBX2102	Financial Management	3	-	-	40	60	100	3
MBXCBX2103	Human Resource Management	3	-	-	40	60	100	3
MBXCBX2104	Operations & Supply Chain Management	3	-	-	40	60	100	3
B.2	Practical	NA	NA	NA	NA	NA	NA	NA
C.	Department Elective: (Any One)							
MBXEBCX2111	Start-up and Venture Management	2	-	-	40	60	100	2
MBXEBCX2112	Business, Government & Society	2	-	-	40	60	100	2
	Department Elective-Marketing							
MBXEBCX2113	Marketing Research	3	-	-	40	60	100	3
MBXEBCX2114	Consumer Behavior in Digital Era	3	-	-	40	60	100	3
	Department Elective – Finance (Any Two)							
MBXEBCX2115	Integrated Marketing Communication	2	-	-	40	60	100	2
MBXEBCX2116	Marketing of Luxury Products	2	-	-	40	60	100	2
MBXEBCX2117	Security Analysis & Portfolio Management	2	-	-	40	60	100	2
MBXEBCX2118	Financial Reporting	2	-	-	40	60	100	2
D.	Open Elective: (Any One)							
MBXEBCX2221	Desk Marketing Research Lab	-	-	4	60	40	100	2
MBXEBCX2222	Written Analysis and Communication Lab	-	-	4	60	40	100	2

E.	Humanities and Social Sciences including Management courses OR Ability Enhancement Compulsory Course (AECC) (Any One)							
MBXEBC2219	Selling & Negotiation Skills Lab	-	-	2	60	40	100	1
MBXEBC2220	Foreign Language -1 (French)	-	-	2	60	40	100	1
F.	Skill Enhancement Courses (SEC) OR Project work, Seminar and Internship in Industry or Elsewhere							
MBXEBC2223	Statistical Software Lab & SPSS	-	-	2	60	40	100	1
MBXEBC2224	Verbal Communication Skill Lab	-	-	2	60	40	100	1
G.	Social Outreach, Discipline, TEP, VAC& Extra Curricular Activities							
MBXCBX2605	Discipline and Talent Enrichment Programme-I	1	-	-	50	-	50	1
	Total	25	-	8				
	Total Teaching Hours	33						29

POORNIMA UNIVERSITY								
Faculty of Management & Commerce								
Name of Program: Masters of Business Administration, Batch: 2022-24								
Teaching Scheme for Year-I Semester –II (Marketing & HR)								
Course Code	Course Name	Teaching Scheme (Hrs per Week)			Marks Distribution			Credits
		Lecture (L)	Tutorials (T)	Practical (P)	IE	ESE	Total	
B.	Department Core Courses							
B.1	Theory							
MBXCBX2101	Marketing Management	3	-	-	40	60	100	3
MBXCBX2102	Financial Management	3	-	-	40	60	100	3
MBXCBX2103	Human Resource Management	3	-	-	40	60	100	3
MBXCBX2104	Operations & Supply Chain Management	3	-	-	40	60	100	3
B.2	Practical	NA	NA	NA	NA	NA	NA	NA
C.	Department Elective: (Any One)							
MBXEBCX2111	Start-up and Venture Management	2	-	-	40	60	100	2
MBXEBCX2112	Business, Government & Society	2	-	-	40	60	100	2
	Department Elective-Marketing							
MBXEBCX2113	Marketing Research	3	-	-	40	60	100	3
MBXEBCX2114	Consumer Behavior in Digital Era	3	-	-	40	60	100	3
	Department Elective – HR (Any Two)							
MBXEBCX2115	Integrated Marketing Communication	2	-	-	40	60	100	2
MBXEBCX2116	Marketing of Luxury Products	2	-	-	40	60	100	2
MBXEBCX2119	Labour Welfare	2	-	-	40	60	100	2
MBXEBCX2120	Public Relations & Corporate Communications	2	-	-	40	60	100	2
D.	Open Elective: (Any One)							
MBXEBCX2221	Desk Marketing Research Lab	-	-	4	60	40	100	2
MBXEBCX2222	Written Analysis and Communication Lab	-	-	4	60	40	100	2

E.	Humanities and Social Sciences including Management courses OR Ability Enhancement Compulsory Course (AECC)							
MBXEBC2219	Selling & Negotiation Skills Lab	-	-	2	60	40	100	1
MBXEBC2220	Foreign Language -1 (French)	-	-	2	60	40	100	1
F.	Skill Enhancement Courses (SEC) OR Project work, Seminar and Internship in Industry or Elsewhere							
MBXEBC2223	Statistical Software Lab & SPSS	-	-	2	60	40	100	1
MBXEBC2224	Verbal Communication Skill Lab	-	-	2	60	40	100	1
G.	Social Outreach, Discipline, TEP, VAC& Extra Curricular Activities							
MBXCBX2605	Discipline and Talent Enrichment Programme-I	1	-	-	50	-	50	1
	Total	25	-	8				
	Total Teaching Hours			33				29

POORNIMA UNIVERSITY								
Faculty of Management & Commerce								
Name of Program: Masters of Business Administration, Batch: 2022-24								
Teaching Scheme for Year-II Semester –III (Marketing & Finance)								
Course Code	Course Name	Teaching Scheme (Hrs per Week)			Marks Distribution			Credits
		Lecture (L)	Tutorials (T)	Practical (P)	IE	ESE	Total	
B.	Department Core Courses							
B.1	Theory							
MBXCBX3101	Strategic Management	3	-	-	40	60	100	3
MBXCBX3102	Decision Science	3	-	-	40	60	100	3
MBXCBX3503	Summer Projects	-	-	3	60	40	100	6*
B.2	Practical	NA	NA	NA	NA	NA	NA	NA
C.	Department Elective: (Any One)							
MBXEBC3211	Industry Presentation	-	-	4	60	40	100	2
MBXEBC3212	Seminar	-	-	4	60	40	100	2
MBXEBC3213	Research Report Writing	-	-	4	60	40	100	2
	Department Elective- Marketing							
MBXCBX3103	Social Media Marketing	3	-	-	40	60	100	3
MBXCBX3104	Advanced Financial Management	3	-	-	40	60	100	3
	Department Elective- Marketing and Finance (Any Three)							
MBXEBC3114	Banking Laws & Regulations	2	-	-	40	60	100	2
MBXEBC3115	Digital Banking	2	-	-	40	60	100	2
MBXEBC3116	Marketing of Financial Services -1	2	-	-	40	60	100	2
MBXEBC3117	Product and Brand Management	2	-	-	40	60	100	2
MBXEBC3118	Business to Business Marketing	2	-	-	40	60	100	2
D.	Open Elective: (Any One)	NA	NA	NA	NA	NA	NA	NA
E.	Humanities and Social Sciences including Management courses OR Ability Enhancement Compulsory Course (AECC) (Any Two)							
MBXEBC3221	Personality Development – I	-	-	2	60	40	100	1
MBXEBC3222	Advanced Communication Skills - II	-	-	2	60	40	100	1

MBXEBC3223	Foreign Language -2 (French)	-	-	2	60	40	100	1
F.	Skill Enhancement Courses (SEC) OR Project work, Seminar and Internship in Industry or Elsewhere (Any One)							
MBXEBC3224	Entrepreneurship Lab	-	-	2	60	40		1
MBXEBC3225	Enterprise Analysis & Desk Research	-	-	2	60	40	100	1
G.	Social Outreach, Discipline, TEP, VAC& Extra Curricular Activities							
MBXCB3606	Discipline and Talent Enrichment Programme-II	1	-	-	50	-	50	1
	Total	19	-	13				24+6* =30
	Total Teaching Hours	32						

POORNIMA UNIVERSITY								
Faculty of Management & Commerce								
Name of Program: Masters of Business Administration, Batch: 2022-24								
Teaching Scheme for Year-II Semester –III (Marketing & HR)								
Course Code	Course Name	Teaching Scheme (Hrs per Week)			Marks Distribution			Credits
		Lecture (L)	Tutorials (T)	Practical (P)	IE	ESE	Total	
B.	Department Core Courses							
B.1	Theory							
MBXCBX3101	Strategic Management	3	-	-	40	60	100	3
MBXCBX3102	Decision Science	3	-	-	40	60	100	3
MBXCBX3503	Summer Projects	-	-	3	60	40	100	6*
B.2	Practical	NA	NA	NA	NA	NA	NA	NA
C.	Department Elective: Any One							
MBXEBC3211	Industry Presentation	-	-	4	60	40	100	2
MBXEBC3212	Seminar	-	-	4	60	40	100	2
MBXEBC3213	Research Report Writing	-	-	4	60	40	100	2
	Department Elective- Marketing							
MBXCBX3103	Social Media Marketing	3	-	-	40	60	100	3
MBXCBX3105	Strategic Human Resource Management	3	-	-	40	60	100	3
	Department Elective- Marketing and HR (Any Three)							
MBXEBC3116	Marketing of Financial Services -1	2	-	-	40	60	100	2
MBXEBC3117	Product and Brand Management	2	-	-	40	60	100	2
MBXEBC3118	Business to Business Marketing	2	-	-	40	60	100	2
MBXEBC3119	Learning & Development	2	-	-	40	60	100	2
MBXEBC3120	Mentoring and Coaching	2	-	-	40	60	100	2
D.	Open Elective: (Any One)	NA	NA	NA	NA	NA	NA	NA
E.	Humanities and Social Sciences including Management courses OR Ability Enhancement Compulsory Course (AECC) (Any Two)							
MBXEBC3221	Personality Development – I	-	-	2	60	40	100	1
MBXEBC3222	Advanced Communication Skills - II	-	-	2	60	40	100	1
MBXEBC3223	Foreign Language -2 (French)	-	-	2	60	40	100	1

F.	Skill Enhancement Courses (SEC) OR Project work, Seminar and Internship in Industry or Elsewhere (Any One)							
MBXEBC3224	Entrepreneurship Lab	-	-	2	60	40		1
MBXEBC3225	Enterprise Analysis & Desk Research	-	-	2	60	40	100	1
G.	Social Outreach, Discipline, TEP, VAC& Extra Curricular Activities							
MBXCBX3606	Discipline and Talent Enrichment Programme-II	1	-	-	50	-	50	1
	Total	19	-	13				24+6* =30
	Total Teaching Hours	32						

POORNIMA UNIVERSITY								
Faculty of Management & Commerce								
Name of Program: Masters of Business Administration, Batch: 2022-24								
Teaching Scheme for Year-II Semester –IV (Marketing & Finance)								
Course Code	Course Name	Teaching Scheme (Hrs per Week)			Marks Distribution			Credits
		Lecture (L)	Tutorials (T)	Practical (P)	IE	ESE	Total	
B.	Department Core Courses							
B.1	Theory							
MBXCBX4101	Indian Ethos & Business Ethics	3	-	-	40	60	100	3
B.2	Practical	NA	NA	NA	NA	NA	NA	NA
C.	Department Elective: Any One							
MBXEBC4111	Project Management	2	-	-	40	60	100	2
MBXEBC4112	Knowledge Management	2	-	-	40	60	100	2
	Department Elective-Marketing							
MBXCBX4102	Marketing 4.0	3	-	-	40	60	100	3

MBXCBX4103	Financial Market & Banking Operations	3	-	-	40	60	100	3
	Department Elective Marketing and Finance (Any Three)							
MBXEBC4113	Website Design and Development	2	-	-	40	60	100	2
MBXEBC4114	Search Engine Marketing	2	-	-	40	60	100	2
MBXEBC4115	International Marketing	2	-	-	40	60	100	2
MBXEBC4116	Tourism & Hospitality Marketing	2	-	-	40	60	100	2
MBXEBC4117	Life Insurance – Products & Underwriting	2	-	-	40	60	100	2
MBXEBC4118	Rural & Micro Finance	2	-	-	40	60	100	2
D.	Open Elective: Anyone	NA	NA	NA	NA	NA	NA	NA
E.	Humanities and Social Sciences including Management courses OR Ability Enhancement Compulsory Course (AECC)							
MBXEBC4221	Personality Development - II	-	-	2	60	40	100	1
F.	Skill Enhancement Courses (SEC) OR Project work, Seminar and Internship in Industry or Elsewhere	NA	NA	NA	NA	NA	NA	NA
G.	Social Outreach, Discipline, TEP, VAC& Extra Curricular Activities							
MBXCBX4604	Discipline and Talent Enrichment Programme-II	1	-	-	50	-	50	1
	Total	18	-	2				19
	Total Teaching Hours	20						

POORNIMA UNIVERSITY								
Faculty of Management & Commerce								
Name of Program: Masters of Business Administration, Batch: 2022-24								
Teaching Scheme for Year-II Semester –IV (Marketing & HR)								
Course Code	Course Name	Teaching Scheme (Hrs per Week)			Marks Distribution			Credits
		Lecture (L)	Tutorials (T)	Practical (P)	IE	ESE	Total	
B.	Department Core Courses							
B.1	Theory							
MBXCBX4101	Indian Ethos & Business Ethics	3	-	-	40	60	100	3
B.2	Practical	NA	NA	NA	NA	NA	NA	NA
C.	Department Elective: Any One							
MBXEBC4111	Project Management	2	-	-	40	60	100	2
MBXEBC4112	Knowledge Management	2	-	-	40	60	100	2
	Department Elective-Marketing							
MBXCBX4102	Marketing 4.0	3	-	-	40	60	100	3
MBXCBX4104	Employee Relations and Labor Legislation	3	-	-	40	60	100	3
	Department Elective Marketing and HR (Any Three)							
MBXEBC4113	Website Design and Development	2	-	-	40	60	100	2
MBXEBC4114	Search Engine Marketing	2	-	-	40	60	100	2
MBXEBC4115	International Marketing	2	-	-	40	60	100	2
MBXEBC4116	Tourism & Hospitality Marketing	2	-	-	40	60	100	2
MBXEBC4119	Talent Management	2	-	-	40	60	100	2
MBXEBC4120	Designing HR Policies	2	-	-	40	60	100	2
D.	Open Elective: Anyone	NA	NA	NA	NA	NA	NA	NA
E.	Humanities and Social Sciences including Management courses OR Ability Enhancement Compulsory Course (AECC)							
MBXEBC4221	Personality Development - II	-	-	2	60	40	100	1

F.	Skill Enhancement Courses (SEC) OR Project work, Seminar and Internship in Industry or Elsewhere	NA	NA	NA	NA	NA	NA	NA
G.	Social Outreach, Discipline, TEP, VAC& Extra Curricular Activities							
MBXCBX4604	Discipline and Talent Enrichment Programme-II	1	-	-	50	-	50	1
	Total	18	-	2				19
	Total Teaching Hours	20						

COURSE OUTCOMES: After Successful completion of the course students will be able-

- CO1** To describe the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
- CO2** To explain all the theoretical concepts taught through the syllabus.
- CO3** To perform all the necessary calculations through the relevant numerical problems.
- CO4** To analyze the situation and decide the key financial as well as non-financial elements involved in the situation.
- CO5** To evaluate the financial impact of the decision..

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Basic Concepts	7
2.	Financial Statements	7
3.	Cost Accounting	7
4.	Short Term Business Decision Techniques	7
5.	Exercising Control	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Basic Concepts:
	<ul style="list-style-type: none"> • Forms of Business Organization. • Meaning and Importance of Accounting in Business Organization, • Basic concepts and terms used in accounting, • Capital & Revenue Expenditure, • Capital & Revenue Receipts, • Users of Accounting Information. • Accounting Concepts and Conventions, • Fundamental Accounting Equation, • Journal, Ledger and Trial Balance.
2.	Financial Statements
	<ul style="list-style-type: none"> • Meaning of Financial Statements, • Importance and Objectives of Financial Statements. • Preparation of Final Accounts of sole proprietary firm.

3.	Cost Accounting
	<ul style="list-style-type: none"> • Basic Concepts of Cost Accounting, • Objectives, Importance and Advantages of Cost Accounting, • Cost Centre, Cost Unit, Elements of Cost, • Classification and Analysis of Costs, • Relevant and Irrelevant Costs, • Differential Costs, Sunk Cost, Opportunity Cost, • Preparation of Cost Sheet.
4.	Short Term Business Decision Techniques
	<ul style="list-style-type: none"> • Marginal Costing: Meaning, Principles, Advantages and Limitations, • Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis, • Short Term Business Decisions–Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions.
5.	Exercising Control
	<ul style="list-style-type: none"> • Budgetary Control & Standard Costing: Budgetary Control: • Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages • Functional Budgets–Raw Material Purchase & Procurement Budget, • Cash Budget and Flexible Budget. • Standard Costing: Meaning, Importance, Advantages and Disadvantages, • Cost Variance Analysis. • Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. • Labour Variances –Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance, Labour Mix Variance, Labour Idle Time Variance and Labour Yield Variance.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Management Accounting	Khan and Jain	Latest	Tata McGraw Hill
2.	Financial Accounting for Management	Shankar narayanan Ramanath	Latest	CENGAGE Learning.
3.	Management Accounting	Dr. Mahesh Kulkarni Dr. Suhas Mahajan	Latest	Nirali Publication
4.	Financial Accounting for Managers	Sanjay Dhmiya	Latest	Pearson Publications
5.	Management Accounting	Mr. Anthony Atkinson, Robert Kaplan	Latest	Pearson

COURSE OUTCOMES: After Successful completion of the course students will be able-

- CO1** To describe the key concepts of organizational behavior.
- CO2** To understand perception process and theories about how managers should behave to motivate and control employees.
- CO3** To explain group and teams dynamics leading to organizational effectiveness.
- CO4** To analyze causes of conflict and outline conflict management strategies that managers can use to resolve organizational conflict effectively
- CO5** To build people to handle and manage stress and adopt change for managerial success.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit (Hours)
1.	Fundamentals of OB	7
2.	Perception	7
3.	Group and Team Dynamics:	7
4.	Conflict Management	7
5.	Stress at workplace	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Fundamentals of OB
	<ul style="list-style-type: none"> • Evolution of management thought , five functions of management, • Definition, scope and importance of OB, • Relationship between OB and the individual, Evolution of OB, • Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB. • Values, Attitudes and Emotions: Introduction, Values, Attitudes, • Definition and Concept of Emotions, • Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence , difference between EQ and IQ. • Personality :Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window , Transaction Analysis , • Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude. <p>Note: Evolution of Management thought to OB and functions of management to be covered in brief as a background interface to the subject only</p>

2.	Perception
	<ul style="list-style-type: none"> • Meaning and concept of perception, Factors influencing perception, Selective perception, • Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). • Motivation: Definition & Concept of Motive & Motivation, • The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), • The Process Theories (Vroom's expectancy Theory & Porter Lawler model) • Contemporary Theories- Equity Theory of Work Motivation
3.	Group and Team Dynamics
	<ul style="list-style-type: none"> • The Meaning of Group & Group behavior & Group Dynamics, • Types of Groups, The Five -Stage Model of Group Development • Team Effectiveness & Team Building. • Leadership: Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, • Theories of Leadership.- Trait and Behavioral Theories.
4.	Conflict Management
	<ul style="list-style-type: none"> • Definition and Meaning, Sources of Conflict, • Types of Conflict, • Conflict Management Approaches. • Organizational Culture: Meaning and Nature of Organization Culture - Origin of Organization Culture, • Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, • Managing Cultural Diversity
5.	Stress at workplace
	<ul style="list-style-type: none"> • Work Stressors – Prevention and Management of stress • Balancing work and Life, workplace spirituality. • Organizational Change: Meaning, definition & Nature of Organizational Change, • Types of Organizational change, Forces that acts as stimulants to change. • Kurt Lewin's- Three step model, How to overcome the Resistance to Change, • Methods of Implementing Organizational Change, • Developing a Learning Organization.

C. RECOMMENDED STUDYMATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Organizational Behaviour	Robins	Latest	Pearson Education

2.	Organizational Behaviour	K Ashwathappa	Latest	Himalaya Publishing House
3.	Organizational Behaviour	Fred Luthans	Latest	Mcgraw Hill
4.	Understanding OB	Uday Pareek	Latest	Oxford
5.	Human Resource Management	Nkomo	Latest	CENGAGE Learning

Code: MBXCBX1103 Economic Analysis for Business Decisions 3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

- CO1** To define the key terms in economics and explain the reasons for existence of firms and their decision making goals.
- CO2** To understand the basic concepts of Demand, Demand Forecasting for existing and new products
- CO3** To understand the basic concepts of Supply, Equilibrium and their determinants.
- CO4** To analyze cost function and the difference between short-run and long-run cost function and establish the relationship between production function and cost function.
- CO5** To design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products, the market structures and Business Cycles.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Managerial Economics	7
2.	Utility & Demand Analysis:	7
3.	Supply & Market Equilibrium	7
4.	Revenue Analysis and Pricing Policies	7
5.	Consumption Function and Investment Function	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Managerial Economics
	<ul style="list-style-type: none"> • Concept of Economy, Economics, Microeconomics, Macroeconomics. • Nature and Scope of Managerial Economics, \ • Managerial Economics and decision-making. • Concept of Firm, Market, • Objectives of Firm: Profit Maximization Model, • Economist Theory of the Firm, • Nature and functions of profit, Types of Profit- Economic and Accounting Profit.
2.	Utility & Demand Analysis:
	<ul style="list-style-type: none"> • Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer’s equilibrium - Budget line and Consumer surplus. • Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, • Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, • Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, • Demand Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numerical not expected)
3.	Supply & Market Equilibrium
	<ul style="list-style-type: none"> • Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. • Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, • Market Equilibrium and Changes in Market Equilibrium. • Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. • Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, Short run and Long Run costs, Economies of scale, • Cost-Output Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run.
4.	Revenue Analysis and Pricing Policies

	<ul style="list-style-type: none"> • Introduction, Revenue: Meaning and Types, • Relationship between Revenues and Price Elasticity of Demand, • Pricing Policies, Objectives of Pricing Policies, Cost plus pricing. Marginal cost pricing. Cyclical pricing. • Penetration Pricing. Price Leadership, Price Skimming. Transfer pricing. • Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition. • Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price, Leadership, Pricing Power, Duopoly, Industry Analysis. • Profit Policy: Break Even analysis. Profit Forecasting. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price.
5.	Consumption Function and Investment Function
	<ul style="list-style-type: none"> • Introduction, Consumption Function, Investment Function, • Marginal efficiency of capital and business expectations, Multiplier, Accelerator • Business Cycle: Introduction, Meaning and Features, • Theories of Business Cycles, • Measures to Control Business Cycles, • Business Cycles and Business Decisions.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Managerial Economics	Peterson, Lewis, Sudhir Jain	Latest	Prentice Hall
2.	Managerial Economics	Mote, Paul and Gupta,	Latest	T M H, New Delhi
3.	Managerial Economics - Analysis, Problems and Cases	P.L. Mehta	Latest	Sultan Chand Sons, New Delhi.
4.	Managerial Economics	D. Salvatore	Latest	McGraw Hill, New Delhi.
5.	Managerial Economics	Varshney and Maheshwari,	Latest	Sultan Chand and Sons, New Delhi.

Code: MBXCBX1104

Business Research Methods

3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

- CO1** To enumerate and define various concepts & terms associated with scientific business research.
- CO2** To construct different types of testable hypotheses and interpret the statistical test outcomes.
- CO3** To explain the various types of measurement scales & attitude scaling techniques and their application in the context of business research.
- CO4** To understand how to design a variety of data collection instruments for contemporary business research issues and apply the principles of sampling and sample size determination
- CO5** To formulate alternative research designs for a real-life business research problem and discuss the pros and cons of each design.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Foundations of Research	7
2.	Research Design	7
3.	Data & Measurement	7
4.	Sampling	7
5.	Data Analysis & Report Writing	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Foundations of Research
	<ul style="list-style-type: none"> • Definition of Research, Need of business research, Characteristics of scientific research method, • Typical Research applications in business and management. Questions in Research: Formulation of Research Problem – Management Question – Research Question – Investigation Question. • The process of business research: Literature review - Concepts and theories - Research questions - Sampling - Data collection - Data analysis - Writing up - The iterative nature of business research process, • Elements of a Research Proposal. Practical considerations: Values – researcher & organization. • Ethical principles - Harm to participants, Lack of informed consent, Invasion of privacy, Deception, Reciprocity and trust, Affiliation and conflicts of interest. • Legal considerations - Data management, Copyright.

2.	Research Design
	<ul style="list-style-type: none"> • Concept, Features of a robust research design. • Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect, Difference between Correlation and causation. • Types of Variables – Independent, Dependent, concomitant, mediating, moderating, extraneous variables, Basic knowledge of Treatment & Control group, Case study design. • Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches, Pros and Cons of various designs, choice of a research design. • Hypothesis: Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. • Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. • Concept of Hypothesis Testing - Logic & Importance.
3.	Data & Measurement
	<ul style="list-style-type: none"> • Meaning of data, Need for data. • Secondary Data: Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. • Primary Data: Definition, Advantages and disadvantages over secondary data. 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. • Concept and Application. Questionnaire: Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools
4.	Sampling
	<ul style="list-style-type: none"> • Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. • Sampling Frame, determining the sample frame, Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response. • Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. • Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample: Practical considerations in sampling and sample size, (sample size determination formulae and numerical not expected)
5.	Data Analysis & Report Writing

- Data Analysis: Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables.
- Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation.
- Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms.
- Bivariate Analysis: Cross tabulations, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation. Chi-square test including testing hypothesis of association, association of attributes.
- Linear Regression Analysis: Meaning of regression, Purpose and use, Linear regression; Interpretation of regression co-efficient, Applications in business scenarios. Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test.
- Non-parametric tests: Binomial test of proportion, Randomness test. Analysis of Variance: One way and two-way Classifications.
- Research Reports: Structure of Research report, Report writing and Presentation.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Research Methods in Business Studies: A Practical Guide,	Pervez Ghauri, Dr Kjell Gronhaug, FT	Latest	Prentice Hall
2.	Business Research Methods	Alan Bryman & Emma Bell,	Latest	Oxford University Press
3.	Research Methods for Social Work	Allen, Earl R. Babbie	Latest	Cengage Learning
4.	Business Research Methods	Donald Cooper & Pamela Schindler	Latest	McGraw Hill, New Delhi.
5.	Approaches to social research	Royce Singleton, Bruce C. Straits,	Latest	Oxford University Press

Code: MBXCBX1105

Basics of Marketing

3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

- CO1** To enumerate and define the various concepts, terms in marketing and the various company orientations towards the market place.

- CO2** To understand the various components of the marketing environment of a firm and explain the same in detail.
- CO3** To apply principles of segmentation, targeting and positioning to real world marketing offering (commodities, goods, services, e-products/e-services.)
- CO4** To analyze the consumer buying behavior journey into various components and **DISTINGUISH** between various buying roles for a real world marketing offering to
- CO5** To explain the marketing mix and concept of product life and designing marketing strategies associated with it

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Introduction to Marketing	7
2.	Marketing Environment	7
3.	Segmentation, Target Marketing & Positioning	7
4.	Consumer Behavior	7
5.	Marketing Mix	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Introduction to Marketing
	<ul style="list-style-type: none"> • Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, • Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market Competition, Key customer markets, market places, market spaces, Meta-markets, Digital Markets, Brick & Click Model. Impact of Globalization, • Technology and Social Responsibility on Marketing. • New Consumer Capabilities, New Company Capabilities. • Functions of Marketing Manager. • Linkage of Marketing functions with all functions in the organization. • Company orientation towards market place: Product – Production - Sales – Marketing –Societal – Relational, Holistic Marketing Orientation. • Selling versus marketing. • Concept of Marketing Myopia. • Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value
2.	Marketing Environment

	<ul style="list-style-type: none"> • Concept of Environment, Macro Environment & Micro Environment – Components and characteristics, Needs & Trends • Major forces impacting the Macro Environment & Micro Environment, Need for analyzing the Marketing Environment. • Analyzing the Political, Economic, Socio-cultural, Technical and Legal Environment. Demographics.
3.	Segmentation, Target Marketing & Positioning
	<ul style="list-style-type: none"> • Concept, Need & Benefits. • Geographic, Demographic, Psychographic, Behavioural bases of segmentation for consumer goods and services. • Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. • Market Potential & Market Share. Target Market - Concept of Target Markets and criteria for selection. • Segment Marketing, Niche & Local Marketing, • Mass marketing, Long Tail Marketing. • Positioning - Concept of differentiation & positioning, Value Proposition & Unique Selling Proposition.
4.	Consumer Behavior
	<ul style="list-style-type: none"> • Meaning & importance of consumer behavior • Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, • Five steps consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. • Moment of Truth, Zero Moment of Truth, ZMOT, Moderating effects on consumer behavior
5.	Marketing Mix
	<ul style="list-style-type: none"> • Origin & Concept of Marketing Mix, • 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. • Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies across stages of the PLC.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Marketing Management,	Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha,	Latest	Pearson.

2.	Marketing Management	Rajan Saxena,	Latest	TMGH
3.	Marketing Management	Ramaswamy & Namakumari,	Latest	Macmillan
4.	Marketing Management- Text and Cases	Tapan K Panda	Latest	Excel Books.
5.	Marketing	Lamb Hair Sharma, McDaniel	Latest	Cengage Learning

Code: MBXCBX1106

Digital Business

3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

- CO1** To describe the conceptual framework of e commerce, mobile commerce and social commerce.
- CO2** To summarize the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.
- CO3** To apply value creation & competitive advantage in a digital Business environment
- CO4** To classify the prevalent digital business models into various groups and **OUTLINE** their benefits and limitations.
- CO5** To explain the various applications of Digital Business in the present day world.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Electronic Commerce	7
2.	Mobile Commerce, Social Commerce and IoT	7
3.	Digital Business Ecosystem	7
4.	Digital Business Applications - I:	7
5.	Digital Business Applications - II:	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Electronic Commerce

	<ul style="list-style-type: none"> • The Digital Revolution and Society, The Digital and Social Worlds - The Digital Economy, The Digital Enterprise, Virtual Communities, Online Communities, • Defining Electronic Commerce, Emerging E-Commerce Platforms. E-Business, Electronic Markets and Networks; The Content and Framework of E-Commerce, • Classification of E-Commerce by the Nature of the Transactions and the Relationships Among Participants, E-Commerce Business Models, • Integrating the Marketplace with the Marketspace, • Web 2.0. Drivers, • Benefits and Limitations of E-Commerce, • Impact of E-Commerce on business, government, customers, citizens and society.
2.	Mobile Commerce, Social Commerce and IoT
	<ul style="list-style-type: none"> • Mobile Commerce, Attributes Applications and Benefits of MCommerce, • Mobile Marketing - Shopping and Advertising. • Social Commerce: Social Commerce, Social Business (Enterprise), Social Business Networks and Social Enterprise, Social Media, Platforms for Social Networking; Social Media Marketing, Enterprise 2.0, Improved Business Models. • Entrepreneur Networks, Enterprise Social Networks, The Benefits and Limitations of Social Commerce, Benefits to Customers, Retailers, Employees, players in the ecosystem. • Social Collaboration (Collaboration 2.0) - Essentials of Social Collaboration, Consumer-to-Consumer Electronic Commerce (C2C), Person-to-Person models. • Internet of Things: Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets.
3.	Digital Business Ecosystem
	<ul style="list-style-type: none"> • Electronic Commerce Mechanisms, Online Purchasing Process, • E-Marketplaces - Types, Components and Participants, Disintermediation and Reintermediation; • Customer Shopping Mechanisms - Webstores, Malls, and Portals, Webstores, Electronic Malls , Web (Information) Portals. • Intermediaries: Roles of Intermediaries in E-Marketplaces, Merchant Solutions: Electronic Catalogs, Search Engines, and Shopping Carts, Electronic Catalogs, E-Commerce Search Activities, Auctions - Traditional Auctions Versus E-Auctions, Dynamic Pricing. • Changing Supply Chains: Structure of the Supply Chain, EC Order Fulfillment Process, Speeding Up Deliveries, Partnering Efforts and Outsourcing Logistics, Order Fulfillment in Make-to- Order (MTO) and Mass Customization. • Digital Payments: Smart Cards, Stored-Value Cards, EC Micropayments, Payment Gateways, Mobile Payments, Digital and Virtual Currencies, Security, Ethical, Legal, Privacy, and Technology Issues.
4.	Digital Business Applications - I:

	<ul style="list-style-type: none"> • Electronic Retailing: B2C Electronic Retailing, Characteristics, Advantages, Limitations, • E-Tailing Business Models, Classification of Models by Distribution Channel, Referring Directories, Malls with Shared Services. • Social Shopping – Concept, Benefits and Drivers, Social Shopping Aids – Recommendations, Reviews, Ratings, and Marketplaces, Real-Time Online Shopping. • The Online Versus Off-Line Competition, Click-and-Brick models, Product and Service Customization and Personalization. • Fintech: E-Banking, Mobile Banking, Pure Virtual Banks, Insurance, and Stock Trading, Other Mobile Finance Applications. • Digital Government: Government-to-Citizens, Government-to-Business, Government-to-Government, Government-to-Employees Models, Internal Efficiency and Effectiveness, E-Government and Social Networking, M-Government. • E-Learning, E-Training, and E-Books: Basics of ELearning, Characteristics, Advantages, Limitations, Distance Learning and Online Universities, Online Corporate Training, Social Networks and E-Learning, E-Learning Management Systems, Electronic Books.
5.	Digital Business Applications - II:
	<ul style="list-style-type: none"> • Online Travel and Tourism Services: Characteristics of Online Travel, Benefits, Limitations, and Competition in Online Travel Services. • E-Employment: Online Job Market, Social Networks Based Job Markets, Social Recruiting, Virtual Job Fairs and Recruiting Events, Benefits and Limitations of the Electronic Job Market. • E-Health: Definition, Electronic Medical Record Systems (EMR), Doctors’ System, Patients Services, Medical Devices and Patients Surveillance. • Entertainment, Media & Gaming: Service Industry Consumer Applications. Digital Products, Internet TV and Internet Radio, Social Television (TV) Mobile Entertainment, Mobile Marketing, Mobile Streaming Music and Video Providers, Entertainment in Cars; Gaming - Mobile Games, Social Games and Gamification, Business of Social Games, Educational Social Games; Mobile Gambling, Mobility and Sports; Social Entertainment.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Introduction to E Commerce & Social Commerce,	Turban E , Whiteside J , King D, Outland J	Latest	Springer
2.	Electronic Commerce – A Managerial Perspective	Efraim Turban, David King, Dennis Viehland, Jae Lee	Latest	Pearson Education

3.	E-Business and E-Commerce Management- Strategy, Implementation and Practice	Dave Chaffey	Latest	Pearson Education
4.			Latest	
5.			Latest	

Code MBXE BX1111

Legal Aspect of Business

2 Credits [LTP: 2-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

- CO1** To describe the key terms involved in each Act
- CO2** To summarize the key legal provisions of each Act.
- CO3** To apply the Acts in common business situations.
- CO4** To outline the various facets of basic case laws of each Act from a legal and managerial perspective.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	The Contract Act, 1872	7
2.	Sale of Goods Act, 1930	7
3.	The Negotiable Instrument Act, 1881	7
4.	The Companies Act, 2013	7
5.	The Consumer Protection Act, 1986 & Other Business legislation	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	The Contract Act, 1872

	<ul style="list-style-type: none"> • Contract -Meaning and definition of Contract, • Essential elements of Valid Contracts, Classification/ kinds of contracts, Contingent Contract, • Performance and Discharge of contract, • Breach of contract-Meaning & remedies, Quasi Contract, • Contracts of Indemnity & Guarantee, • Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency
2.	Sale of Goods Act, 1930
	<ul style="list-style-type: none"> • Contract of sale of goods, • Conditions & warranties • Transfer of property or ownership • Performance of the Contract of Sale • Rights of unpaid seller • Sale by Auction
3.	The Negotiable Instrument Act, 1881
	<ul style="list-style-type: none"> • Negotiable Instruments – Meaning and definition, Characteristics, Types, Parties and Holder and holder in due course, • Negotiation and Assignment, • Types of Endorsements, • Dishonor of Negotiable Instrument – Noting and Protest, • Highlights of Negotiable instrument (Amendment) Act, 2015, 2018 and 2020
4.	The Companies Act, 2013
	<ul style="list-style-type: none"> • Company – , Meaning and Definition, Features • Classification of company and One Person Company • Formation and Prospectus • Incorporation of Company • Memorandum of Association (MOA), Articles of Association (AOA) • Share capital & Debentures • Acceptance of deposits • Appointment of director including woman Director • Winding up of Company, Highlights of Companies (Amendment) Act 2015 and 2020.
5.	The Consumer Protection Act, 1986 &Other Business legislation

<ul style="list-style-type: none"> • The Consumer Protection Act, 2019 Unfair & Restrictive Trade Practices, Establishment of the Central Consumer Protection Authority (CCPA), Consumer Disputes Redressal Commission–Jurisdiction, Powers, Appellate Authority, Rights of consumers. • Information Technology Act, 2000 Digital Signature, Electronic Governance, Electronic Records, E – Contracts, E – Business models, E – Commerce & Security, Cyber Crimes. • Intellectual Property Laws Understanding of concepts of patents, copyrights, trademarks and designs
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C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Business Legislations for Management,	M.C. Kuchhal	Latest	S. Chand & Sons
2.	Elements of Mercantile Law	N.D.Kapoor.	Latest	S. Chand & Sons
3.	Legal Aspects of Business,	Akhilshwar Pathak.	Latest	Tata Mcgraw Hill
4.	Business and Corporate Laws,	Dr. P.C. Tulsian.	Latest	Tata Mcgraw Hill
5.	Legal Aspects of Business,	Ravinder Kumar.	Latest	Cengage Learning

Code: MBXEBX1216

MS Excel and Advanced Excel Lab 1 Credit [LTP: 0-0-2]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To demonstrate the Basic concepts Excel's Files, Ribbon and Shortcut.
CO2	To understand the Functions of Working with Dates and Times & Text.
CO3	To apply the Creating Formulas for Financial Applications.
CO4	To analyze the Custom Number Formats.

CO5	To Analyzing Data with the Analysis Tool.
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A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Understanding Excel's Files, Ribbon and Shortcut	5
2.	Working with Dates and Times & Text	5
3.	Creating Formulas for Financial Applications	5
4.	Using Custom Number Formats	5
5.	Report Writing	5

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Understanding Excel's Files, Ribbon and Shortcut
	<ul style="list-style-type: none"> Understanding Excel's Files, Ribbon and Shortcut: Create a workbook, Enter data in a worksheet, Format a worksheet, Format numbers in a worksheet, Create an Excel table, Filter data by using an AutoFilter, Sort data by using an AutoFilter. Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts. Working with Cells and Ranges: Formatting Cells, Name Manager. Visualizing Data Using Conditional Formatting: Apply conditional formatting. Printing Your Work: Print a worksheet, Using Print Preview & Other Utilities. Lab based Evaluation
2.	Working with Dates and Times & Text
	<ul style="list-style-type: none"> Working with Dates and Times & Text: Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to column. Creating Formulas That Count, Sum, Subtotal: Create a formula, Use a function in a formula. Creating Formulas That Look Up Values: VLookup, HLookup, Match& Index. Lab based Evaluation.
3.	Creating Formulas for Financial Applications
	<ul style="list-style-type: none"> Introduction to formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation calculations. Creating Charts and Graphics: Chart your data, Creating Sparkline Graphics, Using Insert Tab Utilities . Lab based Evaluation.
4.	Using Custom Number Formats

	<ul style="list-style-type: none"> Using Custom Number Formats: Right click, Format Cells window. Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply data validation & using utilities from Data Tab. Protecting Your Work: Using Review Tab Utilities Performing Spreadsheet What-If Analysis: Create a macro, Activate and use an add-in. Lab based Evaluation.
5.	Report Writing
	<ul style="list-style-type: none"> Analyzing Data with the Analysis Tool Pak: Anova, Correlation, Covariance. Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test. Using Pivot Tables for Data Analysis: Create Data Base for Pivot, Analysing Data with Pivot Tables, Producing Report with a Pivot Table. Lab based Evaluation.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Excel 2010 Bible [With CDROM],	John Walkenbach,	Latest	John Wiley & Sons, 2010
2.	Excel 2007 for Dummies,	Greg Harvey.	Latest	
3.	New Perspectives on Microsoft Office Excel 2007.		Latest	

Code: MBXE BX1216 Advanced Communication Skills – I 1 Credit [LTP: 0-0-2]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To develop their skills in interpersonal communication and in expressing their views in a clear and succinct manner..
CO2	To demonstrate professional behavior(s) including preparedness, professional attire, and respectful presentation & develop confidence in relationship to their interviewing skills.
CO3	To understand how to leverage grammar and formatting in email preparation & understand and know how to follow the stages of the writing process (prewriting/writing/rewriting.
CO4	To develop an understanding of self-image and conversational techniques to increase effectiveness in personal and professional relationships.

CO5	To understand the importance of experiential learning as a method of career researching and some of the key programs and resources available to them.
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A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Introduction to Group Discussion	7
2.	Technicality of Job Interview	7
3.	Professional Email Writing	7
4.	Techniques of Conversation	7
5.	Career Option & Role Selection	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Introduction to Group Discussion
	<ul style="list-style-type: none"> • Introduction of the Course & the topic (Theory/Practical) • Do's and Don'ts of GD. (Practical) • Strategies to be used during GD. (Practical) • Conclusion & Summary of the Unit (Theory/Practical)
2.	Technicality of Job Interview
	<ul style="list-style-type: none"> • Introduction of the topic (Theory/Practical) • Basics of Job Interviews: Job interview basics (Theory/Practical) • Patterns & Composition of Questions (Theory/Practical) • Body Language and Cues • Correcting the Common Interview Pitfalls • How to Sustain in Difficult Situations during Interview (Theory/Practical) <p>Technical/ HR Interview</p> <ul style="list-style-type: none"> • Questions on Management Response Quotient (MRQ) or Situational Response Tests (SRT) (Practical) • Stress Interview (Practical) • Behavioural Event interviews (Practical) • Practice Session (Practical) • Conclusion & Summary of the Unit (Theory/Practical)
3.	Professional Email Writing
	<ul style="list-style-type: none"> • Introduction of the topic (Theory/Practical) • Email Etiquette (Theory/Practical) • Practice Session (Theory/Practical) • Conclusion & Summary of the Unit (Theory/Practical)

4.	Techniques of Conversation
	<ul style="list-style-type: none"> • Introduction of the topic (Theory/Practical) • Pyramid of Success in Conversation style. (Practical) • Different Phases of Conversation (Practical) • Barriers & Overcoming the barriers. (Practical) • Practice Session (Practical) • Conclusion & Summary of the Unit (Theory/Practical)
5.	Career Option & Role Selection
	<ul style="list-style-type: none"> • Introduction of the topic (Theory/Practical) • Brain Storming Sessions (Practical) • Conclusion & Summary of the Unit (Theory/Practical)

Code: MBXEBX1112

Managerial Statistics 2 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To understand the concept of discrete and continuous random variables and compute probabilities using various probability distributions.
CO2	To learn what sampling distribution is when sample size is large or small; provide estimates of unknown parameters from sample statistics using sampling theory.
CO3	To understand hypotheses testing which would help in formulating a null and alternative hypothesis if research question is given; understand the logic framework of the inference of hypothesis testing and statistical vs practical significance, type of errors.
CO4	To PERFORM analysis of variance and interpret results; Distinguish between one and two factor analysis of variance tests; Explain how chi square test works and compute test statistics and draw conclusions about sets of data based on the information gained.
CO5	To develop a deeper understanding of linear regression models, enhance familiarity with a range of techniques and methods through a set of diverse set of theoretical and applied readings.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Probability Distributions	7
2.	Sampling and Sampling Distributions	7
3.	Hypotheses Testing I	7

4.	Hypotheses Testing II	7
5.	Simple Linear Regression and Nonparametric Methods	8

D. DETAILED SYLLABUS

Unit	Unit Details
1.	Probability Distributions
	<ul style="list-style-type: none"> • Mean, Variance and Standard Deviation of Discrete Distribution; • Binomial Distribution; • Poisson Distribution; • Normal Distribution using Standard Normal Table; • Normal Approximation of Binomial Probabilities.
2.	Sampling and Sampling Distributions
	<ul style="list-style-type: none"> • Sampling Distribution of Sample Mean; • Sampling Distribution of Sample Proportion ; • Point Estimation and Properties of Point Estimator; • Interval Estimation [only for Mean] using Z-statistic; • Interval Estimation [only for Mean] using t-statistic; • Determination of the Sample Size.
3.	Hypotheses Testing I
	<ul style="list-style-type: none"> • Developing Null and Alternative Hypotheses , • Type I and Type II Errors; • Level of Significance, Acceptance region, Rejection region and Critical Value; • Hypothesis Testing for A Single Population Mean using the Z-statistic; Hypothesis Testing for A Single Population Mean using the t-statistic; • Inferences about the Difference between Two Population Means using the Z-statistic; Inferences about the Difference between Two Population Means using the t-statistic with case of a small random sample; • Inferences about the Difference between Two Population Means using the t-statistic with case of matched samples; • Inferences about the Difference between Two Population Variances (F distribution).
4.	Hypotheses Testing II
	<ul style="list-style-type: none"> • Analysis of Variance: One-way and Two-way; • Chi-Square Tests of Independence: Two-way Contingency Analysis Square Test.
5.	Simple Linear Regression and Nonparametric Methods

	<ul style="list-style-type: none"> • Simple Linear Regression • Simple Linear Regression Model • Least Squares Method • Coefficient of Determination and Standard Error of Estimate • Using the Estimated Regression Equation for Estimation and Prediction. • Nonparametric Methods • Introduction to Nonparametric Methods • Mann-Whitney U Test • Wilcoxon Matched-Pairs Signed Rank Test and Kruskal-Wallis Test • Spearman's Rank Correlation.
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E. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Statistics for Business and Economics	Hooda, R.P.	Latest	Vikas Publishing House Pvt Ltd
2.	Business Statistics	Sharma, JK	Latest	PEARSON
3.	Statistics for Management	Srivastava, T.N., and Rego, S.	Latest	Tata McGraw – Hill Companies
4.	Business Statistics	Vohra, N.D.	Latest	Tata McGraw – Hill Companies
5.	Fundamentals of Statistics	Gupta, S.C.	Latest	Himalaya Publishing House

Code: MBXEBC1113 Entrepreneurship Development 2 Credit [LTP: 2-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To define the key terms, list the Attributes and Characteristics of Entrepreneurs features and the Factors influencing Entrepreneurship Growth.
CO2	To understand the various theories of entrepreneurship.
CO3	To construct a framework for a typical EDP
CO4	To analyze the role of Government and various support organizations in encouraging and supporting Entrepreneurship.

CO5	To evaluate an inventory of possible entrepreneurial opportunities in contemporary local, regional and national context.
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A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Entrepreneurship	7
2.	Theories of entrepreneurship	7
3.	Entrepreneurship development	7
4.	Role of Central Government and State Government in promoting Entrepreneurship	7
5.	Enterprise Promotion	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Entrepreneurship
	<ul style="list-style-type: none"> • Concept of Entrepreneur. Intrapreneur, Entrepreneurship and Manager. • Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship. • Attributes and Characteristics of successful entrepreneurs. Functions of an Entrepreneur, Classification of Entrepreneurs. • Role of Entrepreneur in Indian Economy, Developing entrepreneurial culture, • Factors influencing Entrepreneurship Growth - Economic, Non-Economic Factors, For profit or Not for profit entrepreneurs, • Constraints for the Growth of Entrepreneurial Culture, • Entrepreneurship as a career, Entrepreneurship as a style of management, • Emerging Models of Corporate Entrepreneurship, • India's start up revolution–Trends, Imperatives, benefits; the players involved in the ecosystem • Business Incubators-Rural entrepreneurship, social entrepreneurship, women entrepreneurs, Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India.
2.	Theories of entrepreneurship
	<ul style="list-style-type: none"> • Innovation Theory by Schumpeter & Imitating • Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, • Theory of Profit by Knight, • Theory of Social change by Everett Hagen.
3.	Entrepreneurship development

	<ul style="list-style-type: none"> • Entrepreneurial Competencies, Developing Competencies. Concept of entrepreneurship development, • Entrepreneur Training and developing, • Role of Entrepreneur Development Programs (EDP), Role of DIC, SISI , EDII , NIESBUD, NEDB, • EDP - Objectives – contents – methods - execution. • Role of Mentors. Innovation and Entrepreneurship, Design Thinking Process. • Role of consultancy organizations in promoting Entrepreneurs, • Problems and difficulties of Entrepreneurs - Marketing Finance, Human Resource, Production; • Research - external problems, Mobility of Entrepreneurs, Entrepreneurial change, occupational mobility - factors in mobility.
4.	Role of Central Government and State Government in promoting
	<ul style="list-style-type: none"> • Introduction to various incentives, subsidies and grants, Export Oriented Units, Fiscal and Tax concessions available • Women Entrepreneurs - Role, Problems and Prospects, Reasons for low women Entrepreneurs • Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies. • Future of Entrepreneurship Development and Government, Start Up India, Make in India.
5.	Enterprise Promotion
	<ul style="list-style-type: none"> • Creating Entrepreneurial Venture, Entrepreneurship Development Cycle, Business Planning Process, The business plan as an entrepreneurial tool, • Elements of Business Plan, Objectives, Market Analysis, Development of product / idea - Resources, Capabilities, and strategies, identifying attributes of strategic resources, • Opportunity Analysis, innovator or imitator, SWOT analysis, Internal and External Environment Analysis, Industry Analysis, Embryonic Companies and Spin off's, Porter's five forces model, Identifying the right Business Model Canvas, Seven Domains of John Mullins • Opportunities in Emerging/Transition/Decline industries, Opportunities at the bottom of the pyramid, Opportunities in social sector, Opportunities arising out of digitization, Marketing, Finance, Organization & Management, • Ownership - Franchising, networking and alliances, Buying an existing business, Critical risk contingencies of the proposal, Scheduling and milestones.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
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1.	Dynamics of Entrepreneurship Development	Vasant Desai	Latest	Himalaya Publishing House
2.	. Entrepreneurship Development New Venture Creation,	Satish Taneja, S.L. Gupta	Latest	Himalaya Publishing House
3.	Entrepreneurship: New Venture Creation,	David H. Holt	Latest	Pearson Education
4.	Entrepreneurship: Strategies and Resources	Marc J. Dollinger	Latest	Pearson Education
5.	Innovation and Entrepreneurship	Peter F. Drucker	Latest	Harper Business

Code: MBXCBX1207

Professional English

1 Credit [LTP: 0-0-2]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To prepare and deliver a clear and fluent demonstrative, informative, and persuasive presentation and enlarge their vocabulary by keeping a vocabulary journal.
CO2	To develop broad, multi-faceted knowledge cutting across several disciplines outside the learner's normal academic subjects & develop effective speech composition and delivery.
CO3	To understand how to leverage grammar and formatting in email preparation & understand and know how to follow the stages of the writing process (prewriting/writing/rewriting) and apply them to technical and workplace writing tasks.
CO4	To analyze the speaking tone, pace & common phrases that's appropriate for phone conversations.
CO5	To understand the factors that influence use of grammar and vocabulary in speech and writing improving their speaking ability in English both in terms of fluency and comprehensibility.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Public Speaking & Vocabulary Enhancement	6
2.	Writing Skills	6
3.	Social English & It's Application	6
4.	Business Correspondence	4

5.	English Usage or Grammar	3
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B. DETAILED SYLLABUS

Unit	Unit Details
1.	Public Speaking & Vocabulary Enhancement
	<ul style="list-style-type: none"> • Introduction of the Course & the topic (Theory/Practical) • Self- Introductory Speech (Practical) • Informative & Persuasive Speech (Practical) • Special Occasion Speech (Practical) • Situational Vocabulary Practice (Practical) • Conclusion & Summary of the Unit (Theory/Practical)
2.	Writing Skills
	<ul style="list-style-type: none"> • Introduction of the topic (Theory/Practical) • Structuring paragraphs (Practical) • Cohesive Devices & Referencing (Practical) • Quick Conclusions (Practical) • Conclusion & Summary of the Unit (Theory/Practical)
3.	Social English & its Application
	<ul style="list-style-type: none"> • Introduction of the topic (Theory/Practical) • The first five minutes (Theory/Practical) (Practical) • Speed networking – the elevator pitch (Practical) • Small talk, turn taking (Practical) • Business conventions (Practical) • Conclusion & Summary of the Unit (Theory/Practical)
4.	Business Correspondence
	<ul style="list-style-type: none"> • Introduction of the topic (Theory/Practical) • Emails– register, style, standard phrasing (Practical) • Notes and memos writing (Practical) • Business specific language phrases (Practical) • Conclusion & Summary of the Unit (Theory/Practical)
5.	English Usage or Grammar
	<ul style="list-style-type: none"> • Introduction of the topic (Theory/Practical) • Subject-verb agreement (Practical) • Use of modifiers (Practical) • Parallel construction (Practical) • Use of articles, prepositions etc. (Practical) • Conclusion & Summary of the Unit (Theory/Practical)

Course Overview and Objectives:

The objective of Discipline and TEP is to provide students with the opportunities to enhance job-fetching skills and at the same time to cultivate the student's personal interests and hobbies while maintaining the good disciplinary environment in the University.

TEP is integrated into the curriculum for holistic development of students through active participation in various activities falling in Technical and non-technical categories. Discipline and Talent Enrichment Programme (TEP) -I shall be evaluated irrespective of period/time allocation (as in the case of Extra Curricular activity) in the teaching scheme as a 1 credit course. The record related to discipline, related activities are maintained for each student, and they shall be evaluated for the same. It shall be counted in calculation of SGPA but it is not a backlog subject. However, the attendance of these classes shall be recorded and accounted in the total attendance.

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To define the key terms associated with the 4 Ps of marketing.
CO2	To compare various approaches to pricing for a real world marketing offering
CO3	To have an understanding of various channel options for a real world marketing offering
CO4	To analyze the speaking tone, pace & common phrases that's appropriate for phone conversations.
CO5	To understand the factors that influence use of grammar and vocabulary in speech and writing improving their speaking ability in English both in terms of fluency and comprehensibility.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Product	7
2.	Pricing	7
3.	Place	7
4.	Promotion	7
5.	Product Level Planning	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Product
	<ul style="list-style-type: none"> • Meaning, The Role of Product as a market offering, Goods & Services Continuum, • Classification of consumer products- convenience, shopping, shopping, unsought goods. • Classification of industrial products- materials and parts, capital items, supplies and services. • The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, the Customer Value Hierarchy. • New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, New Product Development Process - Idea Generation to commercialization. • Branding: Concept, Definition, Commodity Vs. Brand, Product Vs Brand, Concept of Brand equity.
2.	Pricing
	<ul style="list-style-type: none"> • Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. • Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, selecting final price. • Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium). • Price Change: Initiating & responding to price changes.
3.	Place
	<ul style="list-style-type: none"> • Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives. • Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, • Introduction to Omni channel & hybrid channel options. • Market Logistics Decisions - Order processing, Warehousing, Inventory, and Logistics.
4.	Promotion

	<ul style="list-style-type: none"> • Meaning, The role of marketing communications in marketing effort. • Communication Mix Elements- Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. • Concept of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process, Steps in Developing effective marketing communication - identifying target audience, determining communication objectives, designing a message, Choosing media, Selecting message source, Collecting feedback. • Shaping the overall promotion mix: promotional mix strategy, push-pull strategies.
5.	Product Level Planning
	<ul style="list-style-type: none"> • Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. • Marketing Evaluation& Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, • Marketing audit.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Marketing Management	Philip Kotler, Kevin Lane Keller, Abraham Koshy,	Latest	Pearson Education
2.	Marketing Management,	Rajan Saxena	Latest	TMGH.
3.	Marketing Management- Text and Cases	Tapan K Panda	Latest	Excel Books
4.	Principles of Marketing,	Philip Kotler, Gary Armstrong, Ehasan Haque, Prafulla Agnihotri,	Latest	Pearson Education
5.	Marketing Management	Ramaswamy & Namakumari.	Latest	Macmillan

Code: MBXCBX2102

Financial Management

3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To describe the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
CO2	To explain in detail all theoretical concepts throughout the syllabus
CO3	To perform all the required calculations through relevant numerical problems.
CO4	To analyze the situation and comment on financial position of the firm, estimate working capital required, decide ideal capital structure and evaluate various project proposals.
CO5	To evaluate impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Business Finance	7
2.	Techniques of Financial Statement Analysis	7
3.	Working Capital Management	7
4.	Capital Structure	7
5.	Capital Budgeting	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Business Finance
	<ul style="list-style-type: none"> • Introduction to Business Finance, • Meaning and Definition of Financial Management, • Objectives of Financial Management- (Profit Maximization and Wealth Maximization), • Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), • Finance and its relation with other disciplines, • Functions of Finance Manager
2.	Techniques of Financial Statement Analysis
	<ul style="list-style-type: none"> • Introduction, Objectives of financial statement analysis, • Various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis, Funds Flow Statement & Cash Flow Statement
3.	Working Capital Management

	<ul style="list-style-type: none"> • Meaning of Working Capital, its components & types, • Operating Cycle, • Factors affecting working capital, • Estimation of working capital requirement. (Total Cost Method & Cash Cost Method)
4.	Capital Structure
	<ul style="list-style-type: none"> • Meaning and Factors affecting Capital Structure, • Different sources of finance. • Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC), • Trading on Equity, • Concept of Leverages and its types.
5.	Capital Budgeting
	<ul style="list-style-type: none"> • Meaning, Definition of Capital Budgeting, • Time value of money. • Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Financial Management	Shashi K. Gupta and R.K. Sharma	Latest	Kalyani Publication
2.	Basics of Financial Management	V.K. Saxena and C.D.Vashist	Latest	Sultan Chand & Sons
3.	Financial Management, A Contemporary Approach	Rajesh Kothari	Latest	SAGE
4.	Working Capital Management, Theory and Practice	Dr. P. Periasamy	Latest	Himalaya Publishing House
5.	Financial Management	I M Pandey	Latest	Vikas Publishing House Pvt. Ltd

Code: MBXCBX2103

Human Resource Management

3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To describe the role of Human Resource Function in an Organization and
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CO2	To illustrate and interpret the sample job descriptions and job specifications for contemporary entry level roles and also understand the different methods of HR Acquisition and retention in organizations.
CO3	To demonstrate the use of different appraisal and training methods in an Organization.
CO4	To outline the compensation strategies of an organization
CO5	To enumerate the emerging trends and practices in HRM.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Human Resource Management	7
2.	HR Acquisition & Retention	7
3.	Managing Employee Performance and Training	7
4.	Compensation Management	7
5.	Emerging Trends in HRM	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Human Resource Management
	<ul style="list-style-type: none"> • Concept and Challenges - Introduction, Objectives, Scope, Features of HRM, • Role of HRM, Importance of HRM, • Policies and Practices of HRM, • Functions of HRM , • Challenges of HRM. • Introduction to SHRM: Define SHRM, importance and nature. • HRM Models: Harvard Model, SHRM “matching model”.
2.	HR Acquisition & Retention

	<ul style="list-style-type: none"> • Human Resource Planning: Definition, Objective, Need and Importance, HRP Process, Barriers to HRP. • Job Analysis Process – Contents of Job Description & Job Specification, Job description Vs job specification, • Job design, Factors affecting Job design, Job enrichment Vs job enlargement. • Recruitment Introduction & Sources of Recruitment, difference between recruitment and selection-Recruitment, Selection Process, Induction and Orientation. • Career Planning-Process of career planning and development Succession Planning Process, Transfer and Promotion. • Retention of Employees: Importance of retention, strategies of retention.
3.	Managing Employee Performance and Training
	<ul style="list-style-type: none"> • Performance Appraisal & Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods. • Why to measure performance and its purpose. Performance Appraisal Vs Performance Management, Potential Management. • Training and Development - Definition – Scope – Conceptual framework of Training and development of Employees, Role of Training in Organizations, Objectives, The Training and Development Process, Training Need Assessment, Types of training, • Difference between training and development, • E-Learning. • Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model.
4.	Compensation Management
	<ul style="list-style-type: none"> • Concept, Objectives, Importance of Compensation Management, Process, • Current Trends in Compensation. • Factors in compensation plan. Wage/ Salary differentials, • Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. • Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts & Methods, • Grievance Procedure in Indian Industry.
5.	Emerging Trends in HRM
	<ul style="list-style-type: none"> • HRIS- Need, Advantages & Uses of HRIS. • HR Accounting- Concepts, Objective, Advantage, Limitation & Method. • HR Audit- Concept, Objective, Scope & Process. • HR Shared Services- Concept, Objective, Benefits, • Issues creating HR Shared Services

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
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1.	Human Resource Management,	Dr. S.S. Khanka	Latest	Sultan Chanda ,
2.	Human Resource Management	Deepak Bhattacharya	Latest	Sage Publishing Ltd.
3.	Human Resource Management	C. B. Mamoria	Latest	Himalaya Publishing House
4.	Human Resource Management	Gary Dessler	Latest	Dorling Kindersley Pvt Ltd.
5.	Human Resource Management: Text and Cases	K Aswathappa	Latest	Tata McGraw Hill Publishing Company.

Code: MBXCBX2104 Operations & Supply Chain Management 3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To define basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
CO2	To explain the process characteristics and their linkages with process-product matrix in a real world context.
CO3	To describe the various dimensions of production planning and control and their inter-linkages with forecasting.
CO4	To calculate inventory levels and order quantities and make use of various inventory classification methods.
CO5	To outline a typical Supply Chain Model for a product / service and illustrate the linkages with Customer Issues, Logistic and Business Issues in a real world context.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Introduction to Operations and Supply Chain Management	7
2.	Operations Processes: Process Characteristics in Operations	7
3.	Production Planning & Control (PPC)	7
4.	Inventory Planning and Control	7

5.	Supply Chain Management	8
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B. DETAILED SYLLABUS

Unit	Unit Details
1.	Introduction to Operations and Supply Chain Management
	<ul style="list-style-type: none"> • Definition, Concept, Significance and Functions of Operations and SCM. • Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. • Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, • Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, • Ethical and Environmental Issues on Operations and Supply Chain functions.
2.	Operations Processes: Process Characteristics in Operations
	<ul style="list-style-type: none"> • Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. • Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. • Service System Design Matrix: Design of Service Systems, Service Blueprinting.
3.	Production Planning & Control (PPC)
	<ul style="list-style-type: none"> • Role and Functions of PPC • Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. • Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP , MRP II. • Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts.
4.	Inventory Planning and Control
	<ul style="list-style-type: none"> • Continuous and intermittent demand system, concept of inventory, need for inventory, types of inventory - seasonal, decoupling, cyclic, pipeline, safety - Implications for Inventory Control Methods. • Inventory Costs - Concept and behavior of ordering cost, carrying cost, shortage cost. • EOQ – definition, basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numericals expected on Basic EOQ, EOQ with discounts & ABC), • Inventory turns ratios, Fixed Order quantity Model -Periodic Review and Re-order Point.
5.	Supply Chain Management

	<ul style="list-style-type: none"> • Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion. • Customer Service: Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction. • Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing.
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C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Production & Operations Management	S N Chary	Latest	McGraw Hill.
2.	Production and Operations Management	R B Khanna	Latest	PHI, New Delhi.
3.	Operations Management Theory & Practice,	B.Mahadevan	Latest	Pearson
4.	Operations Now - Supply Chain Profitability & Performance	Byron J. Finch	Latest	McGraw Hill.
5.	Supply Chain Management - Strategy, Planning & Operation	Sunil Chopra, Peter Meindl, D. V. Kalra	Latest	PearsonEducation

Code: MBXEBX2111 Startup and New Venture Managements 2 Credits [LTP: 2-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To describe the strategic decisions involved in establishing a startup.
CO2	To explain the decision making matrix of entrepreneurs in establishing a startup.
CO3	To identify the issues in developing a team to establish and grow a startup
CO4	To design a workable funding model and marketing strategy for a proposed startup.
CO5	To develop a convincing business plan description to communicate the value of the new venture to customers, investors and other stakeholders

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Being an Entrepreneur	7

2.	Customer Discovery	7
3.	The Financial Road Map	7
4.	Entrepreneurial Leadership	7
5.	Business Plan	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Being an Entrepreneur
	<ul style="list-style-type: none"> The entrepreneur, Profile analysis, behaviour and motivations, Lean Start –up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions, Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; Handling doubts on survival of business, Struggles-Causes of failure–Product/ market, financing, managerial-Resilience. Legal Fundamentals - When, how and where to incorporate.
2.	Customer Discovery
	<ul style="list-style-type: none"> Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, Crafting your value proposition, Product Development , Managing the product development process, Long Tail markets, Product launch goals, Go-to-Market Strategy, The role of selling in a startup Sales forecasting for startups, Mapping buyer response modes. Social media Promotion tools
3.	The Financial Road Map
	<ul style="list-style-type: none"> Planning/Budgeting, Developing a financial roadmap, financial statements: the four components, How to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital– Friends & Family, Role of Government in ED, various schemes - PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. Crowdfunding, Venture capital, Private Equity, Financing Mix and the Financing continuum shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch.
4.	Entrepreneurial Leadership
	<ul style="list-style-type: none"> Building and managing the founder team, Attracting and retaining the right people, The Team - Board/Governance, The role of a successful board, Different board models for different ventures, How to assemble a board of advisors, separating leadership from management, Legal Matters- Organizational form–partnership, sole proprietorship, Tax, Legal expenses, hiring the service providers. Employee management and leadership in the workforce, Recruiting, selection and hiring, Hiring the first employee.
5.	Business Plan

- Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary,
- Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission, Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company?
- Description of the business model, the marketing and sales strategy, Basic facts on the financials: Cash flow projection (life line), income statement (bottom line/profit and loss), balance sheet (business health/assets, liabilities, etc.), funding requirements, Risk analysis and possible exit strategies.
- Conclusion and appendixes: Résumés, literature, technical descriptions.
- Executive summary. Elevator pitch, Building a strong presentation, innovative methods of presenting a business plan –mind map, animated videos, etc.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	The Dynamics of Entrepreneurial Development & Management	Desai, Vasant ,	Latest	Himalaya Publishing House, Delhi
2.	Managing Small Business	Longenecker, Moore, Petty and Palich	Latest	Cengage Learning, India Edition
3.	Managing New Ventures	Anjan Rai choudhuri	Latest	Prentice-Hall of India Pvt.Ltd
4.	The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture	Vijaya Kumar Ivaturi, Meena Ganesh	Latest	Penguin Random House India.
5.	Entrepreneurship – Indian Cases on Change Agents	K Ramchandran,	Latest	TMGH.

Code: MBXE BX2223

Statistical Software Lab & SPSS 1 Credits [LT P: 0-0-2]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To provide overview and capabilities of popular statistical software packages and train students to managing data files in SPSS.
CO2	To provide the practical knowledge of the descriptive analysis and graphs. Hands on practices on data set
CO3	To give hands on experience about basic hypothesis testing using t-tests and Chi Square tests with interpretations.
CO4	To train students to applying Analysis of Variance on data and interpreting the outcome
CO5	To proficient students in applying Advanced Tools of statistics i.e. Regression Analysis, Multidimensional scaling, Reliability Analysis, Factor analysis, Cluster analysis.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Overview of Statistical Software	7
2.	Frequencies, Descriptive Statistics and Graphs	7
3.	Parametric and Non Parametric Tests	7
4.	Analysis of Variance Procedure	7
5.	Advanced Tools	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	
	<ul style="list-style-type: none"> • An Overview of Statistical Software: Introduction to SPSS / SAS/ Systat. • Introduction to various menus, Data file, Output file, Frequently used dialog boxes, Editing output, Printing results. • Creating and Editing data file – Variable and Data view, Value Labels, Import data set. • Managing Data: Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, splitting files.
2.	Frequencies, Descriptive Statistics and Graphs

	<ul style="list-style-type: none"> • Frequencies: Frequencies, histograms, percentiles • Descriptive Statistics: Measures of central tendency, variability, deviation from normality, size and stability. • Cross Tabulation and chi-square analyses, The means Procedure • Graphs: Creating and editing graphs and charts
3.	Parametric and Non Parametric Tests
	<ul style="list-style-type: none"> • Bivariate Analysis: Coefficient of Correlation, Regression Analysis. • Parametric Test: One sample t-tests, Independent samples t-test, paired samples t-test. • Non-Parametric Tests: Chi Square Test, 1-sample test, 2-independent samples test, k-independent samples, 2-related samples test, k-related samples,
4.	Analysis of Variance Procedure
	<ul style="list-style-type: none"> • One-way analysis of variance, • General Linear model: Two-way analysis of variance, • General Linear model: Multivariate analysis of variance and the influence of covariates
5.	Advanced Tools
	<ul style="list-style-type: none"> • Multiple regression analysis • Multidimensional scaling • Reliability Analysis • Factor analysis • Cluster analysis.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	SPSS for Windows – Step by Step, 17.0	George and Mallery	10th Edition.	Pearson
2.	Research Methodology with SPSS	Rao and Tyagi	2009	Shree Niwas Publications
3.	Ready, Set, Go! – A student Guide to SPSS for Windows	Pavkov and Pierce	Latest	TMGH Edition.
4.	Discovering Statistics using SAS	Andy Field & Jerry Miles	2010	Sage Publications

Code: MBXE BX2221 Desk Marketing Research Lab 2 Credits [LTP: 0-0-4]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To understand the crucial steps in defining a marketing decision problem
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CO2	To appreciate the role of marketing theories in problem identification
CO3	To identify the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.
CO4	To formulate a sales script for a real world sales call for a product/ service / e product/ e-service.
CO5	To develop a sales proposal for a real world product/ service / e-product / e service and for a real world selling situation.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Defining Marketing Decision Problem	7
2.	Research Design Formulation	7
3.	Conducting Field Research	7
4.	Analysis and Interpretation of Data	7
5.	Report Writing and Presentation	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Defining Marketing Decision Problem
	<ul style="list-style-type: none"> • Introduction- Defining Marketing Research Problem, Research Design Formulation, • Field Research – Secondary & Primary, Data Preparation & Analysis, Report Writing • Theoretical Framework/ Objectives- Research Objectives, Theoretical Framework, Analytical Model
2.	Research Design Formulation
	<ul style="list-style-type: none"> • Types of Research- Research Design Classification – Exploratory, Descriptive, Causal • Exploratory Research- Exploratory Research Design, Secondary Data Sources, Survey Method of Research • Questionnaire & Form Design- Scales of Measurement, Questionnaire Design & Rating Scales
3.	Conducting Field Research
	<ul style="list-style-type: none"> • Sample Design- Sampling Technique Choice, Choice of Sample Frame & Sample Size Determination. • Data Collection

4.	Analysis and Interpretation of Data
	<ul style="list-style-type: none"> • Data Cleaning & Descriptive Statistics- Data Cleaning, Descriptive Statistics • Data Interpretation & Results- Data Analysis & Results, Discussion
5.	Report Writing and Presentation
	<ul style="list-style-type: none"> • Report Writing- Report Structure, Plagiarism Check, Referencing • Presentation & Stakeholder Management- Preparing Executive Summary, Preparing Presentation for Client Presentation, Do's & Don'ts while Presenting

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Marketing Research - An Applied Orientation	Naresh K. Malhotra & Satyabhushan Das	7 th Revised	Pearson Education
2.	Multivariate Data Analysis	Hair Jr., Babin, Black, & Anderson	8 th Ed	CENGAGE

Code: MBXE BX2113 Marketing Research 3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To describe the various selling situations and selling types.
CO2	To outline the pre-sales work to be carried out by a professional salesperson.
CO3	To identify the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.
CO4	To formulate a sales script for a real world sales call for a product/ service / e product/ e-service.
CO5	To develop a sales proposal for a real world product/ service / e-product / e service and for a real world selling situation.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Introduction to Marketing Research	7
2.	Marketing Research Proposal	7
3.	Advanced Analytical Tools	7
4.	Marketing Research Applications - I	7
5.	Marketing Research Applications - II:	8

B.DETAILED SYLLABUS

Unit	Unit Details
1.	Introduction to Marketing Research
	<ul style="list-style-type: none">• Definitions - Marketing Research, Market Research, Scope and Limitations of Marketing Research, Role of Information in Marketing Decisions, Value and Cost of Information,• Marketing Information System and Marketing Research, Marketing Decision Support System,• Threats to Marketing Research, Relationship between Marketing Research & Marketing, Organizing Marketing Research function, Evaluating utility of Marketing Research,• Online Marketing Research, Recent Trends in Marketing Research, Marketing Research Industry in India.•
2.	Marketing Research Proposal
	<ul style="list-style-type: none">• The marketing research brief, The Marketing decision problem and marketing research problem,• Defining the marketing research problem, developing the research approach, The decision maker & the environment, alternative courses of action, objectives of decision maker, consequences of alternative courses of action, Translating decision problem to research problem,• The marketing research proposal (Background – basic problem/opportunity , Objectives , Research Design – Qualitative & Quantitative approaches, Data Requirements,• Data collection methods, Data collection instruments, Population definition, Sample Plan, Sample size, Sampling Methodology, Statistical analysis, Cost Estimates, Time line, Appendices), Report Writing,• Ethical Issues in Marketing Research – participant issues, sponsor issues, corporate espionage, code of ethics
3.	Advanced Analytical Tools

	<ul style="list-style-type: none"> • Conjoint Analysis: Conceptual basis, procedure, type of data required, key decision, how to interpret output, applications to study trade off patterns of consumers as related to different levels of marketing mix elements (Question on interpretation of output is expected) • Factor Analysis: Conceptual basis, type of data required, procedure, PCA, Interpreting factor matrix (factor loadings, communalities, Eigen value), determining number of factors using latent root criteria & scree test, interpreting& naming factors, applications in consumer behavior studies (interpretation of output is expected) • Cluster Analysis: Conceptual basis, type of data required, procedure, clustering methods – single linkage rule, how to interpret output, applications related to psychographic & lifestyle market segmentation (interpretation of output is expected) • Multi- dimensional Scaling & Perceptual Mapping: Conceptual basis, type of data required, key decision attribute based versus non-attribute based approaches, procedure, how to interpret output, applications related to target market selection & positioning (interpretation of output is expected) • Discriminant Analysis (Two Group Case): Conceptual basis, type of data required, determining the co efficients, interpreting discriminant function & classifying subjects using discriminant function, applications in marketing (interpretation of output is expected)
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4.	Marketing Research Applications - I
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	<ul style="list-style-type: none"> • Sales Analysis and Forecasting: Mining internal customer and sales data, In-store shopper marketing research and Retail shop audits, margin trend data, targeting best customers, identifying most efficient and effective advertising and promotion methods to reach existing consumers, Consumer panels, Customer satisfaction research, Concept of Market demand and Market potential, Forecasting, Forecasting methods, Choosing a forecast model, forecast errors. Moving Average and Exponential Methods, Decomposition Methods, Regression Models. • New Product Development and Test Marketing: Marketing information for new markets, new product categories, new product concepts, new product design and market validation research, test marketing – uses, types, methods, limitations. Conjoint analysis for understanding consumer preferences and application to product design. • Market Segmentation and Positioning: Researching traditional market segments, defining meaningful segments, assessing existing product strength and line extension potential, creative positioning strategy, repositioning strategy research, defining go-to-market strategy, current and potential markets. Use of Factor analysis and perceptual maps. • Pricing research: Pricing research and pricing strategy decisions, optimum price-product-feature configurations and market positioning opportunities.
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5.	Marketing Research Applications - II:
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	<ul style="list-style-type: none"> • Brand Research: Brand concepts, brand names, brand power research, brand equity survey measurements, Brand tracking studies. • Advertising Research: Concept testing research – evaluating advertising concepts, ad theme concepts and appeals, ad recall surveys, message and theme salience, impact measures, buying motivation and association measures, media research like readership surveys, Media audience tracking studies, TRP, Limitations of advertising research. • International Marketing Research: Marketing research in international context - importance, complexities and issues, International secondary data sources, Primary data collection methods and complexities of data collection in international marketing research, Online data sources and research, Issues in multi-country data analysis – Data comparability and validity problems, major sources of errors, Report preparation and presentation.
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C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Marketing Research	G C Beri	Latest	TMGH
2.	Marketing Research	Burns, G.A. and D. Bush,	Latest	South Western: Thomson
3.	Marketing Research	Zikmund, Babin,	Latest	Cengage Learning
4.	Marketing Research - An Applied Orientation	Malhotra and Dash	Latest	Pearson Education.
5.	Marketing Research	Boyd, H.P., R. Westfall and S. F.	Latest	A.I.T.B.S.

Code: MBXE BX2219 Selling & Negotiations Skills Lab 2 Credits [LTP: 0-0-2]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To describe the various selling situations and selling types.
CO2	To outline the pre-sales work to be carried out by a professional salesperson.

CO3	To identify the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.
CO4	To formulate a sales script for a real world sales call for a product/ service / e product/ e-service.
CO5	To develop a sales proposal for a real world product/ service / e-product / e service and for a real world selling situation.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Basics of Selling	7
2.	Pre-Selling Work	7
3.	Selling in Action	7
4.	Objection handling	7
5.	Sales Conversation, Negotiation & Closure	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Basics of Selling
	<ul style="list-style-type: none"> • Importance of Selling. Role in the context of organization – survival and growth. • Types of Selling - Different in selling situations, New business versus service selling, Newton’s classification of sales types, • McMurry & Arnold’s classification of selling types, Consumer indirect selling, Industrial selling, Missionary, Sales Team/group selling Merchandising, Telesales, Franchise selling, International selling.
2.	Pre-Selling Work
	<ul style="list-style-type: none"> • Attributes of a Good Salesperson - Personality & physical characteristics, Enthusiasm, Confidence, Intelligence, Self-worth, Knowledge- product, Competition, organization, market, customer, territory; People Buy From People, Communication skills, Persuasive skills, Personal Diary, Time management, Managing Sales Documents and collaterals management. • Fear Factor in Sales. • Maximizing Productivity in a Sales Role, Meetings and Your Time, The Telephone - Social Media & Online Data Bases as a Sales Tools, Developing Your Script, Mailers, Pre-Call Planning, Generating Appointments.
3.	Selling in Action
	<ul style="list-style-type: none"> • Identifying Key Individuals – Prospecting, Influencers and Decision Makers, Talking to the Right Individuals, Making that Good First Impression, How to Win Friends and Influence People, Dale Carnegies Six Principles of Relationship, What’s In It For Me?, Honesty and Integrity.

4.	Objection handling
	<ul style="list-style-type: none"> Analyzing the Reasons for Objections, Seeing What We Can Do, Listen - Probe - Advise (LP-A), Exercise: Objection Handling, Uncovering Objections, Seven Types of Objections, and Turning Objections into Selling Opportunities. Selling Techniques: Cross Selling, Up Selling, Value Added (Suggestive) Selling, Advancing Opportunity Exceeding Customer Expectations, Giving Recognition.
5.	Sales Conversation, Negotiation & Closure
	<ul style="list-style-type: none"> Starting a Quality Prospecting Conversation, Listeners Control Conversations, Trial Closing, Creating an Opportunity: Situation v/s Problem Questions, Difficulty Questions, Negative and Positive Answer Questions, Directive Questions, Rhetorical Questions. Problems with Positional Bargaining, Opening Up the Negotiation, Approaches to Better Negotiation, You Have Alternatives, Reverse Psychology in Negotiation. Sales Proposals: How to Construct a Sales Proposal, Important Factors to Consider, Putting It All Together.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Selling & Sales Management	Geoffrey Lancaster & David Jobber	Latest	Macmillan India Ltd.
2.	Negotiation: Communication for diverse settings	Michael L Spangle and Myra Isenhardt	Latest	Sage South Asia Edition.
3.	The Sales Bible: The Ultimate Sales Resource	Jeffrey Gitomer	Latest	Wiley India
4.	The Art of Closing the Sale,	Brian Tracy	Latest	Pearson Education.
5.	Managing Sales Leads	Crocker and Obermayer,	Latest	American Marketing Association

Code: MBXEBC2114 Consumer Behavior in Digital Era 3 Credits [LTP: 0-0-2]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To describe the key concepts of e- consumer buying behavior
CO2	To illustrate characteristics related with digital buying behavior with respect to B2C and B2B context.

CO3	To make use of e- consumer buying behaviour information.
CO4	To distinguish the customer buying roles related to B2B and B2C context in the digital buying environment.
CO5	To elaborate the use of the e- consumer buying insights to meet the digital marketing needs in changing e- consumer buying context.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Introduction to Evolution B2C Digital Consumer buying Behavior	7
2.	B2C Digital Consumer Buying Behaviour	7
3.	Characteristics of E- Consumer	7
4.	B2B e-Buying Behaviour	7
5.	Trends in Leveraging e-consumer buying insights	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Introduction to Evolution B2C Digital Consumer buying Behavior
	<ul style="list-style-type: none"> • Definition & Concepts- E- Consumer, E-Customers, B2C and B2B Buyers. • Evolution of Digital Consumer buying behaviour in the B2C context. • Consumer in physical, digital buying &Phygital buying. • Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy, The Internet, e-commerce, and information technology. • Challenges in e- consumer behavior, Current trends in e- marketing in India. • Market, Dimensions of Consumerism, Impact of social, cultural, technological, demographic and legal environment on digital consumer buying. • Sectoral Teaching reference through Case Studies
2.	B2C Digital Consumer Buying Behaviour
	<ul style="list-style-type: none"> • B2C perspective. - E- Consumer Segmentation, buying Process. • E-Consumer buying Models- TAM, UTAUT. • E-Consumer digital buying behaviour for products and services, Consumer digital buying behaviour on social media. Different modes/ platforms for e-consumer buying process–Web, Mobile, Social Media. • Understanding Role of E- consumer behavior and its impact on digital marketing mix decisions.
3.	Characteristics of E- Consumer

	<ul style="list-style-type: none"> • Characteristics & Factors influencing buyer behaviour. • Role of changing Beliefs, Values, Lifestyle and e-consumer Persona. • E-consumer-buyer generations-Gen- X, GenY and GenZ (Digital Natives). • Psychological, Sociological Influences, and other related factors. • Social Media Influencers: Role of Social Media Influencers decision making.
4.	B2B e-Buying Behaviour
	<ul style="list-style-type: none"> • B2Be-Buyer- Characteristics, Purchase- • Demand Patterns and Factors Influencing e-Buyer Behaviour. • B2B e-Buyer Decision Process & Roles. • Factors driving Transformation from traditional to digital buying. • Insights from Sectorial perspectives including inferences drawn from Public and private enterprises. • Usage of Case studies to facilitate the understanding of B2B digital buying nuances.
5.	Trends in Leveraging e-consumer buying insights
	<ul style="list-style-type: none"> • E-Consumer platforms- Information, feedback mechanisms, • Mobile applications and social media. • Understanding and Usage of consumer search digital platforms in predicting buying needs and demand. • Use of digital consumer community forums by consumers and companies for decision making and companies.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Online Consumer Behaviour- Theory and Research in Social media, advertising and E-Tail.,	Angelina Close	Latest	Routledge Publications
2.	Digital Consumers- reshaping Information Profession	David Nicholas	Latest	Facet Publications
3.	How People buy online- The Psychology behind consumer behaviour	Seema Gupta (IIM- B),	Latest	Sage Publications
4.	Consumer behaviour, A Digital Native	Varsh Jain, Jagadish Sheth,	Latest	Pearson Publications

Code: MBXEBX2115 Integrated Marketing Communication 2 Credits [LTP: 2-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To describe the various selling situations and selling types.
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CO2	To outline the pre-sales work to be carried out by a professional salesperson.
CO3	To identify the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.
CO4	To formulate a sales script for a real world sales call for a product/ service / e product/ e-service.
CO5	To develop a sales proposal for a real world product/ service / e-product / e service and for a real world selling situation.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Integrated Marketing Communication	7
2.	Advertising- I	7
3.	Advertising- II	7
4.	Sales Promotion	7
5.	Public Relations, Publicity and Corporate Advertising	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Integrated Marketing Communication
	<ul style="list-style-type: none"> • Integrated Marketing Communication, Evolution of Integrated Marketing Communication, • Role of IMC in creating brand identity, brand equity, and customer franchise, Communication Process, • Promotional Mix: Tools for IMC, The IMC Planning Process, Global IMC. • The Value of IMC plans– information technology, changes in channel power, increase in competition, brand parity, integration of information, decline in the effectiveness of mass-media advertising.
2.	Advertising- I

	<ul style="list-style-type: none"> • Definition, History, Roles and Functions of Advertising, Types of Advertising, Steps in Development of Advertisement. • Advertising Design: Appeals, Message Strategies & Execution Framework: Advertising Design, Advertising Theory, Types of Advertising Appeals, Structure of an Advertisement, Message Strategies, Cognitive strategies, Execution Strategies, Creating an Advertising, Advertising Effectiveness. • Copywriting: Meaning and Definition of Copywriting, The Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, Writing for the Web, Tips for writing good web content.
3.	Advertising- II
	<ul style="list-style-type: none"> • Media Planning and Strategies: Growth and Importance of Media, Meaning and Role of Media Planning, Media Plan, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness. • Print Media and Outdoor media: Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising. • Broadcast and Internet Media: Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising.
4.	Sales Promotion
	<ul style="list-style-type: none"> • Scope and Role of Sales Promotion, Growth of Sales Promotion, • Consumer Oriented Sales Promotion, Techniques in Sales Promotion, • Trade Oriented Sales Promotion, Coordinating sales promotion and advertising; Sales promotion abuse; • Personal selling.
5.	Public Relations, Publicity and Corporate Advertising
	<ul style="list-style-type: none"> • Definition of Public Relations, Publicity and Corporate Advertising; • Difference between public relations and advertising, Functions of Public Relations; Creating positive image building activities; • Preventing or reducing image damage; Sponsorship and Event marketing; • Role of internet in Public Relations, Publicity, • Advantages and Disadvantages of Publicity.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Advertising and Promotion	Belch, George and Belch, Michael	Latest	Tata McGraw Hill, New Delhi.
2.	Integrated Advertising, Promotion and Marketing Communication	Clow, Kenneth & Black, Donald	Latest	Pearson Education.

3.	Advertising Management	Jethwaney, Jaishree and Jain, Shruti	Latest	Oxford University Press, New Delhi
4.	Advertising and Promotions	Semenik Allen	Latest	Cengage Learning
5.	Advertising and Promotion	SHH Kazmi, SatishBatra	Latest	Excel Books

Code: MBXE BX2117 Security Analysis & Portfolio Management 2 Credits [LTP: 2-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To remember various concepts taught in the syllabus.
CO2	To explain various theories of Investment Analysis and Portfolio Management.
CO3	To calculate risk and return on investment using various concepts covered in the syllabus.
CO4	To analyze and discover intrinsic value of a security.
CO5	To create optimal portfolio.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Introduction & Concepts: Investment	7
2.	Risk & Return Analysis: Risk & Return	7
3.	Valuation of bonds and shares	7
4.	Portfolio Analysis & Selection: Concept of portfolio and portfolio management	7
5.	Portfolio Revision & Evaluation	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Introduction & Concepts: Investment

	<ul style="list-style-type: none"> • Meaning, nature & objectives, Investments Vs. Speculation & Gambling, • Investment Process, Investment Environment, • Investment avenues: Marketable & Non marketable financial assets. • Portfolio Management: Meaning, attributes, significance and process of Portfolio Management, • Portfolio manager and his role
2.	Risk & Return Analysis: Risk & Return
	<ul style="list-style-type: none"> • Meaning and Elements of Risk & Return, Measurements of Risk & Return, Relationship between risk and return. • Fundamental Analysis– Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis. • Technical Analysis- Meaning, Tools of technical analysis, Technical Analysis vs. Fundamental Analysis. • Efficient Market Theory - Meaning. Forms of Market Efficiency, Efficient Market Hypothesis vs. Fundamental & Technical Analysis
3.	Valuation of bonds and shares
	<ul style="list-style-type: none"> • Bond Valuation - Meaning, Types, Bond Prices, Bond Return, Risks in Bonds. • Equity Valuation- Meaning, Concept of Present Value, Share Valuation Models, Multiplier Approach to Share Valuation
4.	Portfolio Analysis & Selection: Concept of portfolio and portfolio management
	<ul style="list-style-type: none"> • Concept of portfolio and portfolio management - Meaning, Types of Portfolio Risks, Diversification of Risks, Selection of Optimal Portfolio. • Markowitz Portfolio Selection Model- Efficient set of portfolios, Optimal Portfolio selection, Limitations of the Model. • Capital Asset Pricing Model (CAPM)- Meaning, Assumptions & Limitations of CAPM. • Sharpe-The Single Index Model - Measuring security risk & return, Measuring Portfolio Risk & Return. • Factor Models and Arbitrage Pricing Theory - Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model
5.	Portfolio Revision & Evaluation
	<ul style="list-style-type: none"> • Portfolio Revision - Meaning and need of Portfolio Revision, Constraints in. • Portfolio Revision, Revision Strategies, Portfolio Evaluation - Meaning and need of Portfolio Evaluation, Evaluation Perspectives, Measuring Portfolio Returns & Risk Adjusted Returns

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
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1.	Securities Analysis & Portfolio Mgmt	V A Avadhani	Latest	Himalaya Publications
2.	Security Analysis and Portfolio Management	S. Kevin	Latest	PHI Learning Pvt Ltd
3.	Investment Analysis and Portfolio Management	Chandra, Prasanna	Latest	Tata McGraw Hill
4.	Investment Analysis & Portfolio Management	Ranganathan & Madhumathi	Latest	Pearson Education.
5.	Investment Management	V.K. Bhalla	Latest	S.Chand & Co.

Code: MBXE BX2119

Labor Welfare

3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	ENUMERATE the key concepts of the subject matter.
CO2	DESCRIBE the key aspects of the labour policy regulation in the country.
CO3	IDENTIFY the applicability of various legislations to variety of real world organizations.
CO4	EXAMINE the traditional concept of labour welfare in the industry.
CO5	EXPLAIN the conditions of labour and their welfare and social security needs in the country.
	ELABORATE upon the perspective of labour problems and remedial measures in the country.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Introduction - Evolution of Labor Welfare	8
2.	Labor Legislations in India	8
3.	Agencies of Labor welfare	8
4.	Industrial Hygiene & Occupational Health	8
5.	Problems of Indian labour	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Introduction - Evolution of Labor Welfare
	<ul style="list-style-type: none"> • Origin and evolution of Labor Welfare • objectives of Labor Welfare • need and importance of L.W, • Classification of Labor Welfare, • Work agencies of Labor Welfare • Scope of Labor Welfare • Concepts, philosophy and principles of labor welfare • Plans and labor policy in India and Labor Welfare in India
2.	Labor Legislations in India
	<ul style="list-style-type: none"> • Statutory Welfare Amenities – as per Factories Act, 1948 • Plantation Act, 1951 • Motor Act 1952 • Motor Transport Act. • Non-statutory welfare Agencies – Role of Trade Unions • NGOs and Local-self Govt. • National Commission on Labor and Labor Welfare • Labor Laws of the Elimination of Child Labor
3.	Agencies of Labor welfare
	<ul style="list-style-type: none"> • Agencies of Labor welfare in India (Central Govt. , State Govt., Employers & Trade- Unions) • Labor Welfare Officer: Role, Qualifications, Functions, Duties • Labor Administration in India
4.	Industrial Hygiene & Occupational Health
	<ul style="list-style-type: none"> • Working condition and benefits • Working conditions in the factory- safety and accident prevention • Health and hygiene • Canteen organization and management • Organization of credit and consumer co-operative societies-recreational and educational actives-workers education in India • Functions of Labor welfare officers India.
5.	Problems of Indian labor
	<ul style="list-style-type: none"> • Problems of Women Labor • Problems of Unorganized labor • Problems of Workers education

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
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1.	Labour Problem and Social Welfare in India	Memoria, C. B.	Latest	Kitab Mahal Allahabad
2.	Labour Welfare, Trade Unionism and Industrial Relation	Punekar, S. D.	Latest	Himalaya publishing House
3.	Labour Welfare and Social security	Kohli, A. S. and Sarma S. R	Latest	Anmol Publications Pvt. Ltd., New Delhi.
4.	Child Labour in India	Misra, L	Latest	Oxford University Press, New Delhi.
5.	Personnel Problems and Labour Welfare	Mathur D. C.	Latest	Mittal Publication. New Delhi

Code: MBXCBX2605 Discipline and Talent Enrichment Programme - I 1 Credit [LTP: 0-0-2]

Course Overview and Objectives:

The objective of Discipline and TEP is to provide students with the opportunities to enhance job-fetching skills and at the same time to cultivate the student's personal interests and hobbies while maintaining the good disciplinary environment in the University.

TEP is integrated into the curriculum for holistic development of students through active participation in various activities falling in Technical and non-technical categories. Discipline and Talent Enrichment Programme (TEP) -I shall be evaluated irrespective of period/time allocation (as in the case of Extra Curricular activity) in the teaching scheme as a 1 credit course. The record related to discipline, related activities are maintained for each student, and they shall be evaluated for the same. It shall be counted in calculation of SGPA but it is not a backlog subject. However, the attendance of these classes shall be recorded and accounted in the total attendance.

Code: MBXCBX3101 Strategic Management 3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To describe the basic terms and concepts in Strategic Management.
CO2	To explain the various facets of Strategic Management in a real world context.
CO3	To understand the trade-offs within and across strategy formulation, implementation, and appraisal.
CO4	To integrate the aspects of various functional areas of management to develop a strategic perspective.
CO5	To understand the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Understanding Strategy	8
2.	Analyzing Company's Internal Environment	8
3.	Generic Competitive Strategies	8
4.	Strategy Implementation	8
5.	Blue Ocean Strategy	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Understanding Strategy

	<ul style="list-style-type: none"> • Concept of strategy, Levels of Strategy - Corporate, Business and Functional. • Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, • Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management. • Strategic Intent – Meaning, Hierarchy, Attributes, Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. • Characteristics of good mission statements. Business definition using Abell’s three dimensions. • Objectives and goals, Linking objectives to mission & vision. • Critical success factors (CSF), Key Performance Indicators (KPI), Key • Result Areas (KRA). Components of a strategic plan, Analyzing Company’s External Environment: Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing • Industry Environment: Industry Analysis - Porter’s Five Forces Model of competition, Entry & Exit Barriers.
2.	Analyzing Company’s Internal Environment
	<ul style="list-style-type: none"> • Resource based view of a firm. Analyzing Company’s Resources and Competitive Position - meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage. • VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis. • Value Chain Analysis Using Porter’s Model: primary & secondary activities. • Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging - concentrating, accumulating, complementing, conserving, recovering. • Portfolio Analysis: Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model.
3.	Generic Competitive Strategies
	<ul style="list-style-type: none"> • Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. • Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies.
4.	Strategy Implementation

	<ul style="list-style-type: none"> Barriers to implementation of strategy, Mintzberg's 5 Ps - Deliberate & Emergent Strategies. Mc Kinsey's 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Business Continuity Planning. Changing Structures & Processes: Reengineering & strategy implementation - Principles of Reengineering. Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives(MBO). Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy -Concept of Balanced scorecard for strategy evaluation.
5.	Blue Ocean Strategy
	<ul style="list-style-type: none"> Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework. Business Models: Meaning & components of business models new business models for Internet Economy E-Commerce Business Models and Strategies - Internet Strategies for Traditional Business - Virtual Value Chain. Sustainability & Strategic Management: Start ups-growth and reasons for decline. Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Crafting and Executing Strategy- The Quest for Competitive Advantage	Thompson, Strickland, Gamble & Jain	Latest	Tata McGraw Hill
2.	Strategic Management Indian Edition,	Ireland, Hoskisson & Hitt,	Latest	Cengage Learning
3.	Strategic Management and Business Policy	Azhar Kazmi,	Latest	Tata McGraw Hill
4.	Concepts in Strategic Management & Business Policy	Thomas L. Wheelen & J. David Hunger	Latest	Pearson Education.
5.	Competitive Strategy: Techniques for Analyzing Industries and Competitors	Michael E. Porter	Latest	First Free Press, Edition

Code: MBXCBX3102

Decision Science

3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To remember the concepts and models associated with Decision Science.
CO2	To explain the different decision-making tools required to achieve optimization in business processes.
CO3	To analyze real life situation with constraints and examine the problems using different decision-making tools.
CO4	To evaluate the various facets of a business problem and develop problem solving ability.
CO5	To discuss & propose the various applications of decision tools in the present business scenario.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Introduction	8
2.	Linear Programming	8
3.	Probability	8
4.	CPM & PERT	8
5.	Decision Theory	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Introduction
	<ul style="list-style-type: none"> • Importance of Decision Sciences & role of quantitative techniques in decision making. • Assignment Models: Concept, Flood's Technique/ Hungarian method, applications including restricted, multiple assignments and maximization objective. • Transportation Models: Concept, formulation, problem types: balanced, unbalanced, restriction and maximization, Basic initial solution using North West Corner, Least Cost & VAM, Optimal solution using MODI, multiple solution case to be considered
2.	Linear Programming

	<ul style="list-style-type: none"> • Concept, Formulation & Graphical Solution. Markov Chains: Applications related to management functional areas, estimation of transition probabilities. • Simulation Techniques: Monte Carlo Simulation, scope, and limitations.
3.	Probability
	<ul style="list-style-type: none"> • Concept, Conditional Probability theorem-based decision making. • Probability Distributions: Normal, Binomial, Poisson (Simple numerical for decision making expected). • Queuing Theory: Concept, Single Server (M/M/I, Infinite, FIFO), Introduction of Multi Server (M/M/C, Infinite, FIFO) (Numerical on single server model expected)
4.	CPM & PERT
	<ul style="list-style-type: none"> • Concept, Drawing network, identifying critical path, Network calculations- calculating EST, LST, EFT, LFT, Slack, floats & probability of project completion in case of PERT. • Network crashing: Concept of project cost and its components, time and cost relationship, crashing of CPM network.
5.	Decision Theory
	<ul style="list-style-type: none"> • Concept, Decision making under uncertainty Maximax, Maximin, Minimax regret, Hurwicz's & Laplace criterion, Decision making under risk (EMV, EVPI) for items with and without salvage value. • Game Theory: Concept, 2×2 zero sum game, Pure & Mixed Strategy, solution of games with dominance, average dominance method. • Sequencing problem: Introduction, Problems involving n jobs-2 machines, n jobs- 3 machines & n jobs-m machines, Comparison of priority sequencing rules

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Quantitative techniques & statistics	K L Sehgal	Latest	Himalaya Publications
2.	Operations Research Theory & Applications	J K Sharma	Latest	MacMillan Publishers India Ltd.
3.	Quantitative Techniques in Management	N.D. Vohra	Latest	Tata McGraw Hill
4.	Operations Research	Hamdy A. Taha	Latest	Pearson Education.
5.	Comprehensive Statistical Methods	P.N. Arora, Sumeet Arora, S. Arora	Latest	S.Chand & Co.

Code: MBXE BX3221

Personality Development - I

1 Credits [LTP: 0-0-2]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To understand the art of Power Dressing and making a great first impression by polishing their Corporate/ Business manners.
CO2	To recognize the characteristics of competent communication in dyadic interactions & demonstrate the ability to assess the appropriateness and effectiveness of interpersonal strategies used in various interpersonal situations.
CO3	To recognize and use emotional intelligence to create and maintain productive workplace relationships and team environment.
CO4	To apply the understanding of harmony in existence in their profession and lead an ethical life.
CO5	To apply collaborative, inclusive and creative communication skills in the presentation.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Formal Appearance & Grooming	8
2.	Interpersonal Skills Development	8
3.	Emotional Intelligence & Managing Dependency	8
4.	Team Building / Coordination Skills	8
5.	Leadership Skills	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Formal Appearance & Grooming
	<ul style="list-style-type: none"> • Introduction of the course & the topic (Theory) • Making an impression (Theory) • The concept of connect (Practical) • Increase your influence on others in the workplace and in personal relationships (Practical). • Use persuasive techniques targeted to specific individuals (Practical). • Become an influencer and leader in your field (Practical). • Conclusion & summary of the unit. (Theory / Practical)
2.	Interpersonal Skills Development

	<ul style="list-style-type: none"> • Introduction of the topic (Theory) • Considering Self (Theory) • Perceiving Others (Practical) • Conflict and Power (Practical) • Civic and Cultural Awareness: Analyzing and critiquing competing perspectives in a democratic society; comparing, contrasting, and interpreting differences and commonalities among peoples, ideas, aesthetic traditions, and cultural practices. (Practical) • Skills Building Sessions (Practical) • Conclusion & Summary of the Unit (Theory / Practical)
3.	Emotional Intelligence & Managing Dependency
	<ul style="list-style-type: none"> • Introduction of the topic (Theory / Practical) • The role of communication in conflict/stress and conflict/stress management processes. (Theory / Practical) • Analyse the components of conflict/stress that lead to constructive or destructive communication patterns. (Theory / Practical) • Recommend effective conflict/stress management communication for a given situation (Theory / Practical) • Practice Sessions. (Practical) • Conclusion & Summary of the Unit (Theory / Practical)
4.	Team Building / Coordination Skills
	<ul style="list-style-type: none"> • Introduction of the topic(Theory / Practical) • Importance of groups in organization, and Team Interactions in group(<i>Practical</i>) • Group Building Decision Taking (<i>Practical</i>) • Team Building, Interaction with the Team (<i>Practical</i>) • How to build a good team (<i>Practical</i>) • Conclusion & Summary of the Unit (Theory / Practical)
5.	Leadership Skills
	<ul style="list-style-type: none"> • Introduction of the topic (Theory / Practical) • Introduction to Leadership (Practical) • Leadership Power (Practical) • Leadership Styles (Practical) • Leadership in Administration (Theory / Practical) • Conclusion & Summary of the Unit (Theory / Practical)

Code: MBXE BX3224

Entrepreneurship Lab

1 Credits [LTP: 0-0-2]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To identify a basket of potential business opportunities in the local, regional or national context.
CO2	To compare and contrast the shortlisted business opportunities to select the most suitable / promising opportunity.
CO3	To develop a business model around the shortlisted business opportunity.
CO4	To formulate the organization structure and proposal for funding the proposed start up
CO5	To evaluate the market potential and estimate the financing requirements for the initial 1 to 3 years after launch.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Business Model Designing	5
2.	Business Plan Designing	5
3.	Financial Planning	5
4.	Prototype Making & Test Marketing	5
5.	Planning Commercial Launch	5

B. DETAILED SYLLABUS

This course provides a hands-on experience to the students to convert and apply theoretical and conceptual knowledge about entrepreneurship into practical entrepreneurship. During the course, students shall identify and evaluate a new business opportunity (which may be supplied by an entrepreneur or innovator in the nearby region.)

Students shall work in a group, of not more than 5 students, on a real-life business case. Scope of the work expected:

1. Business Model Designing (4 Hrs)
2. Business Plan Designing (4 Hrs)
3. Financial Planning (4 Hrs)
4. Prototype Making (4 Hrs)
5. Test Marketing (4 Hrs)
6. Planning Commercial Launch. (5 Hrs)

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	The Dynamics of Entrepreneurial Development & Management	Vasant Desai	Latest	Himalaya Publications
2.	Fundamentals of Entrepreneurship,	Nandan H	Latest	PHI Learning Pvt Ltd
3.	Entrepreneurship – Indian Cases on Change Agents	K Ramchandran	Latest	Tata McGraw Hill
4.	New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series)	DonaldF. Kuratko and Jeffrey S. Horns	Latest	Pearson Education.
5.	Managing Small Business	Longenecker, Moore, Petty and Palich	Latest	Cengage Learning, IndiaEdition.

Code: MBXCBX3103

Social Media Marketing

3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To remember the key concepts in Social Media Marketing and differentiate between various social media platforms and content designing Marketing strategies used for those.
CO2	To choose the appropriate tools for content designing as per the requirement of social media platform and target audience.
CO3	To explain the factors to be considered for designing social media strategy or designing social media marketing campaign..
CO4	To compare various social media platforms and measure the impact of advertising or marketing through those.
CO5	To solve case studies applying the knowledge gained..

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Introduction to social media marketing	8
2.	Content designing for social media platforms	8
3.	Facebook and Instagram advertising and marketing	8

4.	Twitter, LinkedIn, YouTube, Pinterest advertising and marketing	8
5.	Metrics of social media marketing	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Introduction to social media marketing
	<ul style="list-style-type: none"> • Introduction to the concept of social Media-Definition, Characteristics and Scope, History. • Social media marketing- Definition, Uses and Scope, Social media platforms- Facebook, YouTube, LinkedIn, Instagram, Twitter, Pinterest, Blogs. • Importance of Social Media Marketing. • Social Media Marketing advantages and limitations. • Introduction to social media marketing strategies
2.	Content designing for social media platforms
	<ul style="list-style-type: none"> • Terminologies-basics of content creation, process, Identification of target audience and social media platform, defining content mix using sales posts, interactive posts and informative posts, Impact of colors, images on the customer, tools used for content creation like canva, GIFs, Instagram stories, pin templates, tall pins, image cut outs, YouTube video Thumbnail, etc.
3.	Facebook and Instagram advertising and marketing
	<ul style="list-style-type: none"> • Introduction to Facebook and Instagram platform as advertising and marketing media, characteristics of Facebook and Instagram marketing. • Target audience, page set up, Post types and its dimensions, competitor analysis, • Case studies.
4.	Twitter, LinkedIn, YouTube, Pinterest advertising and marketing
	<ul style="list-style-type: none"> • Introduction and overview of platforms, Characteristics, how to use these platforms, target audience, profile/account building, how to pin. • Crafting summary for marketing, creating and uploading videos, use of hashtags, • Case studies.
5.	Metrics of social media marketing
	<ul style="list-style-type: none"> • What is to be measured- Parameters to measure impact- volume, reach and Engagement (engagement rates, engagement metrics). • Influence, share of voice (volume and sentiment), referrals and conversions, response rate and time.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Internet age -Marketing with social media	Dr Apoorva Palkar, Amit Jadhav,	Latest	Himalaya Publications
2.	Social Media Marketing	Tracy tuten	Latest	Sage Publications
3.	Social Media Marketing 1st Edition	Michael R. Solomon, Tracy tuten	Latest	Pearson Education.

Code: MBXCBX3104 Advanced Financial Management 3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To describe the basic concepts in financing, investing and profit distribution in a firm
CO2	To explain theoretical concepts related to raising and use of funds and value of firm
CO3	To calculate values for making capital structure, investment, liquidity and dividend decisions in the financial management of a firm
CO4	To analyze the options for making the right financial decisions of a firm
CO5	To assess the role of financial planning, risk analysis in investments, liquidity and credit management policy of the firm on shareholder value

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Financial Planning and Shareholder Value	8
2.	Capital Structure and Firm Value	8
3.	Investment Decisions	8
4.	Working Capital Management	8
5.	Dividend Policy and Firm Value	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Financial Planning and Shareholder Value

	<ul style="list-style-type: none"> • Overview of Financial Planning; • Long term and short term sources of finance; Financial Statements including Funds Flow and Cash Flow Statements; Importance of Cash Flows; • Concept of Financial Distress; Shareholder wealth and managerial behavior; • Growth and Value; Concept and features of value-based management; • Economic Value Added (EVA): Meaning, Components, Advantages & Drawbacks, Calculating EVA
2.	Capital Structure and Firm Value
	<ul style="list-style-type: none"> • Assumptions and Definitions; Net Income Approach; Net Operating Income Approach; • Traditional Position; Modigliani and Miller Position Taxation and Capital Structure; • Tradeoff; Signaling Theory; • PBIT - EPS Analysis; • ROI - ROE Analysis ; • Leverage Ratios; • Guidelines for Capital Structure Planning
3.	Investment Decisions
	<ul style="list-style-type: none"> • Meaning and Process, • Risk and Uncertainty in Capital Budgeting: Capital rationing and Project Selection. • Inflation and Capital budgeting; • Capital budgeting practices in Indian companies
4.	Working Capital Management
	<ul style="list-style-type: none"> • Determination of level of current assets, Working capital financing by banks; • Cash and liquidity Management- aspects of cash management, motives for holding cash and marketable securities, • Cash Management Models, Strategies for managing surplus funds; • Credit Management: Objectives of trade credit, credit policies. • Control and collection of accounts receivables, role of factoring in receivables management (No problems on estimation of working capital).
5.	Dividend Policy and Firm Value
	<ul style="list-style-type: none"> • Why Firms Pay Dividends; Factors Influencing Dividend Policy; • Legal and Procedural Aspects; Bonus Shares and Stock Splits; Share Buybacks and Valuation; • Dividend Policies in Practice; • Dividend Models: Walter's model, Gordon's model, Modigliani and Miller's Hypothesis; • Models in Which Investment and Dividend Decisions are Related

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
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1.	Advanced Financial Management	Dr. Mahesh Abale & Dr. Shriprakash Soni	Latest	Himalaya Publications
2.	Financial Management Theory & Practice	Prasanna Chandra	Latest	Tata McGraw Hill
3.	Financial Management: Text and Problems	M Y Khan & P K Jain	Latest	Tata McGraw Hill
4.	Financial Management	I M Pandey	Latest	Vikas Publishing House
5.	Financial Management	Ravi Kishore	Latest	Taxman's Publishing House

Code: MBXCBX3105 Strategic Human Resource Management 3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To remember the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.
CO2	To develop ability to understand and articulate the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
CO3	Ability to analyze HR as an investment to the company.
CO4	To interpret and evaluate the implementation of the HR strategies.
CO5	To formulate and provide realistic solutions to the industry by designing innovative strategies and logical decision making.

D. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Introduction to Strategic Human Resource Management	8
2.	Components of SHRM	8
3.	HR Planning as a strategy	8
4.	Specific HR strategies	8
5.	Global Dimensions to HR strategy	8

E. DETAILED SYLLABUS

Unit	Unit Details
1.	Introduction to Strategic Human Resource Management
	<ul style="list-style-type: none"> • Definition and objectives of SHRM, • Evolution of SHRM, • Strategic Fit, Types of HR strategies, • Linking HR strategies to business strategies
2.	Components of SHRM
	<ul style="list-style-type: none"> • Human Capital management, Valuation of human resources in a strategic level • HR cost, Investments in HR, • Formulation of HR strategies, • Strategic HR v/s traditional HR, • HRM in knowledge based economy, • Challenges and issues in implementation of HR strategies in Indian context
3.	HR Planning as a strategy
	<ul style="list-style-type: none"> • Business Strategy & HRP, HRP process, Job Analysis, • Forecasting and analyzing HR demand (qualitative and quantitative), • Supply forecasting (external and internal), • Comparison of demand and supply forecasting
4.	Specific HR strategies
	<ul style="list-style-type: none"> • Talent Management strategies, • Career Planning and succession planning, • Compensation and reward strategies, • Employee engagement strategies
5.	Global Dimensions to HR strategy
	<ul style="list-style-type: none"> • SHRM in international context, Global competitive advantage, • Issues and challenges in SHRM, • Cross cultural management- developing cross cultural sensitivity, OCTAPACE, • Global business ethics

F. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Strategic Human Resource Management	Agrawal, Tanuja	Latest	Oxford University Press
2.	Strategic Human Resource Management	Mello, Jeffrey A.	Latest	Thomson Publications
3.	Human Resource Management- Text and Cases	Pande, Sharan; Basak, Swapnalekha	Latest	Pearson Education

4.	Strategic Human Resource Management- A General Managerial Approach	Greer, Charles P.	Latest	Pearson Education
5.	Global Resource Management	Bedi, S.P.S; Kishore, Minakshi	Latest	Wisdom Publications
Websites				
<ul style="list-style-type: none"> □ NPTEL □ www.shrmindia.org □ www.peoplesmatters.com 				

Code: MBXE BX3116

Marketing of Financial Services -1

2 Credits [LTP: 2-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To understand various types of financial products and services.
CO2	To develop understanding for each kind of mutual funds from an investment advisor's perspective.
CO3	To compare and contrast the various types of insurance products and services and illustrate their benefits and limitations.
CO4	To evaluate the financial products and services from an investment perspective for various kinds of investors.
CO5	To collect the application forms for all kinds of investments and discuss each of them.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Financial Market Fundamentals	8
2.	Mutual Funds	8
3.	Insurance	8
4.	Other Financial Services	8
5.	Marketing of Financial Services	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Financial Market Fundamentals
	<ul style="list-style-type: none"> • Equity Markets: Capital Markets, Role in the Economy, Brief History of BSE and NSE. • Trade life cycle of a financial instrument, Market Participants in the Equity markets with perspectives on 'Buy' side and 'Sell' side, Key terminologies related to the Equity markets. • Bond Markets: Introduction to bond markets, how bond markets operate? Key terminologies related to the bond markets. Regulatory aspects of the Bond Markets, Key players in the Bond Markets (such as FIIs, Hedge Funds etc.) • Debt Instruments: Debt instruments and their classification based on type of issuer, and basis characteristics. • Money Market Instruments (such as Certificate of Deposit, Re-purchase 'Agreements etc.)
2.	Mutual Funds
	<ul style="list-style-type: none"> • Basic Concepts: Mutual Funds and their importance, Various entities of a Mutual Fund and their respective roles-Basic understanding of NAV and calculation of a Fund-NAV • Types of Loads and Commissions charged on Mutual Funds and their significance. • Types: Types of Mutual Funds in India, classified on the basis of Structure, Investment Objective, and Investment Plan, Relative risks associated with various Mutual Funds in India. • Basic understanding of ETFs and their key features. • Differences between a Mutual Fund and an ETF. • Basic understanding of a 'Hedge Fund' and its key features, Process of Fund Selection and various related measurement parameters, Various expenses incurred by a Fund. • Investment Advisors: Guidelines for Investment Advisors while selling Mutual Funds to the clients.
3.	Insurance
	<ul style="list-style-type: none"> • Basics of Insurance: Basic understanding of insurance products, types of insurance policies – Role of IRDA, Insurance industry in India. • General Insurance: Types of liabilities covered, extent of insurance value, and conditions. • Life Insurance: Basic concept of Life Insurance, its beneficiaries and its types, Concept of Term Insurance and its various types, Traditional Life Insurance and its difference from Term Insurance, Whole Life Policy and Endowment Policy and the differences between them. ULIP and its comparison with conventional plans and Mutual Funds. • Marketing Channels in Insurance Markets: Various channel members in the Industry such as Insurance Agents, Distributors, etc. • Basic Understanding: Property and casualty/liability insurance, Commercial Insurance, Health Insurance.
4.	Other Financial Services

	<ul style="list-style-type: none"> • Leasing / Hire Purchase: Definition, meaning, types, process, advantages, limitations, financial implications. • Housing Finance: Major institutions involved, types, rate of interest, advantages, scenario in India. • Credit Cards: Meaning, types, growth, advantages and disadvantages, growth in India. • Credit Rating Services: Origin, definition, advantages, credit rating agencies – global and Indian, symbols, CRISIL, ICRA, equity ratings, CIBIL, scope in India. • Other Services: Factoring, forfeiting, bill discounting, consumer finance and venture capital
5.	Marketing of Financial Services
	<ul style="list-style-type: none"> • Importance of Financial Planning: identification of investment needs for retail investors, studying investment behavior-Household V/s. Institutional Investors. • Alternate Investment Products: Introduction to Alternate Investments and their various products and services, Portfolio Management Services and their features, Tax regulations from an Investment Advisor point of view. • Career opportunities in Marketing of Financial Services

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Marketing of Financial Services	V. A. Avadhani	Latest	Himalaya Publications
2.	Financial Services	Nalini Prava Tripathy	Latest	PHI Learning Pvt Ltd
3.	Financial Services	M Y Khan	Latest	Tata McGraw Hill
4.	Financial Services Marketing	Christine Ennew	Latest	Nigel Waite
5.	Financial Services & Markets,	Dr. Punithavathy Pandian,	Latest	Vikas Publication

Code: MBXE BX3117

Product and Brand Management 2 Credits

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To describe the basic key concepts of a product and role of product manager in B2C and B2B.
CO2	To understand the elements of a product strategy and how to use it to minimize new product failure.
CO3	To examine the process and methods of brand management, including how to establish brand identity and build brand equity.
CO4	To formulate effective branding strategies for real life consumer and business products and services operate in various markets and in the digital space.
CO5	To collect brand audit data using appropriate tools and propose strategic recommendations for reinforcing /Revitalizing/ rejuvenating failed brands for real life consumer, business products and services in various Markets and in the digital space.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Product Management	8
2.	Product Strategy	8
3.	Brand Management and Brand Equity	8
4.	Planning and Implementing Brand Marketing Programs	8
5.	Growing and Sustaining Brand Equity	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Product Management
	<ul style="list-style-type: none"> Product management as a basis of marketing organization structure. Role of product manager, Product management in consumer product industry Vs. industrial product industry. Overview of product level marketing plans.
2.	Product Strategy
	<ul style="list-style-type: none"> Elements of a product strategy, Defining Competitive set, Category Attractiveness Analysis, Competitor Analysis, Customer Analysis, setting objectives, selection of strategic alternatives – increasing sales, market share, profitability, New product failure.
3.	Brand Management and Brand Equity

	<ul style="list-style-type: none"> • Definition of brand, Challenges in Branding Strategic brand management process, Brand Equity Models- Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Customer based Brand equity, Brand knowledge, • Sources of brand equity –Brand Awareness, Brand Image
4.	Planning and Implementing Brand Marketing Programs
	<ul style="list-style-type: none"> • The Four steps of brand building, creating customer value, Identifying and establishing brand positioning, Positioning guidelines, Choosing brand elements to build brand equity, Options and tactics for Brand, New perspectives on marketing, • Integrating marketing communication to build brand equity, • Conceptualizing the leveraging process, • Co-branding, • Celebrity Endorsement. • Brand Marketing Strategies for Leaders, Challengers, Followers, Niche Strategies
5.	Growing and Sustaining Brand Equity
	<ul style="list-style-type: none"> • The brand value chain, Brand audit, Designing brand tracking studies, • Capturing customer mind set through quantitative and qualitative research techniques, • Brand architecture, Brand hierarchy • Designing brand strategy, New products, Brand extensions- advantage and disadvantage • Reinforcing brands, Revitalizing brands,

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Product Management	S.A. Chunawalla	Latest	Himalaya Publications
2.	Brand Management	Dr. S. L.Gupta	Latest	Himalaya Publications
3.	Product Management	Lehmann & Winer	Latest	Tata McGraw Hill
4.	Strategic Brand Management	Kevin Lane Keller	Latest	Pearson Education
5.	Product & Brand Management	U. C. Mathur	Latest	Excel Books

Code: MBXEBC3114

Banking Laws & Regulations

2 Credits [LTP: 2-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To describe various concepts taught in the syllabus.
CO2	To explain Regulatory Framework in the Indian Banking system.
CO3	To describe the various legal aspects need to be followed during daily banking operations.
CO4	To understand the various laws related to banking.
CO5	To apply the various commercial laws for the smooth functioning of banking operations.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Regulatory Framework	8
2.	Compliances of Regulations by Banks	8
3.	Legal Aspects of Banking Operations	8
4.	Laws related to Banking	8
5.	Commercial Laws relating to Banking Operations	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Regulatory Framework
	<ul style="list-style-type: none"> • Business of Banking, RBI Act 1934, • Banking Regulation Act 1949, • Role of RBI, • Government as a regulator, • Control over Organization of banks, Control over co-operative banks, • Regulation by other authorities.
2.	Compliances of Regulations by Banks
	<ul style="list-style-type: none"> • Opening of new banks, Branch Licensing, • Board of Directors and their rights • Rights of Banks shareholder • Monetary and Credit policy, • Annual statements of accounts, Audit and Inspection, submission of returns to RBI.
3.	Legal Aspects of Banking Operations

	<ul style="list-style-type: none"> • Types of borrowers, • Types of Credit Facilities (secured, unsecured, fund based, non-fund based), • Laws relating to Bill Finance, • Securities and Modes of charges (Mortgage, Lien, Pledge, Hypothecation, etc), • Creation and satisfaction of charge.
4.	Laws related to Banking
	<ul style="list-style-type: none"> • DRT Act 1993, • SARFAESI Act, • Banking Ombudsman Scheme, • Bankers Books Evidence Act 1891 • CERSAI, • Consumer Protection Act 1986, • Negotiable Instruments Act 1881, • Payments & Settlement systems Act 2007.
5.	Commercial Laws relating to Banking Operations
	<ul style="list-style-type: none"> • The Indian Contract Act 1872, • The Sale of Goods Act 1930, • The Companies Act 1956, • Transfer of Property Act 1882, • Foreign Exchange Management Act 1999, • The Prevention of Money Laundering Act 2002, • Information Technology Act 2000, • The Right to Information Act 2005.

Code: MBAEBX3119

Learning & Development

2 Credits [LTP: 2-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To describe the key concepts associated with Learning & Development
CO2	To explain the training process and the various methods of training for various categories of employees in a variety of organizational contexts.
CO3	To identify training needs of various categories of employees in a variety of organizational contexts.
CO4	To evaluate the training process of various categories of employees in a variety of organizational contexts.

CO5	To design a training programme for various categories of employees in a variety of organizational contexts.
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A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Learning	5
2.	Process of Training	5
3.	Designing and Implementation of Training Plan	5
4.	Evaluation of Training Program	5
5.	Management Development	5

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Learning
	<ul style="list-style-type: none"> • Nature of learning, Learning-its influence on employee behavior, • Learning Process, Learning and HRD, • Learning styles, elements and Profile, • Types of Learning, Adult Learning, • Androgogy, • Implementing Learning/HRD needs. • Introduction to Training: Definition, Concept, Meaning, Nature, Need for Training and Development, • Types of Training, • Effective Learning and Training.
2.	Process of Training
	<ul style="list-style-type: none"> • Identification of job competencies, • Training Need Analysis and Assessment, • Training for Performance, • Steps in Training, • Role and Responsibilities of HRD and Training Specialist
3.	Designing and Implementation of Training Plan

	<ul style="list-style-type: none"> • Objectives of Designing Training Plan • Budgeting of Training, • Trainer and Trainee Identification, • Designing Module, Designing and Conducting Specific Training and Development Programme. • Methods of Training: Methods & Technique of Training, On Job Training, and Competency based training, Online Training, • E-Learning, Multimedia Training, • Management Development Program, • New Employee Training
4.	Evaluation of Training Program
	<ul style="list-style-type: none"> • Introduction, concept & principles • Evaluating Training and Results- Kirkpatrick Model of Evaluation, • CIRO of Training, • ROT of Training, • Cost-Benefit analysis.
5.	Management Development
	<ul style="list-style-type: none"> • Training and Coaching • Mentoring • Training Practices • Train the trainer • Training for Diversity • Impact of Training on HRD

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Employee Training & Development	Raymond Noe	Latest	
2.	Training and Development	S K Bhatia	Latest	
3.	The ASTD Training and Development Handbook: A Guide to Human Resource Development	Robert Craig,	Latest	Tata McGraw Hill
4.	Creative Training Techniques Handbook	Robert W. Pike	Latest	CSP

Code: MBXEBC3222

Advanced Communication Skills - II

2 Credits [LTP: 0-0-2]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To communicate and debate their understanding at a detailed level with the colleagues in a professional as well as casual environment.
CO2	To understand how to design a resume that describes their education, skills, experiences and measurable achievements with proper grammar, format and brevity along with demonstrating an ability to target the resume to the presenting purpose.
CO3	To apply the technical and workplace writing tasks & to enhance the speaking tone, pace & common phrases that's appropriate for phone conversations.
CO4	To evaluate information and its sources critically & Incorporate selected information into one's knowledge base.
CO5	To identify challenges and applying helpful strategies for overcoming fears and challenges both about the past and present.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Formal & Informal Group Discussion	8
2.	Resume Building	8
3.	Introduction to Telephonic Conversation	8
4.	Critical Thinking & Innovation	8
5.	Confidence Building	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Formal & Informal Group Discussion
	<ul style="list-style-type: none"> • Introduction of the Course & the topic (Theory/Practical) • Practice Sessions (Practical) • Conclusion & Summary of the Unit(Theory/Practical)
2.	Resume Building

	<ul style="list-style-type: none"> • Introduction of the topic (Theory/Practical) • What Is a Resume? (Theory/Practical) • How and Why are they Used? The Four Main Resume Types (Theory/Practical) • The Chronological Resume (Theory/Practical) • The Functional Resume (Theory/Practical) • The Combination Resume (Theory/Practical) • Tailoring Your Resume (Theory/Practical) • Making Your Resume Stand Out (Theory/Practical) • Things to Avoid (Theory/Practical) • Curricula Vitae (Theory/Practical) • Making the Choice (Theory/Practical) • Conclusion & Summary of the Unit (Theory/Practical)
3.	Introduction to Telephonic Conversation
	<ul style="list-style-type: none"> • Introduction of the topic (Theory/Practical) • Telephone Cues (Practical) • Vocabulary & Phrases (Practical) • Notes for a Call (Theory/Practical) • Telephone call imitation (Practical) • Practice Session (Theory/Practical) • Conclusion & Summary of the Unit (Theory/Practical)
4.	Critical Thinking & Innovation
	<ul style="list-style-type: none"> • Introduction of the topic (Theory/Practical) • Importance of Critical Thinking (Theory/Practical) • Activities to improve Critical Thinking (Practical) • Activities to generate Innovative ideas (Practical) • Conclusion & Summary of the Unit (Theory/Practical)
5.	Confidence Building
	<ul style="list-style-type: none"> • Introduction of the topic (Theory/Practical) • Ways of confidence building to tackle challenges (Theory/Practical) • Enhancing positive thinking & self-esteem (Practical) • Boosting self-confidence with Life-Skills (Practical) • Conclusion & Summary of the Unit (Theory/Practical)

Code: MBXCBX4101

Indian Ethos & Business Ethics

3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To describe major theories, concepts, terms, models and framework of Indian ethos and business ethics. discover the contemporary issues in business ethics
CO2	To classify and recognize karma, karma yoga and discover its relevance in business setting, illustrate the business ethical decision rationale derived from Indian heritage scriptures.
CO3	To apply principles, theories, models and framework of Indian ethos and business ethics in order to incorporate value system in work culture and work place.
CO4	To implement, evaluate, and facilitate ethical business behavior and promote sustainable business ecology, improve profitability, foster business relation and employee productivity.
CO5	To elaborate ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to certain norms, theories and models of Eastern Management.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Indian Ethos and Values	8
2.	Indian Model of Management	8
3.	Business Ethics as Applied ethics	8
4.	Approaches to Business Ethics & Ethical Decision Making	8
5.	Applications of Ethical Principles to Contemporary, Moral and Ethical problems/issues related to Business	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Indian Ethos and Values
	<ul style="list-style-type: none"> • Its relevance at Workplace: Indian Ethos- Meaning, Features, Need, Evolution, Relevance, Principles Practiced by Indian Companies, • Requisites, Elements, Role of Indian Ethos in Managerial Practices, • Triguna Theory-OSHA Model. • Work Ethos meaning, dimensions of Work Ethos. Values - Concepts, Values in business, • Value system in work culture, and Values of Indian Managers, Relevance of Value Based Management in Global Change; Impact of values on Stakeholders; Trans-Cultural Human Values, • Ethics v/s Ethos, • Eastern Management v/s Western Management.
2.	Indian Model of Management

	<ul style="list-style-type: none"> • Concept of Indian Model of Management in the Indian socio-political environment, • Laws of Karma and its relevance in business settings, • Indian Heritage in Business-Management. • Production and Consumption: Management lessons from Indian heritage scriptures (like Mahabharata & Ramayana), • Leadership Pointers from Kautilya's Arthashastra, VEDA Model of Leadership, Corporate Rishi Model, Theory K, WE theory (West-East Theory)
3.	Business Ethics as Applied ethics
	<ul style="list-style-type: none"> • Meaning, Characteristics of Business Ethics, • Importance of Business Ethics (Long Term growth, Cost reduction, Risk mitigation, Limited resources, etc.) • Types of Business Ethics (Transactional Ethics, Participatory Ethics, Recognition Ethics), • Factors influencing business ethics. • Categories of Ethics (Personal, Professional, Managerial) • Business Code of Conduct
4.	Approaches to Business Ethics & Ethical Decision Making
	<ul style="list-style-type: none"> • Consequentialist & Non- Consequentialist Theories of Ethics - Deontological Theory & Teleological Theory, • Kohlberg Six stage moral development. • Framework of Ethical decision making, • Ethical dilemmas in different functional areas of Business (Finance, Marketing HRM and International Business), • Intellectual Property Rights and Business Ethics, • Ethical challenges for Managers, • Ethical Decision Making process, it's Model -STEP Model, PLUS Filter Model
5.	Applications of Ethical Principles to Contemporary, Moral and Ethical problems/issues related to Business
	<ul style="list-style-type: none"> • Contemporary cases on Corporate Strategy and Climate Change, • Corporate Strategy and Natural resource depletion, • Corporate Social Responsibility, transparency and accountability, • Social Media and E-Platforms. • Current ethical issues like Bank scams, Airlines etc.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Business Ethics (Concept, Application, Framework and Cultural Impact)	K. Aswathappa, J. Ushar Rani, Sunanda Gundavajhala	Latest	Himalaya Publications
2.	Indian Ethos of Management	Tushar Agarawal and Nidhi Chandorkar	Latest	Himalaya Publications
3.	Indian Ethos and Values for Managers	Khandelwal	Latest	Himalaya Publications

4.	Indian Ethos & Values In Management	Nandagopal R Ajith Sankar	Latest	Tata McGraw Hill
5.	Ethics in Management and Indian Ethos	Biswanath Ghosh	Latest	Vikas Publication

Code:	Project Management	2 Credits [LTP: 2-0-0]
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COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To define the key terms and concepts in project management.
CO2	To explain the importance of project management methodologies and tools at the distinct stages in the project' s life cycle.
CO3	To illustrate the importance of pm in most industries and businesses.
CO4	To examine the importance of leadership specifically in heterogeneous and virtual teams as well as governance and approaches to conflict resolutions.
CO5	To design dashboard, status report and index for key performance indicators of project for the management.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Overview of Project Management	8
2.	Project Planning	8
3.	Project Scheduling & Risk Management	8
4.	Project Organization	8
5.	Project Evaluation	8

B.DETAILED SYLLABUS

Unit	Unit Details
1.	Overview of Project Management
	<ul style="list-style-type: none"> • Concept of Project, Attributes of a Project, Importance of Project Management, Project Management Process, Project Lifecycle, • Project Stakeholders, Project Management Structures, Choosing Appropriate Project Management Structure, Implications of Organizational Culture, Main Causes of Project Failure. • Project Definition: Defining Scope, Establishing Priorities, Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization, Coding the WBS for information system, Project Roll Up, Process Breakdown Structure, Responsibility Matrices.
2.	Project Planning

	<ul style="list-style-type: none"> • 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.
3.	Project Scheduling & Risk Management
	<ul style="list-style-type: none"> • Scheduling Resources and Reducing Project Duration: Types of Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Splitting, Multitasking, Benefits of scheduling resources, Assigning Project work, 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
4.	Project Organization
	<ul style="list-style-type: none"> • The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, • Skills of the Project Manager – Leadership Abilities, Coaching & mentoring Abilities, Communication Skills, Interpersonal Skills, Ability to Handle Stress, Problem Solving Skills, Time Management Skills, Delegation, Management of Change. • Managing Project Teams: The five stage team development model, Situational factors affecting team development, Team effectiveness, Conflict in projects, Sources of Conflict, Handling Conflict. • Managing Virtual Project teams, Project team pitfalls.
5.	Project Evaluation
	<ul style="list-style-type: none"> • 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 dashboard, 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.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
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1.	Project Management	Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan	Latest	Wiley India
2.	Effective Project Management	Clements and Gido	Latest	Thomson – India Edition
3.	Project Management- The Managerial Process	Clifford Gray, Erik Larson and Gautam Desai	Latest	Tata McGraw Hill
4.	Projects, Planning, Analysis, Selection, Financing, Implementation and Review	Prasanna Chandra	Latest	Tata McGraw Hill
5.	Project management Institute, The Guide to the Project Management Body of Knowledge		Latest	PMI Publication

Code: MBXEBX4221

Personality Development-II

2 Credits [LTP: 0-0-2]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To prepare and deliver a clear and fluent demonstrative, informative, and persuasive presentation and learn ethics to manage own self.
CO2	To analyze individuals of the team, who have different outlooks and abilities, and are at different stages of their careers and achieve the goal altogether.
CO3	To understand how various organizations and industries define professional writing as well as how various humanities scholars define professional writing studies.
CO4	To create and deliver a research presentation using the basic patterns of an effective presentation.
CO5	To generate a pile of ideas by examining issues in greater depth, looking at different dimensions of these issues.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Essentials of Self -Management	5
2.	Essentials of Time Management	5
3.	Introduction to Professional Writing	5

4.	Formal Presentation Skills	5
5.	Stress & Conflict Management	5

B.DETAILED SYLLABUS

Unit	Unit Details
1.	Essentials of Self -Management
	<ul style="list-style-type: none"> • Introduction of the Course & the topic (Theory/Practical) • Identifying one's strengths and weaknesses (Practical) • Planning & Goal setting (Practical) • Managing self – emotions, ego, pride (Practical) • Practice Session (Practical) • Conclusion & Summary of the Unit (Theory/Practical)
2.	Essentials of Time Management
	<ul style="list-style-type: none"> • Introduction of the topic (Theory/Practical) • Time as a Resource (Theory/Practical) • Identify Important Time Management Wasters (Theory/Practical) • Individual Time Management Styles (Theory/Practical) • Techniques for better Time Management (Theory/Practical) • Act in time on commitment (Practical) • Quality/ Productive Time (Theory/Practical) • Practice Sessions (Practical) • Conclusion & Summary of the Unit (Theory/Practical)
3.	Introduction to Professional Writing
	<ul style="list-style-type: none"> • Introduction of the topic (Theory/Practical) • Definition of Professional Writing (Theory/Practical) • Professional Writing Research Methods(Practical) • Rhetoric in Professional Writing (Practical) • Professional Writing and Technology (Theory/Practical) • Conclusion & Summary of the Unit (Theory/Practical)
4.	Formal Presentation Skills
	<ul style="list-style-type: none"> • Introduction of the topic (Theory/Practical) • Techniques of Creating a presentation (Practical) • Techniques of delivering & Use of IT Tools (Theory/Practical) • Do's & Don'ts (Theory/Practical) • Evaluation / feedback (Practical) • Practice Sessions (Practical) • Conclusion & Summary of the Unit (Theory/Practical)
5.	Stress & Conflict Management

<ul style="list-style-type: none"> • Introduction of the topic (Theory/Practical) • Introduction to Stress (Practical) • Causes of Stress (Practical) • Impact Stress (Practical) • Managing Stress (Practical) • Introduction to Conflict (Practical) • Causes of Conflict (Theory/Practical) • Managing Conflict (Theory/Practical) • Conclusion & Summary of the Unit (Theory/Practical)
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Code: MBXCBX4102 Marketing 4.0 3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To describe the various concepts associated with Marketing 4.0
CO2	To explain the importance of 5A's in Marketing 4.0.
CO3	To demonstrate the application of concepts of digital marketing, new productivity metrics, Human centric marketing, Omni channel marketing to the real world of digital economy
CO4	To distinguish between traditional and digital marketing practices in given real world context to be the effective marketers.
CO5	To assess how Technology & connectivity has changed human life and business in the context of real-world commodities, products & services.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Introduction to Marketing 4.0	8
2.	Marketing 4.0 in the Digital Economy	8
3.	Marketing Productivity Metrics	8
4.	Human-Centric Marketing for Brand Attraction	8
5.	Omni channel Marketing for Brand Commitment	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Introduction to Marketing 4.0
	<p>Power Shifts to the Connected Customers, Shift from Exclusive to Inclusive, social communities, Reverse innovation, Frugality change in focus From Vertical to Horizontal, Transition from Individual to Social approach, Online go-to-market option-factor (friends, families, Facebook, Fans, twitter followers)</p> <p><u>The Paradoxes of Marketing to Connected Customers</u> Breaking the Myths of Connectivity -connectivity as a game changer, lowering entry barriers, disruption, collaboration, co-creation, informed customers v/s distracted customers, brand conversion, Negative Advocacy v/s Positive Advocacy, prompted Advocacy</p>
2.	Marketing 4.0 in the Digital Economy
	<ul style="list-style-type: none"> • Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing, technologies that drive digital economy, digitally empowered entrants, combining online and offline interaction, Blending style with substance, The New Customer Path • <u>Brand clarification of characters and codes</u>-Brand positioning, consistency in Brand characters, Brand differentiation based on Human-to Human touch, Four Ps to 4Cs, Commercializing 4C's Understanding How People Buy: From Four A's to Five A's, Aware, Appeal, Ask, Act, and Advocate. Driving from Awareness to Advocacy: The O Zone (O3)
3.	Marketing Productivity Metrics
	<ul style="list-style-type: none"> • Introducing PAR and BAR, Decomposing PAR and BAR Driving Up Productivity, Purchase Action Ratio and Brand Advocacy Ratio Industry Archetypes and Best Practices Four Major Industry Archetypes, Four Marketing Best Practices
4.	Human-Centric Marketing for Brand Attraction
	<ul style="list-style-type: none"> • Understanding Humans Using Digital Anthropology, Building the Six Attributes of Human-Centric Brands, When Brands Become Humans Content Marketing for Brand Curiosity Content Is the New Ad, #Hashtag Is the New Tagline, Step-by-Step Content Marketing, Creating Conversations with Content
5.	Omni channel Marketing for Brand Commitment
	<ul style="list-style-type: none"> • The Rise of Omnichannel Marketing. Step-by-Step Omni channel Marketing, Integrating the Best of Online and Offline Channels <p><u>Engagement Marketing for Brand Affinity</u></p> <ul style="list-style-type: none"> • Enhancing Digital Experiences with Mobile Apps, Providing Solutions with Social CRM, Driving Desired Behavior with Gamification. Mobile Apps, Social CRM, and Gamification, Epilogue: Getting to WOW! What Is a "WOW"? Enjoy, Experience, Engage.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Marketing 4.0	Philip Kotler Hermawan Kartajaya	Latest	John Wiley & Sons
2.	Managing Content Marketing: The Real World Guide for creating subscribers to Your Brand Passionate	Jie Pulizzi, Roibert Rose	Latest	CMI Books
3.	Marketing Metrics: The Manger's Guide to Measuring Marketing Performance	Neil T Bendle, Paul Farris and Philip Pfeifer	Latest	Pearson FT Press
4.	Engagement Marketing- How small business wins in a socially connected world	Gail Goodman	Latest	Wiley Publishers
5.	Permission Marketing, turning strangers into friends and friends into customers	Seth Godin,	Latest	

Code: MBXCBX4103 Financial Market & Banking Operations 3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To recall the structure and components of Indian Financial System through banking operations & financial markets.
CO2	understand the concepts of financial markets, their working and importance
CO3	To illustrate the working and contribution of banks and NBFCs to the Indian Economy.
CO4	To analyze the linkages in the financial markets.
CO5	To explain the various banking and accounting transactions.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Basic Concepts of Indian Financial System	8
2.	Money Market	8
3.	Capital Market	8

4.	Banks and NBFCs	8
5.	Concepts in Banking and Accounting of transactions	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Basic Concepts of Indian Financial System
	<ul style="list-style-type: none"> • Structure and Components: Indian financial system in India, Role of financial system in economic development. • Introduction to financial Institutions – Banking – Non Banking Institutions. • Role and Functions of Banks and their Contribution to Indian Economy. • Introduction to Financial Markets, Functions and Classification. • Money Market, Capital markets, Bond markets, Commodity markets, Money markets, Derivatives markets, Futures markets, Foreign exchange markets, Crypto currency market
2.	Money Market
	<ul style="list-style-type: none"> • Structure and components: Participants in Indian Money Market, Money Market Instruments, • Structure of Money Market, Role of central bank in money market; Players in the Indian Money Market, • The reforms in Indian Money Market.
3.	Capital Market
	<ul style="list-style-type: none"> • Components & Functions of Capital Markets, Primary & Secondary Market Operations, • Capital Market Instruments - Preference Shares, Equity Shares, Non-voting Shares, Convertible Cumulative Debentures (CCD), Fixed Deposits, Debentures and Bonds, • Global Depository receipts, American Depository receipts, Global Debt Instruments, Role of SEBI in Capital Market.
4.	Banks and NBFCs
	<ul style="list-style-type: none"> • Types of Banks & NBFCs: Central Bank, Nationalized & Co Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks & Foreign Banks, Mudra Bank, Small Finance Banks, Specialized Banks, NBFCs. • Types of Banking: Wholesale and Retail Banking, Investment Banking, Corporate Banking, Private Banking, Development Banking.
5.	Concepts in Banking and Accounting of transactions
	<ul style="list-style-type: none"> • Accounting in banks, Electronic Banking, RTGS, ATM, MICR, OCR, OMR, and DATANET, Petty Cash, Electronic Clearing Service (ECS), National Electronic Funds Transfer (NEFT) System, Real Time Gross Settlement (RTGS) System, IMPS.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Indian Financial Services	M Y Khan	Latest	
2.	Marketing of Financial Services	Dr D Guruswamy	Latest	
3.	Financial Services In India,	Avadhani, V.A.	Latest	
4.	Capital Markets & Financial Services	Anil Agashe	Latest	
5.	Financial services of India	Dr. D Guruswamy	Latest	

Code: MBXE BX4113 Website Design & Development 2 Credits [LTP: 2-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To understand various types of financial products and services.
CO2	To develop understanding for each kind of mutual funds from an investment advisor's perspective.
CO3	To compare and contrast the various types of insurance products and services and illustrate their benefits and limitations.
CO4	To evaluate the financial products and services from an investment perspective for various kinds of investors.
CO5	To collect the application forms for all kinds of investments and discuss each of them.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Website Planning & Development: Types of Websites (Part1)	8
2.	Website Planning & Development, Keywords Selection Process (Part 2)	8
3.	Understanding Domain Name and Web Hosting	8

4.	Building Websites Using WordPress / blog (This process can be also be taught on other platforms of website development	8
5.	Using WordPress Plug-ins	8

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Website Planning & Development: Types of Websites (Part1)
	<ul style="list-style-type: none"> Website-Definition, Types and understanding how it works. Types of the websites, Performance-based: Static, Dynamic, Mobile, and Responsive website. Purpose Based Websites: Personal, Business, e-Commerce, Infowebsites. Phases of website development: Prerequisites, Defining the website objective, Understanding Target Audience, and Selection of Keywords. Number of Website Pages and Website Blueprint.
2.	Website Planning & Development, Keywords Selection Process (Part 2)
	<ul style="list-style-type: none"> Keywords: Definition, Significance, Types of keywords- Primary, Sub-Primary Keywords, Secondary & Sub- Secondary Keywords. Sources of Keywords- Business, Customers, Competitors. Keyword Suggestion tools.
3.	Understanding Domain Name and Web Hosting
	<ul style="list-style-type: none"> Domain Name-Definition, Types& Process of Buying. Choosing the right Domain name, Understanding and Registration. Definition of Web Hosting, Process and registering domain name with a hosting provider. Changing of Domain Name Servers
4.	Building Websites Using WordPress / blog (This process can be also be taught on other platforms of website development
	<ul style="list-style-type: none"> Creating a WordPress Site (Installing WordPress), Logging into the WordPress Admin & General Site Settings, Enabling Writing Posts & Formatting Texts, Publishing a Post(Making it Live) Adding read more link to a Post, Creating Links(Hyperlinks), Adding Image & Managing Media Library, Adding an Image Gallery, Adding Video. Making & Publishing Pages, Menus, Installing Themes Customizing theme appearance, Changing the template Layout for a Page or a Post
5.	Using WordPress Plug-ins
	<ul style="list-style-type: none"> Understanding WordPress- Themes, Plug-ins, adding sliders, pages, Using Under construction mode website, making website effective by Inserts- Logo, Icon Box, Image & text and Video elements. Creation of Contact forms. Linkages, Essential Add-ons, Making changes for responsive view Security Policy.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Hour Word Press 2020	Dr.Andy Williams	Latest	
2.	Absolute Beginners Guide To Building Word Press Sites: A Visual Step By Step Guide To LearnWord Press Web design	Emmanuel Arom	Latest	
3.	Word Press For Beginners: A Visual Guide to Building Your Word Press Site	Nathan George	Latest	
4.	WordPress for Dummies	LisaSbin Wilson	9 th ed.	
5.			Latest	

Code: MBXE BX4115

International Marketing

2 Credits [LTP: 2-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To understand various types of financial products and services.
CO2	To develop understanding for each kind of mutual funds from an investment advisor's perspective.
CO3	To compare and contrast the various types of insurance products and services and illustrate their benefits and limitations.
CO4	To evaluate the financial products and services from an investment perspective for various kinds of investors.
CO5	To collect the application forms for all kinds of investments and discuss each of them.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Introduction	8
2.	Approaching International Marketing	8
3.	International Marketing Mix I	8
4.	International Marketing Mix II	8

5.	Managing International Marketing in 21st Century	8
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B. DETAILED SYLLABUS

Unit	Unit Details
1.	Introduction
	<ul style="list-style-type: none"> • Meaning, Nature, Scope and Importance of International Marketing; Management Orientations in the context of International Marketing–EPRG Framework; • Overview of International Marketing Management Process; International Marketing Environment and Its Effect on International Marketing–Economic Environment, Trade Environment, Social and Cultural Environment, Political Environment, Legal and Regulatory Environment, Demographic Environment, Natural Environment, Technological Environment.
2.	Approaching International Marketing
	<ul style="list-style-type: none"> • International Marketing Information System and International Marketing Research; • International Market Segmentation; Target Market Selection; • International Market Entry Strategies; International Positioning Strategies
3.	International Marketing Mix I
	<ul style="list-style-type: none"> • International Product Planning: Major Product Decisions- Product Features and Quality, Product Design, Branding, Packaging, Labeling, and Product Support Services; Product Standardization vs. Adaptation; New Product Development; IPR Issues; International Product Life Cycle; Managing Product Mix and Product Line. • Pricing for International Markets: Factors affecting International Price Determination; Pricing Strategies for International Markets; Price Quotations and Terms of Sale, Delivery and Payment; Dumping; Gray Market; Transfer Pricing.
4.	International Marketing Mix II
	<ul style="list-style-type: none"> • Managing International Promotion: International Promotion Mix Decisions: Advertising, Sales Promotion, Public Relations and Publicity, Personal Selling, Direct Marketing; Standardization vs. Adaptation issue; Developing International Promotion Campaign. • Managing International Distribution: Designing International Distribution Channels; Management of International Distribution Channel; Distribution Channel Dynamics; International Logistics Management.
5.	Managing International Marketing in 21st Century
	<ul style="list-style-type: none"> • Patterns of International Marketing Organization; Leadership; Digital Revolution and International Marketing; Developing International Competitiveness; Ethics, CSR and Social Responsiveness in Globalization Era.

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	International Marketing Management	Subhash Jain	Latest	CBS Publishers & Distributors.
2.	International Marketing: Analysis and Strategy	Sak Onkvisit and John Shaw	Latest	PHI Learning Pvt Ltd
3.	International Marketing	Cateora, Graham and Salwan	Latest	Tata McGraw Hill
4.	Global Marketing Management	Keegan Warren J. and Green M. C.	Latest	Pearson Education.
5.	International Marketing	Rajgopal	Latest	Vikas Publication

Code: MBXE BX4119

Talent Management

2 Credits [LTP: 2-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To define Talent Management and its significance
CO2	To understand performance excellence through Talent Management
CO3	To apply Talent Management concepts in Human Resource Management
CO4	To analyzing Talent Management practices in employee development and career enhancement
CO5	To formulate the Talent Management Strategies for any organization.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Talent Management	5
2.	Talent Management Planning	5
3.	Talent Acquisition	5
4.	Talent Retention	5
5.	Opportunities and Challenges in Talent Management	5

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Talent Management
	<ul style="list-style-type: none"> • Definition, Meaning of Talent Management, Objectives & Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Consequences of Failure in Managing Talent, • Benefits of Talent Management: How Your Business Can Benefit From it, Responsibilities of Talent Management Manager & Professionals
2.	Talent Management Planning
	<ul style="list-style-type: none"> • Understanding the Needs and Mind set of Employee, Steps in Talent Management Process, Knowledge, Values, Beliefs and Skill Implications for Talent Management, Modelling Excellence
3.	Talent Acquisition
	<ul style="list-style-type: none"> • Defining Talent Acquisition, Develop high potential employee - High performance workforce, • Importance of Talent Development Process, Steps in Developing Talent, Succession Planning, • Difference between Talent Acquisition and Recruitment, Current Trends in Talent Acquisition
4.	Talent Retention
	<ul style="list-style-type: none"> • "SMR Model" (Satisfy, Motivate and Reward) – The Formula to Win Your Employees & Retain Them, Employee Retention Programs, • Career Planning & Development, Return on Investment (ROI) on Talent Management, Employee Engagement, Best Practices in Employee Retention.
5.	Opportunities and Challenges in Talent Management
	<ul style="list-style-type: none"> • Talent Management Challenges, Strategies to Overcome the Challenges, Opportunities in Talent Management, Talent Management in the Digital Era, Current trends in Talent Management. <p>Students in a group of 2-4 to study and submit spiral bound report on Talent Management Strategy in any organisation of their choice.</p>

C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	A Framework for Human Resource Management	Dessler Gary	Latest	Pearson Edition

2.	Human Resource Management	Pattanayak Biswajeet	Latest	PHI Learning Pvt Ltd
3.	Talent Management Hand Book	Lance A Berger, Dorothy R Berger	Latest	Tata McGraw Hill
4.	Fundamentals of Human Resource Management	Varkkey Biju	Latest	Pearson Edition
5.	A Handbook of Human Resource Management Practice	Armstrong Michael	Latest	Kogan Page Publication

Code: MBXCBX4104 Employee Relations & Labor Legislation 3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	To show awareness of important and critical issues in employee relations
CO2	To interpret and relate legislations governing employee relations.
CO3	To demonstrate an understanding of legislations relating to working environment.
CO4	To outline the role of government, society and trade union in er.
CO5	To discuss the relevant provisions of various labour legislations.

A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Introduction	7
2.	Mechanism for harmonious ER	8
3.	Legislations governing Employee Relations	8
4.	Legislation governing Unions and wages	8
5.	Legislation governing working environment	9

B. DETAILED SYLLABUS

Unit	Unit Details
1.	Introduction

	<ul style="list-style-type: none"> • Background of Employee Relations, Concept, definition, scope, objectives, factors, participants & importance of ER, • Approaches to employee relations – The Dunlop’s approach, The Social Action Approach, The Human Relations Approach and The Gandhian Approach, Labour policies, role of ILO and its influence on legislation in India.
2.	Mechanism for harmonious ER
	<ul style="list-style-type: none"> • Collective bargaining - definition, meaning, nature, essential conditions, functions and importance, process and its implementation, • Workers participation in management & Problem solving attitude, • Grievance, meaning and forms, sources, approaches, procedures, model grievance procedure and grievance handling committees.
3.	Legislations governing Employee Relations
	<ul style="list-style-type: none"> • The Industrial Disputes Act 1947 – Definition of industry, workmen and industrial dispute, authorities under the act, procedure, powers and duties of authorities, strikes and lockouts, layoff, retrenchment and closure, • The Contract Labour (Regulation and Abolition) Act 1970 – Advisory boards, registration of establishment, Licensing of Contractors, Welfare and health of contract labour, registers and other records to be maintained.
4.	Legislation governing Unions and wages
	<ul style="list-style-type: none"> • The Trade Union Act 1926- Formation and registration of Trade Unions, Principle privileges of a registered trade union, rights of recognized trade unions, types and structure of trade unions, impact of globalization on trade union movement, • Maharashtra Recognition of Trade Union and Prevention of Unfair Labor Practices Act 1971 – Unfair labor practices on the part of Employers and Employees, authorities and punishments under the act • Minimum Wages Act 1948 – Definition of wages, fixation and revision of minimum wages, advisory boards and committees, fixing hours for a normal working day, wages for worker who works for less than normal working day, maintenance of registers and records.
5.	Legislation governing working environment

	<ul style="list-style-type: none"> • The Factories Act 1948 – Definitions of factory, manufacturing process, worker, occupier; provisions under health, safety and welfare, working hours, annual leave with wages, prohibition of employment of young children • Maharashtra Shops & Establishment (Regulation of Employment and Conditions of Service) Act, 2017 – Scope, Registration of establishments, opening and closing hours, hours of work, interval for rest, spread over, wages for overtime and weekly off, leave with pay and payment of wages and welfare provisions, offences and penalties, • Maternity benefit Act, 1961 – Entire Act and latest amendment, • The Sexual harassment of women at workplace(Prevention, prohibition and Redressal) Act, 2013 – Definitions of sexual harassment, employee, workplace, complaints committee, complaint mechanism, Aggrieved Woman, Chairperson; Constitution of Internal Complaints Committee, Complaint, Inquiry into complaint, duties of employer.
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C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Personnel Management	C B Mamoria	Latest	
2.	Dynamics of Personnel Administration	Rudrabaswaraj	Latest	
3.	Personnel Management	Edwin Flippo	Latest	
4.	Industrial and Labour Laws	S. P. Jain	Latest	
5.	Introduction of Labour and Industrial Laws	Avatar Singh	Latest	

Code: MBXE BX4117 Life Insurance – Products & Underwriting 3 Credits [LTP: 3-0-0]

COURSE OUTCOMES: After Successful completion of the course students will be able-

CO1	RECALL all the concepts pertaining to Life Insurance covered in the coursesyllabus.
CO2	Explain all the concepts pertaining to Life Insurance covered in the course syllabus.

CO3	DETERMINE the key elements of the Life Insurance Products and Services.
CO4	APPLY the life insurance product knowledge to suit to the clients' needs.
CO5	DESIGN the life insurance cover strategy for clients.

G. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	Life Insurance	8
2.	Life Insurance Market in India	8
3.	Life Insurance Products	8
4.	Underwriting	8
5.	Regulatory Aspects and Ethics	8

H. DETAILED SYLLABUS

Unit	Unit Details
1.	Life Insurance
	<ul style="list-style-type: none"> • Introduction • History and evolution • Functions of Insurance • Advantages of Life insurance • Terminologies in Life Insurance
2.	Life Insurance Market in India
	<ul style="list-style-type: none"> • Structure of Indian Life Insurance Market • Risks • Types of Risks and Characteristics of Insurable Risks, • Perils, Hazards and Life Insurance.
3.	Life Insurance Products
	<ul style="list-style-type: none"> • Term Insurance • Endowment Policy • Whole-Life Policy • Child Policy • Unit Linked Insurance Policy and other relevant products
4.	Underwriting

	<ul style="list-style-type: none"> • Meaning of Underwriting • Underwriting Process • Underwriting Considerations • Renewals • Lapse and Claims
5.	Regulatory Aspects and Ethics
	<ul style="list-style-type: none"> • IRDA and its role • Ethics in the Insurance Industry and their importance.

I. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Insurance and Risk Management	P.K.Gupta	Latest	Himalaya Publishing House
2.	Insurance, Principles and Practice	S.N.Mishra, S.B.Mishra,	Latest	S Chand
3.	Principles of Insurance Management	Neelam Gulati	Latest	Excel Books