

University of Himachal Pradesh
School of Commerce and Management Studies

HPKV Business School

**Program Outcome,
Program Specific Outcomes,
Course Outcomes & Contents
Of**

**Master of Business Administration (MBA)
HPKV Business School
School of Commerce and Management Studies (SoCMS)**



Programme Outcomes

Master of Business Administration (MBA) is a two-year full time programme with dual specialization offered by the Department of HPKV Business School, School of Commerce and Management Studies, Central University of Himachal Pradesh. The Programme is designed to develop students for socially desirable and personally fruitful careers in the field of business and finance, through innovativeness in framing the course curriculum, rigorous academic program, and imparting practical skills required for handling complex business issues in today's competitive economic environment.

Program Specific Outcome (PSOs)

The program specific outcomes of the Master of Business Administration (MBA) program are as follow;

1. Knowledge of various economic and management theories (KE&MT)
2. Application of economic and management theories in decision making (AE&MT)
3. Develop students into global business leaders (DSGL)
4. Integrative Experience and Experiential Learning. (IE&EL)
5. Effect of Business Environment on Business. (BEB)
6. Development of Strategic, Innovative Thinking, and Analysis Skills to identify business opportunities, and for Problem Solving, and Decision-Making. (SIT&AS)
7. Social, legal and ethical responsibilities of a business firm (SL&EO)
8. Sharpening students' life skills (SLS)

Course Contents Approval (BoS & SB Minutes)

Minutes of 3rd Meeting of School Board of School of Business and Management Studies held on 13th October, 2016

The Third meeting of School Board of Business and Management Studies was held at 11.30 A.M. on 13th October 2015. The meeting was chaired by Professor Yoginder Singh Verma, Dean of the School.

☒ The following were present in the meeting:

S. No	Name of the Member	Designation
1.	Professor Yoginder Singh Verma Pro Vice-Chancellor	Dean, School of Business and Management Studies, Chairman
2.	Dr. Naren Ramji Registrar, Sathya Sai University, Puttaparthi, AP	External Expert
3.	Professor I.V. Malhan Dean, School of Mathematics, Computer and Information Sciences, CUHP Central University of Himachal Pradesh	Vice Chancellor's Nominee
4.	Professor H.R. Sharma Dean, School of Social Sciences Central University of Himachal Pradesh.	Vice Chancellor's Nominee
5.	Dr. Sanjeev Gupta, Associate Professor	Head, Department of Accounting and Finance, CUHP
6.	Dr. Bhagwan Singh, Associate Professor	Head, Department of Marketing & Supply Chain Management, CUHP
7.	Sh. Chaman Lal, Assistant Professor	Assistant Professor, Department of Marketing & Supply Chain Management, CUHP
8.	Dr. Ashish Nag, Assistant Professor	Assistant Professor, Department of Accounting & Finance



Agenda Item No.SBMS-SB-3/16-7

To place before the School Board the amended course catalogue for management programme for approval

Through the conduct of Curriculum Development Committee and Board of Studies, a comprehensive catalogue of courses was developed and was being implemented during 2010 and 2015. Certain additions, modifications and deletions were carried out at different times. These changes have been incorporated in the catalogue up to July 2016. While implementing the catalogue, the feedback from the students and the faculty revealed that some courses need to be added, others may be renamed and a few may be made of 4 credits. An amended catalogue of the courses is placed before the School Board (Annexure-V, page- 16) for the consideration and for its approval for implementation with effect from 1st August 2016.

Decision: The School Board considered the amended course catalogue and after deliberation upon each course approved the same.

Agenda Item No.SBMS-SB-3/16-8

To place before the School Board the list of courses under amended CBCS for MBA batch 2015-17 for approval

CBCS based on the guidelines of UGC was implemented with effect from August 2015. A basket of courses for CBCS 2015-17 was approved by different bodies of the University. In order to remove confusion and present the courses at one place, the revised basket of courses under CBCS for 2015-17 batch of MBA is presented before the School Board for approval (Annexure-VI, page- 32).

Decision: The School Board approved the same.

Agenda Item No.SBMS-SB-3/16-9

To place before the School Board the list of courses under CBCS for MBA batch 2016-18 for approval

CBCS has been implemented since inception of the Central University of Himachal Pradesh (CUHP) i.e. 2010 under which 30% of the courses were selected by the students at University level, 40% courses were selected at School level and 30% at the Departmental level. In 2015, UGC issued certain guidelines for CBCS. Central University of Himachal Pradesh (CUHP) has revised its CBCS based on new guidelines of UGC and the emerging needs of the University. Further, based on the feedback from the students and alumni, and available expertise with the School of Business and Management Studies, a list of courses under CBCS has been prepared for MBA Programmes of Studies 2016-18 batch. The same is placed before the School Board for its consideration and approval (Annexure-VII, page- 43).

Decision: The School Board discussed the course list for MBA batch 2016-18 and approved the same.

Agenda Item No.SBMS-SB-3/16-10

To take feedback from the Hon'ble members on the Question Papers of End Term Examination for Spring Semester 2016

In order to ensure quality of question papers, the teachers are given prescribed guidelines within which they set the question papers and these question papers are further reviewed by the BoS and School Board. The question Papers for Spring Semester 2016 are placed before the School Board for its suggestions.

Decision: The members of the 3rd School Board reviewed all the question papers set by the faculty of School of Business and Management Studies and appreciated its contents, types of questions and cases included in the question papers.

Agenda Item No.SBMS-SB-3/16-11

To review and approve the course contents being offered by the School of Business and Management Studies to MBA students

In accordance with the ordinances of the Central University of Himachal Pradesh (CUHP) the course contents are designed by respective faculty members within the prescribed broader guidelines laid down by the University. The course contents of the courses offered by the School of Business and Management Studies during Monsoon Semester 2016 are placed before the School Board for its review and approval.

Decision: The members examined the course contents. They appreciated the faculty for carefully designing the contents. The Board approved the contents.

Agenda Item No. SBMS-SB-3/16-12

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MINUTES OF THE FOURTH BOS OF DEPARTMENT OF ACCOUNTING AND FINANCE

The meeting of the Fourth Board of Studies (BOS) for Department of Accounting & Finance was held on **December 1st, 2017 at 10.00 am** at Temporary Academic Block, Central University of Himachal Pradesh, Shahpur in the Dean's Chamber. The following members were present:

1. Dr. Sanjeev Gupta, **Chairman & Convener**, Head, Department of Accounting & Finance Management, Central University of Himachal Pradesh.
2. Prof. O P Verma, **External Subject Expert**, Professor, University Business School, Himachal Pradesh University, Shimla.
3. Dr Manpreet Arora, **Assistant Professor**, Department of Accounting & Finance, School of Business and Management Studies, Central University of Himachal Pradesh.
4. Dr Mohinder Singh, **Assistant Professor**, Department of Accounting & Finance, School of Business and Management Studies, Central University of Himachal Pradesh (Special Invitee).

Prof Kuldeep Singh, **External Subject Expert**, Department of Commerce, MDU Rohtak and Prof. H R Sharma, **Head**, Department of Economics and Public Policy and B C Chauhan, Dean School of Physical & Material Sciences could not attend the meeting and were granted leave of absence.

In The Fourth meeting of Board of Studies following decisions were taken agenda wise:

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AF-BoS-IV/17-3: To recommend new Courses and rectify few titles to be offered by Department as well as school

Agenda-Certain new courses from the specialisation of finance and for the general overhauling of the student from diverse fields/common departments were placed before BoS for recommendations. So that they can be added in the list of courses offered from the department and school. Annexure III consisted of the list in which the new additions to various heads are added.

Decision: The amended courses were duly approved by the Board with consensus. It was also recommended by the Board that few more courses in the Department of Accounting and Finance can be added. Few other courses in the relevant field of four credits may be introduced.

AF-BoS-IV/17-4: To Review the contents of the courses being offered in the Department

Agenda-In accordance with the ordinances of the Central University of Himachal Pradesh (CUHP) the course contents are designed by respective faculty members within the prescribed broader guidelines laid down their in.

The course contents are reviewed regularly by the BoS. Thus, the course contents of the courses offered by the Department during academic session 2015-16 and Monsoon Semester 2017 were placed before BoS for review.

Decision: It was duly approved by the Board.



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MINUTES OF 5TH MEETING OF BOARD OF STUDIES

of

Department of Human Resource Management and Organizational Behaviour (HRM&OB)

held on 17th October, 2018

The meeting of the Fifth Board of Studies (BoS) of Human Resource Management and Organizational Behaviour was held on 17th October 2018 at 04.00 P.M. The meeting was chaired by Prof. Sanjeev Gupta, Head, Department of Human Resource Management and Organizational Behaviour. The meeting formally started with a Welcome Note by the Head to all the Hon'ble members present.

The following members were present:

1. Prof. Sanjeev Gupta, Head, Dept of HRM & OB and Dean, School of SBMS, CUHP, Chairman & Convenor.
2. Prof. Vinay Chauhan, Subject Expert- Professor, Dean (Planning and Development), HPTU
3. Prof. I V Malhan, Dean, School of Mathematics, Computer and Information, CUHP, VC Nominee
4. Dr. Aditi Sharma, Assistant Professor, Department of HRM & OB, Member
5. Dr. Gitanjali Upadhaya, Assistant Professor, Department of HRM & OB, Special Invitee
6. Dr. Rita Devi, Assistant Professor, Department of HRM & OB, Special Invitee

Prof. O.P Verma, Commerce Department, HPU, Shimla, Subject Expert could not attend the meeting. He was granted leave of absence. Prof. H.R Sharma, Pro Vice Chancellor, CUHP, VC Nominee could not attend the meeting due to his busy schedule. He was granted leave of absence. Prof. Sanjeev Gupta welcomed all members to the fifth meeting of Board of Studies and briefed the members about the recent developments in the MBA Programme.

The members of Board of Studies deliberated upon each agenda item and took the following decisions:

Agenda Item No. – HRM-BoS-V/18-1

Formal Confirmation of minutes of the meeting of the Fourth Board of Studies (BoS)



Agenda Item No. – HRM-BoS-V/18-2

To revise credits of compulsory core courses

Majority of the courses in the course catalogue are of two credits. It is proposed that in order to have an in depth knowledge of courses, it has become imperative to revise the credits of some courses to four credits.

The Revision of required Course Codes, Credits, and Nomenclature as per requirements of the courses offered by the Department of Human Resource Management & Organizational Behaviour (HRM&OB) is placed before BoS for its suggestion, comments and recommendations.

Decision: Keeping in view the need to provide an in-depth and more comprehensive understanding of the course, the Board approved the decision to revise the credits of certain courses offered by the Department.

Agenda Item No. – HRM-BoS-V/18-3

To recommend new courses to be offered by Department

Keeping in mind the changing requirements of the dynamic corporate world, introducing courses that cater to these and equipping students with the latest advances, the department proposes to recommend some new course and the list of the proposed courses is placed before BoS for their suggestions.

Decision: The Board approved the titles of new courses.

Agenda Item No. – HRM-BoS-V/18-4

To review the contents of the courses being offered by Department

in accordance with amended CBCS the Course Catalogue during the academic session 2017-2019 and 2018-2020 as well as course contents designed by respective faculty members within the prescribed broader guidelines laid down by the University is placed before BoS for its suggestion, comments and recommendations.

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MINUTES OF THE 1ST MEETING OF THE BOARD OF STUDIES IN THE HPKV BUSINESS
SCHOOL, SCMS HELD ONLINE ON 29.09.2020

Due to current pandemic situation, the BoS Meeting of HPKV Business School, was held on 29th September 2020 through online mode using google meet (ID – sqj-jzeb-pfz) and link meet.google.com/sqj-jzeb-pfz

The following were present

1. **Prof Sanjeev Gupta**
Chairman and Convener
Head, HPKV Business School
Central University of Himachal Pradesh

Members

1. **Prof. Kulbhushan Chandel**
Dean Academics
Himachal Pradesh technical University
Hamirpur
2. **Prof. O. P. Verma**
Commerce Department
Himachal Pradesh University
Shimla
3. **Prof. Mohinder Singh**
Dean, SCMS
Central University of Himachal Pradesh
4. **Prof. Dipanker Sharma**
HPKV Business School
Central University of Himachal Pradesh
5. **Dr. Suman Sharma**
Dean and Head
Department of Tourism and Travel
Central University of Himachal Pradesh
6. **Dr. Rakesh Kumar**
Dean, mathematics, Computers and Information Science
Central University of Himachal Pradesh

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5. HPKVBS-BoS-1/20-5

Agenda -Approval & formal confirmation of Course Contents offered to the MBA students during the Batch 2017-19& 2018-20

Through the conduct of Curriculum Development Committee and Board of Studies, a comprehensive catalogue of courses was developed and was being implemented during 2010 and 2015. Certain additions, modifications and deletions were carried out at different times. While implementing the catalogue, the feedback from the students and the faculty revealed that some courses need to be added, others may be renamed and a few may be made of 4 credits. An amended list of the courses is being placed before the Board for studies for its consideration, approval and recommendation to School Board as required by CUHP Ordinance No: 4 clauses 4.b (i). The Course Contents offered to the MBA students during the Batch 2017-19 and 2018-20 are placed before the Board of Studies for approval and to recommend the same to School Board in *ANNEXURE-V & VI*.

Decision: The Course Contents offered to the MBA students during the Batch 2017-19 & 2018-20 was duly approved by the Board.

6. HPKVBS-BoS-1/20-6

Agenda -To recommend the Panel of examiners for the end semester examinations of each course offered during the sessions 2017-19, 2018-20to the School Board.

As required by CUHP Ordinance No: 4 clause 4.b (i), the question papers for End-Semester examination of a course shall be set and evaluated by the external examiner. For selecting the paper setters/ evaluators for the end-semester examinations, the Department shall submit the duly approved panel of paper setters/ evaluators for each course.

Thus, the list of paper setters/ evaluators prepared by the Department HPKV Business School in consultation with all the faculty members of the Department is placed before the Board of Studies for approval

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14. HPKVBS-BoS-1/20-15:

Agenda -To approve the new Courses to be offered by the HPKV Business School. The new courses to be offered by the Department of HPKVBS are placed before the BoS for review and is attached in Annexure XXI

Decision- The Board of Studies duly approved the new Courses to be offered by the Department of HPKV Business School.

The meeting ended with vote of thanks to the Chair.


Prof. Kulbhushan Chandel


Prof. O. P. Verma


Prof. Mohinder Singh


Prof. Rakesh Kumar


Prof. Dipanker Sharma - 2


Dr. Suman Sharma


Prof. Sanjeev Gupta ✓

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Central University of Himachal Pradesh
(Established Under Central Universities Act 2009)

School of Business & Management Studies (SBMS)



**Courses Offered Under
Choice Based Credit System (CBCS)
(2016– 18)**

**Central University of Himachal Pradesh,
Dharamshala, District – Kangra, Himachal Pradesh – 176 206**

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The Central University of Himachal Pradesh (CUHP) has modified its Choice Based Credit System (CBCS) in accordance with the guidelines of UGC. Hence, School of Business & Management Studies (SBMS) has also brought necessary changes in its Courses in view of amended relevant Ordinances. The modified Choice Based Credit System (CBCS) had been made functional the academic session 2015 – 16.


Based on the availability of intellectual resources, feedback from the students and available physical resources, the following courses have been selected for MBA Programme 2016-18. The students will exercise choice within the framework of CUHP- CBCS.

Credit Requirement for MBA Program of Study (4 Semesters)

Course Category		Percentage	Credits
1. Core Courses		65%	
	Compulsory Courses	50%	40
	Open Courses	15%	12
2. Elective Courses		25%	
	Specialization Courses	20%	16
	Inter Disciplinary (University Wide) Courses	5%	4
3. Foundation Courses		10%	
	Skill Development Courses	5%	4
	Human Making Courses	5%	4
Total		100%	80

Semester wise Credit Distribution

Courses->	Core		Elective		Foundation		Total
	Compulsory	Open	Specialization	Open	Skill Development	Human Making	
I	16	-	-	-	2	2	20



II	12	4		-	2	2	20
III	4	4	8	4	-	-	20
IV	8	4	8	-	-	-	20
Total	40	12	16	4	4	4	80

1. Core Courses

a) Compulsory Courses: Required Credits 40

All MBA students shall study compulsory core courses in each semester as given below:

First Semester

Sl. No.	Course Code	Course Name	Credits
1	AFA 407	Accounting for Managerial Decisions	2
2	SAS 403	Business Statistics	2
3	MSO 402	Legal Aspects of Business	2
4	MSO 413	Managerial Economics	4
5	MSC 401	Marketing Management	4
6	HRM 401	Organizational Behaviour	2
Total Credits			16

Second Semester

Sl. No.	Course Code	Course Name	Credits
1	AFA 403	Financial Management	4
2	HRM 402	Human Resource Management	4
3	POM 401	Operations Management	2
4	MSO 601	Business Research Methods	2
Total Credits			12

Third Semester

Sl. No.	Course Code	Course Name	Credits
1	MSC 506	Consumer Behaviour	2

2	MSO 507	On-the-job Training and Training Report	2
Total Credits			4

Fourth Semester

Sl. No.	Course Code	Course Name	Credits
1	AFA 450	Seminar Paper on Emerging issues in Accounting and Finance	2
	HRM 414	Seminar Paper on Emerging issues in HRM and OB	
	MSC 415	Seminar Paper on Emerging issues in Marketing and Supply Chain Management	
2	MSO 499	Project Work	2
3	MSO 498	Comprehensive Viva Voce	2
4	POM 504	Operations Research	2
Total Credits			8

Core Courses

b)Open Core: Required Credits:12

A student shall have the choice to take courses with total 12 credits out of the following courses as offered by the School. The School will notify the courses to be offered in each semester.

Sl. No.	Course Code	Course Name	Credits
1.	MSO 401	Management Principles & Functions	2
2.	MSO 403	Indian System of Business	2
3.	MSO 409	Community Lab: Management in Action	4
4.	MSO 410	Business Communication	2
5.	MSO 414	Management Information System	2
6.	CSR 403	Corporate Governance & Social Responsibility	2
7.	AFA 409	Banking Operations and Procedures	2
8.	AFA 405	Merchant Banking and Financial Services	2
9.	AFA 411	Management of Financial Institutions	2
10.	AFA 502	Project Management	2
11.	AFA 503	Project Financing	2
12.	AFA 529	Quantitative Finance	4
13.	AFA 512	Investment Analysis and Portfolio Management	2
14.	AFA 543	Management of Financial Services	2
15.	HRM 408	Organizational Theory, Design and Effectiveness	2
16.	HRM 409	Leadership- Concept and Theories	2
17.	HRM 411	Diversity and Cross Cultural Management	2
18.	HRM 507	Conflict Management and Negotiation Skills	2
19.	MSC 405	Integrated Marketing Communication	2
20.	MSC 440	Retail Management	2
21.	MSC 508	Customer Relationship Management	2
22.	MSC 520	Internet Based Marketing	2
23.	MIB 404	International Organisations, Regional Blocks & WTO	2
24.	MIB 411	International Business Environment	2
25.	COD 404	Organizational Development	2
26.	POM 505	Total Quality Management	2
27.	EDM 406	Managing Creativity, Innovation & Incubation	2
28.	EDM 413	Entrepreneurship Development	2

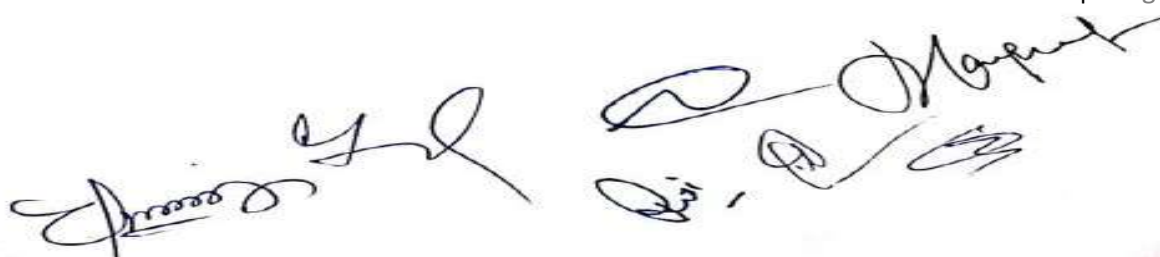
2. Elective Courses

a) Specialisation: Required Credits 16

The students shall have the choice to select one of the four baskets of courses out of the following groups. Further the students shall have choice of selecting 16 credits from chosen basket or specialisation area.

Group I: Accounting & Finance

Sl. No.	Course Code	Course Name	Credits
1.	AFA 404	Personal Finance	2
2.	AFA 405	Merchant Banking and Financial Services	2
3.	AFA 408	Insurance Management	2
4.	AFA 409	Banking Operations and Procedures	2
5.	AFA 411	Management of Financial Institutions	2
6.	AFA 413	Behavioural Finance	2
7.	AFA 415	Stock Market Operations	2
8.	AFA 427	Tax Management	2
9.	AFA 428	Legal Framework for Business and management	2
10.	AFA 429	Financial Economics	2
11.	AFA 432	Banking Practices and Emerging Issues	2
12.	AFA 433	Contemporary Auditing	2
13.	AFA 436	Corporate Governance and Ethics	2
14.	AFA 437	Corporate Finance	2
15.	AFA 438	Micro Finance and Indigenous Banking	2
16.	AFA 448	Statistical and mathematical tools for Finance	2
17.	AFA 450	Seminar Paper on Emerging issues in Accounting and Finance	2
18.	AFA 504	Financial Derivatives	2
19.	AFA 505	Financial Management in Banks	2
20.	AFA 506	Enterprise Risk Management	2
21.	AFA 507	Working Capital Management	2
22.	AFA 508	Mergers and Acquisitions	2
23.	AFA 509	Management of Mutual Funds	2
24.	AFA 511	Financial Engineering	2



25.	AFA 512	Investment Analysis and Portfolio Management	2
26.	AFA 519	Strategic Financial Management	4
27.	AFA 522	Income Tax	2
28.	AFA 524	Options, Futures and other Derivatives	2
29.	AFA 525	Fundamentals of Investments	2
30.	AFA 526	Bond Markets Analysis and Strategies	2
31.	AFA 528	Research Methods for Finance	2
32.	AFA 529	Quantitative Finance	4
33.	AFA 530	Financial Econometrics	4
34.	AFA 532	Foreign Exchange Risk Management	2
35.	AFA 536	International Financial Management	2
36.	AFA 543	Management of Financial Services	2
37.	AFA 554	Statistics for Finance	2

2. Elective Courses

a) Specialisation: Required Credits 16

Group II : Marketing

Sl. No.	Course Code	Course Name	Credits
1	MSC 402	Service Marketing	2
2	MSC 404	Industrial Marketing	2
3	MSC 405	Integrated Marketing Communication	2
4	MSC 408	Supply Chain Management	2
5	MSC 501	Social Marketing	2
6	MSC 502	Marketing Research	2
7	MSC 520	Internet Based Marketing	2
8	MSC 505	Product and Brand Management	2
9	MSC 507	Rural Marketing	2
10	MSC 508	Customer Relationship Management	2
11	MSC 509	Green Marketing	2

12	MSC 514	Sales and Distribution Management	2
13	MSC 422	Global SCM and International Logistics	2
14	MSC 432	Service Quality Management	2
15	MSC 439	Mobile Based Marketing	2
16	MSC 440	Retail Management	2
17	MSC 442	Advertising Management	2
18	MSC 522	Web Based Advertising	2
19	MSC 528	Agri-business and Marketing	2
20	MSC 510	Advertising Research	2
21	MSC 513	Enterprise Resource Planning (ERP)	2
22	MSC 516	Current Issues and Emerging Challenges in Marketing	2

2. Elective Courses

a) Specialisation: Required Credits 16

Group III Human Resource Management

Sl. No.	Course Code	Course Name	Credits
1	HRM 405	Career and Succession Planning	2
2	HRM 406	HR Balanced Score Card	2
3	HRM 407	Emotional Intelligence	2
4	HRM 408	Organizational Theory, Design and Effectiveness	2
5	HRM 409	Leadership- Concept and Theories	2
6	HRM 410	Personality Development and Career Management	2
7	HRM 411	Diversity and Cross Cultural Management	2
8	HRM 501	Individual and Group Processes	2
9	HRM 502	Management of Industrial Relations	2
10	HRM 503	Human Resource Development	2

11	HRM 504	Social Security and Labour Welfare	2
12	HRM 505	Counselling Skills	2
13	HRM 507	Conflict Management and Negotiation Skills	2
14	HRM 506	Power and Politics in Organizations	2
15	HRM 508	Compensation Management	2
16	HRM 509	Performance Management- Systems & Strategies	2
17	HRM 511	Strategic HRM	2
18	HRM 512	Industrial Psychology	2
19	HRM 513	Labour Laws	2
20	HRM 515	International HRM	2
21	HRM 517	HRD Audit	2
22	HRM 518	Competency Mapping	2
23	HRM520	Leadership in Asian Philosophy	2
24	HRM 525	Organization Transformation and Development	2

2. Elective Courses

a) Specialisation: Required Credits 16

Group IV : Entrepreneurship : Required Credits 16

Sl. No.	Course Code	Course Name	Credits
1.	EDM 402	New Venture Creation	2
2.	EDM 404	Entrepreneurial Support System	2
3.	EDM 405	Management of MSME	2
4.	EDM 406	Managing Creativity, Innovation & Incubation	2
5.	EDM 407	Entrepreneurship Training -Tools and Techniques	2
6.	EDM 408	Entrepreneurship Development - Recent Trends	2
7.	EDM 409	Entrepreneurial Competency & Motivation	2

8.	EDM 410	Entrepreneurial Succession Planning	2
9.	EDM 411	Managing Small & Family Business	2
10.	EDM 412	Agri-Business Management	2
11.	EDM 413	Entrepreneurship Development	2
12.	EDM 415	Small Business Management	2
13.	EDM 416	Real Estate Management	2
14.	EDM 417	Micro Finance	2
15.	EDM 418	Entrepreneurial Finance	2
16.	EDM 501	Social Entrepreneurship	2
17.	EDM 502	Selection and Management of Handicrafts enterprise	2
18.	EDM 503	Enterprise Establishment and Management	2
19.	EDM 504	Business Plan and Project Implementation	2
20.	EDM 505	Financing New Ventures	2
21.	EDM 506	Venture Capital & Private Equity	2
22.	EDM 507	Managing Corporate Turnarounds	2

2. Elective Courses

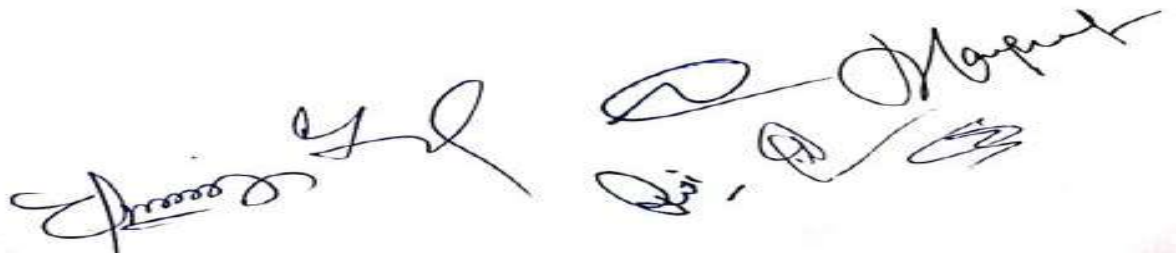
b): Interdisciplinary Courses – Required Credits 4 (Four)

The students of MBA shall take 4 credit courses from the courses offered by other Schools. The List of such courses shall be provided to the students in the beginning of the semester.

Note: School of Business and Management Studies shall offer the following courses at University Wide to be taken by the students of other Schools.

Sl. No.	Course Code	Course Name	Credits
1.	MSO 401	Management Principles and Function	2
2.	AFA 404	Personal Finance	2
3.	AFA 411	Management of Financial Institutions	2

4.	MSC 440	Retail Management	2
5.	HRM 507	Conflict Management and Negotiation Skills	2
6.	MSC 509	Green Marketing	2
7.	MSC 520	Internet Based Marketing	2
8.	HRM 410	Personality Development and Career Management	2
9.	HRM 401	Organisational Behaviour	2
10.	MIB 411	International Business Environment	2
11.	MSO 506	Strategic Management	4



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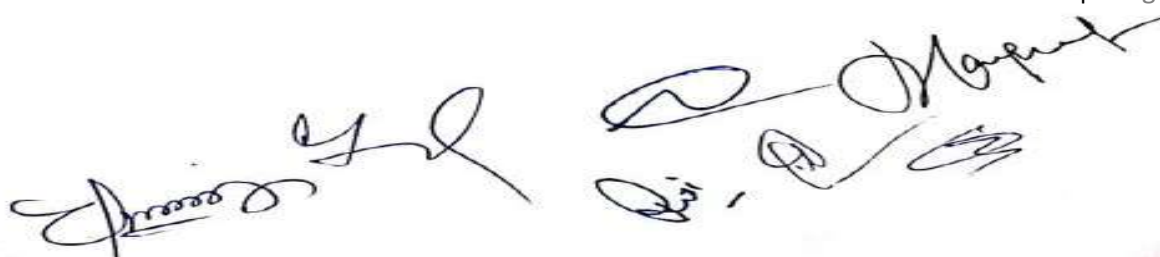
3. Foundation Courses

All the students of the University shall be required to take 4 credits from (a) Skill Development courses and 4 credits from (b) Human Making courses offered by the university departments. The University will notify the courses being offered in a semester in the beginning of each semester. Students will be given wider choice and will be selected on the basis of their score in admission score.

Note : The School of Business and Management Studies shall offer the following courses for all the students of the University.

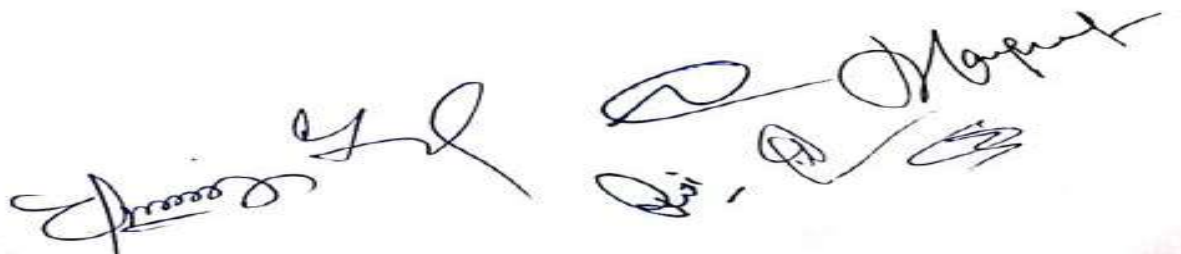
a) Skill Development: Required Credits 4(Four)

S.No	Course Code	Course Name	Credits
1.	AFA 404	Personal Finance	2
2.	AFA 415	Stock Market Operations	2
3.	AFA 543	Management of Financial Services	2
4.	AFA 544	Finance and Investment Skills	2
5.	EDM 403	Success Stories of Entrepreneurs and Managers	2
6.	EDM 406	Managing Creativity, Innovation & Incubation	2
7.	EDM 503	Enterprise Establishment and Management	2
8.	HRM 416	Employability Skills	2
9.	MSC 412	Personal Selling & Salesmanship	2
10.	MSC 430	Digital Marketing	2
11.	MSC 520	Internet Based Marketing	2
12.	AFA 411	Management of Financial Institutions	2



b) Human Making: Required Credits 4 (Four)

S.No	Course Code	Course Name	Credits
1	CSR 401	Human Values and Ethics	2
2	CSR 405	Self-Management and Development	2
3	CSR 406	Life & Career Planning	2
4	CSR 407	Inter Personal Effectiveness	2
5	CSR 408	Leadership Development	2

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Course Contents				
S. No.	Course Code	Course Title	Credits	Teacher
First Semester				
1.				
2.	MGT 107	Quantitative Analysis for Management	4	Prof. Sanjiv Gupta
3.	MGT 115	Marketing Management	4	Dr. Chaman Lal
4.	MGT 115	Organizational Behaviour	4	Prof. Dipankar Sharma
5.	MGT 415	Financial Reporting and Analysis	4	Prof. Mohinder Singh
6.	MGT 506	Employability Skill	2	Dr. Aditi Sharma
7.	MGT 509	Interpersonal effectiveness	2	Dr. Aditi Sharma
8.	MGT 502	Self Management Development	2	Dr. Rita Devi
9.				
Second Semester				
10.	MGT 213	Financial Management	4	Prof. Mohinder Singh
11.	MGT 221	Consumer Behaviour	4	Dr. Sarvesh Kumar
12.	MGT 223	Human Resource Management	4	Dr. Gitanjali Upadhaya
13.	MGT 103	Managerial Economics	4	Prof. Sanjiv Gupta
14.	MGT 117	Management Theories and Practices	4	Dr. Rita Devi
15.	MGT 394	Entrepreneurship Development	4	Dr. Chaman Lal
16.				
17.				
Third Semester				
18.	MGT 303	Operations Management	2	Dr. Manpreet Arora
19.	MGT 343	Retail Management	2	Dr. Chaman Lal
20.	MGT 367	Diversity and Cross Cultural Management	2	Dr. Rita Devi
21.	MGT 356	Stress Management	2	Dr. Aditi Sharma
22.	MGT 304	Strategic Management	4	Dr. Manpreet Arora
23.	MGT 318	Working Capital Management	4	Dr. Manpreet Arora
24.	MGT 324	Investment Analysis & Portfolio Management	4	Prof. Mohinder Singh
25.	MGT 323	Indian Financial System	4	Dr. Manpreet Arora
26.	MGT 358	Management of Industrial Relation	4	Dr. Aditi Sharma
27.	MGT 359	Compensation Management	4	Dr. Gitanjali Upadhaya
28.	MGT 463	Organizational Development	4	Dr. Rita Devi
29.	MGT 345	Integrated marketing Communications	4	Dr. Sarvesh Kumar
30.	MGT 452	Rural Marketing	4	Dr. Chaman Lal
31.	MGT 351	Industrial Marketing	4	Dr. Chaman Lal
Fourth Semester				
32.	MGT 450	Business Research Methods	4	Dr. Aditi Sharma
33.	MGT 204	Emerging Trends in Management	2	Prof. Dipankar Sharma
34.	MGT 487	International Business Environment	2	Dr. Manpreet Arora
35.	MGT 307	Total Quality Management	2	Dr. Rita Devi
36.	MGT 499	Financial Analytics	4	Prof. Sanjiv Gupta
37.	MGT 309	Mergers and Acquisition	4	Dr. Manpreet Arora
38.	MGT 414	Option, Futures and other Derivatives	4	Prof. Mohinder Singh
39.	MGT 464	Labour Laws	4	Dr. Aditi Sharma
40.	MGT 473	Industrial Psychology	4	Dr. Gitanjali Upadhaya
41.	MGT 368	Human Resource Development.	4	Dr. Rita Devi
42.	MGT 453	Sales and Distribution Management	4	Dr. Chaman Lal
43.	MGT 350	Customer Relationship Management	4	Dr. Chaman Lal
44.	MGT 445	Social Marketing	4	Dr. Sarvesh Kumar

Course Code	MGT 107
Course Name	Quantitative Analysis for Business
Course Coordinator	Dr. Sanjeev Gupta
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity/contact hours; 5 hours of fieldwork / Tutorial / teacher-led activity and 15 hours of other workloads such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The course is designed keeping into consideration the following objectives: <ul style="list-style-type: none"> • The course is designed to make the students connect how various quantitative techniques are applied in the Management . • Applications of Statistical and Mathematic fundamentals in various functional areas of Management. • Demonstrate and evaluate Time Series analysis of business data. • Understanding of real business world problems with the help of case studies and their solution on the basis of quantitative techniques.
Course Outcome (Cos)	<ol style="list-style-type: none"> 1. (KA&RT): Knowledge about the basic concepts and theory of Quantitative Techniques. 2. (AE): Applications of tools and techniques of Quantitative Techniques. 3. (DS): Develop necessary skills to manage quantitative data. 4. (DM): The students would be able understand, solve and make sound decisions when they join the corporate world.
Attendance	Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.
Evaluation Criteria	<ol style="list-style-type: none"> 1. Mid Term Examination: 25% 2. End Term Examination: 50% 3. Continuous Internal Assessment: 25% <ol style="list-style-type: none"> a. Class participation = 5% <p>(Note: Below 75%=0, 75-80%=1, Above 80- 85%=2, Above 85-90%=3, Above 90-95%=4, Above 95%=5)</p> <ol style="list-style-type: none"> b. Assignments/Presentation = 10% c. Case studies/Field Survey = 5% d. Surprise test/Activity/Quiz = 5%

Units	Course Contents	Hours
I	Introduction <ul style="list-style-type: none"> ● Quantitative Analysis Approach ● Defining the problem ● Developing a model ● Acquiring Input Data ● Developing a solution ● Testing the Solution ● Analyzing and Implementing the Results 	08
II	Descriptive Statistics <ul style="list-style-type: none"> ● Measures of Central Tendency, Arithmetic Mean ● Median ● Mode ● Quartiles, Percentiles ● Measures of Dispersion, Range, Mean Deviation , Standard Deviation 	08
III	Correlation and Regression <ul style="list-style-type: none"> ● Measurement of Correlation ● Karl Pearson's Coefficient of Correlation, Computation, Properties ● Rank Coefficient of Correlation ● Method of Concurrent Deviations ● Regression Model Building ● Simple Linear Regression ● Least Square Estimation ● Determination of Regression lines and estimation of Regression Coefficients ● Interpretation of Output 	08
IV	Time Series Analysis <ul style="list-style-type: none"> ● Introduction to time series ● Components of time series ● Mathematical Models for time series ● Measurement of trend 	08
V	Matrices and their Applications in Business <ul style="list-style-type: none"> ● Matrix and its General forms ● Matrix Representation of Multivariate Data ● Types of matrices ● Operations on matrices ● Inverse of matrix ● Rank of matrix ● Applications of matrices 	08

Prescribed Text Books:

1. Render, B., Stair R.M et. al. (2017). Quantitative Analysis for Management. Pearson, New Delhi
2. Gupta S. C. (2012). Fundamentals of Statistics. Himalaya Publishing House, New Delhi.
3. Richard I. Levin (2012). Statistics for Managers, Pearson, New Delhi.
4. Mariappan, P. (2015). Business Mathematics, Pearson, New Delhi.

Suggested Extra Readings

1. Gupta, Kapoor (2010). Fundamentals of Mathematical Statistics. Sultan Chand and Sons.
2. Bajpai Naval (2010). Business Statistics. Pearson India Ltd.
3. Jain, Aggarwal, Trehan, Ohri, Business Statistics, VK Publications, New Delhi
4. Levine, Stephan, Krehbiel, Berenson (2012). Statistics for Managers. Prentice Hall of India.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Quantitative Analysis Approach	Text Book-1	1
Lecture – 2	Defining the problem	Text Book-1	1
Lecture – 3	Developing a model	Text Book-1	1
	Acquiring Input Data	Text Book-1	1
Lecture – 4	Developing a solution	Text Book-1	1
Lecture – 5	Testing the Solution	Text Book-1	1
Lecture – 6	Analyzing and Implementing the Results	Text Book-1	1
Lecture –7&8	Measures of Central Tendency, Arithmetic Mean	Text Book-2	5
Lecture –9 &10	Median	Text Book-2	5
Lecture –11&12	Mode	Text Book-2	5
Lecture – 14,15&16	Measures of Dispersion, Range, Mean Deviation , Standard Deviation	Text Book-2	6
Lecture –17	Measurement of Correlation	Text Book-1 Text Book-2	4 8
Lecture – 18&19	Karl Pearson's Coefficient of Correlation, Computation, Properties	Text Book-1 Text Book-2	4 8
Lecture –19&20	Rank Coefficient of Correlation	Text Book-1 Text Book-2	4 8
Lecture – 21	Method of Concurrent Deviations	Text Book-1 Text Book-2	4 8
Lecture – 22	Regression Model building	Text Book-1 Text Book-2	4 9
Lecture – 23	Simple Linear Regression	Text Book-1 Text Book-2	4 9
Lecture – 24	Least Square Estimation	Text Book-1 Text Book-2	4 9
Lecture – 25,26&27	Determination of Regression lines and estimation of Regression Coefficients; Interpretation of Output	Text Book-1 Text Book-2	4 9
Lecture – 28	Introduction to time series	Text Book-1 Text Book-2	5 11
Lecture –29	Components of time series	Text Book-1 Text Book-2	5 11
Lecture –30&31	Mathematical Models for time series	Text Book-1 Text Book-2	5 11
Lecture –32	Measurement of trend	Text Book-1 Text Book-2	5 11
Lecture – 33	Matrix and its General forms	Text Book-3	15
Lecture – 34	Matrix Representation of Multivariate Data	Text Book-3	15
Lecture –35	Types of matrices	Text Book-3	15
Lecture – 36&37	Operations on matrices	Text Book-3	15
Lecture –38	Inverse of matrix	Text Book-3	15
Lecture-39	Rank of matrix	Text Book-3	15
Lecture 40	Applications of matrices	Text Book-3	16

Course Code	MGT 115
Course Name	Marketing Management
Course Coordinator	Dr. Chaman Lal
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity/contact hours; 5 hours of fieldwork / Tutorial / teacher-led activity and 15 hours of other workloads such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	<p>The main objective of this course is to understand the concept of marketing and its application in business decision-making. The course is designed to:</p> <ul style="list-style-type: none"> • Enable the students to understand the conceptual framework of marketing and its application in decision-making under various environmental constraints. • Enable the students to design effective marketing programs by selecting appropriate strategies for product, pricing, place, and promotion. • Improve familiarity of the students with current issues and emerging trends in marketing.
Course Outcome (Cos)	<ol style="list-style-type: none"> 1. (KA) : Knowledge of marketing theories/ thoughts and principles 2. (AE) : Application of marketing principles and real-time situation 3. (SLS) : Developing students into marketing leaders 4. (DM) : Understanding ethical marketing practices
Attendance	Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.
Evaluation Criteria	<p>Mid Term Examination: 25%</p> <p>End Term Examination: 50%</p> <p>Continuous Internal Assessment : 25%</p> <p style="padding-left: 40px;">e. Class participation = 5%</p> <p>(Note: Below 75%=0, 75-80%=1, Above 80- 85%=2, Above 85-90%=3, Above 90-95%=4, Above 95%=5)</p> <p style="padding-left: 40px;">f. Assignments/Presentation = 10%</p> <p style="padding-left: 40px;">g. Case studies/Field Survey = 5%</p> <p style="padding-left: 40px;">h. Surprise test/Activity/Quiz = 5%</p>

Unit	Course Contents	Hours
I	<p>Introduction to Marketing</p> <ul style="list-style-type: none"> • Meaning, Nature, Scope, and Importance of Marketing • A history of schools of marketing thoughts • Marketing Management Process: An overview • Core Marketing Concepts and Philosophies • An effective marketer and Customer-oriented Company • An Effective Marketing Mix • Growing Marketing Opportunities in India • Customer Value 	08
II	<p>Environmental Scanning and Information Gathering</p> <ul style="list-style-type: none"> • Analyzing the Marketing Environment; Needs and Trends • Impact of Environmental factors on marketing Decisions • Developing Marketing Strategies and Plans • Components of Modern Marketing Information System • The changing face of consumer markets and role of marketing <p>Environmental Analysis (Case Studies): ITC in Rural India</p>	07
III	<p>Analyzing Consumer Behaviour, Segmentation, Targeting & Positioning</p> <ul style="list-style-type: none"> • Buyer Roles, The Buying Decision Process and Factors Influencing the Consumer Behavior • Consumer Versus Organizational Buyer Behaviour • Levels of Market Segmentation and Bases for Segmentation • Selection of Target Markets and Target Market Strategies • Market Positioning; Elements, strategies, errors • Repositioning 	08
IV	<p>Marketing Mix-I</p> <p>Product Decisions:</p> <ul style="list-style-type: none"> • Product Concept, Product Classification, Product Levels, Product Line and Product-Mix Decisions • Product Differentiation and Brand Positioning • Designing and Managing Services • Packaging, Labeling, Warranties, and Guarantees • Product Life Cycle and Marketing Strategies • New Product Development Process <p>Pricing Decisions:</p> <ul style="list-style-type: none"> • Consumer Psychology and Pricing; Role, Objectives, and Relevance • Pricing Decisions: Determinants of Price, Pricing Process • Pricing Policies, Methods or Strategies • Effect of Internet on Pricing • Pricing (Case Study): Arvind Mills: Re-evaluating Profitability • Advertising, Alternative and Direct Marketing (Case Study): Shoppers Stop – Targeting the Young 	10
V	<p>Marketing Mix-II and Contemporary Marketing</p> <p>Distribution Decisions:</p> <ul style="list-style-type: none"> • Marketing Channels and Channel System • Types, Selection, and Management of Intermediaries • E-commerce practices 	07

	<p>Promotion Decisions:</p> <ul style="list-style-type: none"> Marketing Communication, IMC and Its Determinants <p>Contemporary Marketing:</p> <ul style="list-style-type: none"> Emerging Trends in Marketing Technology implications on Modern Marketing: IT implication (Customer Relationship Management, e-CRM, Web Based Marketing, e-commerce, etc.), Impact of Artificial Intelligence & Cloud Computing on Marketing Ethical Issues in Marketing <p>Website and Internet Management (Case Study): The Entrepreneurs at Twitter: Building a Brand, a Social Tool, or a Tech Powerhouse</p>	
	<p>Prescribed Text Books:</p> <ol style="list-style-type: none"> Clow, Kenneth E. and Donald Baack (2012). Case Studies in Marketing Management, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi. Ellis, Nick; James Fitchett, Matthew Higgins, Gavin Jack, Ming Lim, Michael Saren and Mark Tadajewski (2012). MARKETING: A Critical Textbook, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi. Kotler, Philip; Kevin Lane Keller; Abraham Koshy and Mithileswar Jha (2013). Marketing Management: A South Asian Perspective, 14 e.; Pearson Education, New Delhi. Kumar Arun and Meenakshi N (2011). Marketing Management, 2nd Edition, Vikas Publishing House Pvt. Ltd., New Delhi Research Articles: <ol style="list-style-type: none"> Wilkie, William L. and Elizabeth S Moore (2006). Macromarketing as a Pillar of Marketing Thought, Journal of Macromarketing, Vol.26 No.2, December 2006, pg: 224-232. Wilson Brown, D. B. A (1979). The Family and Consumer Decision Making: A Cultural View, Academy of Marketing Science, Vol.7 No.4, Fall 1976, pg: 335 - 345. Shaw, Eric H and D. G Brian Jones (2005). A history of schools of marketing thought, Marketing Theory, Vol.5 No.3, pg: 239 - 281. 	
	<p>Suggested Extra Readings</p> <ol style="list-style-type: none"> Balakrishna Sidharth (2011). Case Studies in Marketing, 1st Edition, Pearson Education, New Delhi. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011). Principles of Marketing: A South Asian Perspective, 12 e.; Pearson Education, New Delhi. Karunakaran, K. (2012). Marketing Management: Text and Cases in Indian Context; Himalaya Publishing House Pvt. Ltd., Mumbai. Kumar, S. Ramesh; ed. (2012). Case Studies in Marketing Management; Pearson, New Delhi. Govindarajan M. (2009). Marketing Management: Concepts; Cases; Challenges and Trends, 2/e, Prentice Hall of India. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). The Sage Handbook of MARKETING THEORY; SAGE Publications India Pvt Ltd., New Delhi. Ramaswamy; V.S. and S. Namakumari (2013). Marketing Management: Global Perspective –Indian Context, 5e; McGraw Hill Education (India) Pvt. Ltd., New Delhi. Sherlekar, S. A. (2010). Marketing Management, 14/e.; Himalaya Publishing House Pvt. Ltd., Mumbai 	

LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1-3	Meaning and Importance of Marketing	Book-1	Chapter-1
Lecture – 4-6	Core Marketing Concepts and Philosophies	Book-1	Chapter-1
Lecture – 7&8	An effective marketer and Customer-oriented Company	Book-3	Chapter-2
Lecture – 9	An Effective Marketing Mix	Book-3	Chapter-2
Lecture – 10&11	Case Study	Reference material to be provide	
Lecture – 12-14	Analyzing the Marketing Environment	Book-1	Chapter-2
Lecture – 15&16	Impact of Environmental factors on marketing Decision	Book-2&3	Chapter-2&3
Lecture – 17&18	Marketing Information System	Book-3	Chapter-4
Lecture – 19&20	The changing face of consumer markets and role of marketing	Book-3	Chapter-3
Lecture – 21&22	Case Study	Reference material to be provide	
Lecture – 23&24	The Buying Decision Process and Factors Influencing the Consumer Behavior	Book-1&3	Chapter-4&3
Lecture – 25&26	Market Segmentation	Book-1&3	Chapter-6&5
Lecture – 27	Market Targeting	Book-1&3	Chapter-7
Lecture – 28&29	Market Positioning	Book-1	Chapter-8
Lecture – 30-32	Product Classification, Product Levels, Product Line and Product-Mix Decisions	Book-1&3	Chapter-9&7
Lecture – 33	Product Differentiation and Brand Positioning	Book-1	Chapter-10
Lecture – 34&35	Product Life Cycle	Book-1&3	Chapter-11&12
Lecture – 36&37	Pricing Strategies	Book-1&3	Chapter-12&13
Lecture – 38	Distribution Strategies	Book-1&2	Chapter-13&14
Lecture – 39	Promotion Mix	Book-1&2	Chapter-14&15
Lecture – 40	Emerging Trends and Ethical Issues	Book-1&2	Chapter-16&17

course Code	MGT 115
Course Name	Organizational Behaviour
Course Coordinator	Prof. Dipanker Sharma
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	<p>The course is designed to-</p> <ul style="list-style-type: none"> • Familiarize students to the field of Organizational Behaviour and provide a clear understanding of Concepts, processes and practices of Organizational Behaviour • To show how concepts and theories can and have been put into practice in a variety of organizations • Train students to apply the Knowledge of Organizational Behaviour for bringing out organisational effectiveness.
Course Outcome (Cos)	<p>5. The students will be able to apply the knowledge into real time corporate world. Development of Strategic, Innovative Thinking, and Analysis Skills to identify business opportunities, and for Problem Solving, and Decision-Making. (SIT&AS)</p> <p>6. Sharpening students' life skills (SLS). The students will be able to comprehend and translate the concepts of OB in their career.</p> <p>7. Develop students into global business leaders (DSGL). The students will be able to make superior organizational decision making.</p>
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	<ol style="list-style-type: none"> 1. Mid Term Examination: 20% (40 Marks) 2. End Term Examination: 60% (120 Marks) 3. Continuous Internal Assessment: 20% (40 Marks) <ol style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10%

Unit	Course Contents	Hours
I	UNIT I Introduction to Organizational Behaviour <ul style="list-style-type: none"> • Concept and Importance of OB, Multidisciplinary Nature of OB • Models of Organizational Behaviour • Roles and Skills of a Manager • Challenges and Opportunities of OB Managers • Work Force Diversity & Cross Culture Organisational Behaviour 	12
II	UNIT II Perception, Attitude and Job Satisfaction <ul style="list-style-type: none"> • Perception- Concept, Factors affecting Perception • Attribution Theory and Perceptual Errors • Meaning and Components of Attitude • Job satisfaction and Factors Affecting Job satisfaction • Types of Job Attitudes 	12
III	UNIT III Learning, Leadership and Motivation <ul style="list-style-type: none"> • Theories of Learning- Classical, Operant and Social Learning • Definition and Importance of Leadership • Theories of leadership-Trait, Contingency, Behavioural and Contemporary Theories • Motivation – Concept and Importance • Content and Process Theories of Motivation 	12
IV	UNIT IV Personality, Emotions and Stress Management <ul style="list-style-type: none"> • Personality – Components, MBTI • Big five Model of Personality • Type A, Type B Personality • Emotions and Moods • Stress Management- Sources of Stress, Consequences of stress, Individual and Organizational Approaches to Stress Management 	12
V	UNIT V Group, Organizational Culture and Organizational Change <ul style="list-style-type: none"> • Group- Definition, Stages of Group Development • Group Dynamics- Group Norms, Group Cohesiveness, Group Think, Group Shift • Organizational Culture- Definition, Types • Organizational Change-Planned Change, Resistance to Change, Approaches to Change Management 	12
	Prescribed Text Books: <ol style="list-style-type: none"> 1. Robbins, P.; Judge, A. and Vohra, N. , Organizational Behaviour, Pearsons. 	
	Suggested Extra Readings <ol style="list-style-type: none"> 1. Nelson,D,;Quick, James; Khandelwal (2012). ORGB. Cengage Learning. Second Edition 2. Luthan, F.Organizational Behaviour.McGraw Hills.1995 3. Ashwathapa, K.. “Organizational Behaviour”Himalyan Publishing House. 4. Pareek, U.”Understanding Organizational Behaviour”. Orford University Press. Second Edition 5. Prasad, L.M. “Organizational Behaviour “Sultan Chand and Sons, New Delhi. 	
	E Resources <ol style="list-style-type: none"> 1. https://open.umn.edu 2. https://openstax.org 3. https://onlinelibrary.wiley.com Important Websites <ol style="list-style-type: none"> 4. www.examupdates.in 5. www.iare.ac.in 	

Lecture Plan		
Lectures No	Topics	Prescribed Text Book
1	Concept and Importance of OB, Multidisciplinary Nature of OB	1
2	Models of Organizational Behaviourdo.....
3	Models of Organizational Behaviourdo.....
4	Roles and Skills of a Managerdo.....
5	Challenges and Opportunities of OB Managersdo.....
6	Workforce Diversitydo.....
7	Cross Culture Organisational Behaviourdo.....
8	Perception- Concept, Factors affecting Perceptiondo.....
9	Attribution Theorydo.....
10	Perceptual Errorsdo.....
11	Meaning and Components of Attitudedo.....
12	Job satisfaction and Factors Affecting Job satisfactiondo.....
13	Types of Job Attitudesdo.....
14	Theories of Learning- Classicaldo.....
15	Operant Learningdo.....
16	Social Learningdo.....
17	Definition and Importance of Leadershipdo.....
18	Definition and Importance of Leadershipdo.....
19	Theories of leadership-Traitdo.....
20	Theories of leadership- Contingencydo.....
21	Theories of leadership- Behaviouraldo.....
22	Theories of leadership-Contemporary Theoriesdo.....
23	Motivation – Concept and Importancedo.....
24	Content Theories of Motivationdo.....
25	Process Theories of Motivationdo.....
26	Personality – Components, MBTIdo.....
27	Big five Model of Personalitydo.....
28	Type A, Type B Personalitydo.....
29	Emotions and Moodsdo.....
30	Stress Management- Sources of Stress, Consequences of stressdo.....
31	Individual and Organizational Approaches to Stress Managementdo.....
32	Group- Definition, Stages of Group Developmentdo.....
33	Group Dynamics- Group Norms, Group Cohesivenessdo.....
34	Group Think and Group Shiftdo.....
35	Organizational Culture- Definition, Typesdo.....
36	Organizational Change-Planned Change, Resistance to Changedo.....
37	Approaches to Change Managementdo.....
38	Recapitulationdo.....
30/40	Problem Solving and Revisiondo.....

MGT 415 : Financial Reporting and Analysis

Course Code: MGT 415

Course Name: Financial Reporting and Analysis (FRA)

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)

Course Objectives

The main objective of this course is to understand the content of financial reports, various tools or techniques a manager can apply to analyse financial statements and role of financial information in decision making. After completing this course students will understand,

- Nature, process, users, terminology of Accounting.
- Basic Accounting Rules and Standards
- Financial Reporting of a Company
- Tools or techniques for analysis of financial statements of a Company
- Cost Volume and Profit Analysis
- Budget and Budgetary Control System

Course Outcomes (COs)

1. **CK** : Knowledge of Annual Reports of a Company
2. **AS**: Analytical Skill through various techniques of analysis of annual reports of a company
3. **DM** :Application of financial information in business decision making

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.

Evaluation Criteria

4. Mid Term Examination: 25% (50 Marks)
5. End Term Examination: 50% (100 Marks)
6. Continuous Internal Assessment: 25% (50 Marks)
 - a. Attendance 5%
 - b. Quiz 5%
 - c. Case study 5%
 - d. Presentation and problem solving 10%

Unit	Course Contents	Hours
I	Introduction to Accounting and Management Accounting <ul style="list-style-type: none"> • Introduction to Accounting, Need and Types of Accounting, Users of Accounting, Different Accounting Terms, • Basic Concepts and Conventions of Accounting. • IFRS and its applicability in India 	8
II	Financial Statements and Annual Reports of A Company <ul style="list-style-type: none"> • Introduction to Financial Statements, Type of financial statements • Understanding the Income Statement of a Company (Theoretical only) • Understanding the Balance Sheet of a Company (Theoretical only) • Understanding the Cash Flow Statement of a Company (Theoretical only) • Understanding the Annual Reports of a Company Case Study: Understanding the Annual report of SBI or ONGC 	12
III	Analysis of Financial Statements of A Company <ul style="list-style-type: none"> • Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method (Theoretical only) • Introduction to Financial Statement Analysis • Comparative, Common Size and Trend Analysis • Ratio analysis Case Study: Analysis of Financial Statements of Infosys or Reliance 	12
IV	Cost, Volume and Profit Analysis <ul style="list-style-type: none"> • Cost Accounting - Elements of Cost - Types of Costs and Cost Sheet • Marginal costing and Profit planning - Managerial applications of Marginal Costing • Marginal Cost Equation, Concept of Contribution, Uses of Contribution, P/V ratio, Break Even point, Make or Buy decisions 	4
V	Budgetary Control <ul style="list-style-type: none"> • Budgeting for profit planning and control: Meaning of Budget and Budgetary control • Objectives; Merits and Limitations of Budgeting; • Types of budgets fixed and flexible budgeting; • Cash Budgeting • Zero Base Budgeting 	4

Prescribed Text Books:

1. Maheswari S.N. and Maheswari, S., (2018). A Textbook of Accounting for Management. Vikas Publication, New Delhi.
2. Gauba.S Lal., Jawahar (2018) Financial Reporting And Analysis, Himalayan Publishing House
3. C A Parveen Sharma, Ca Kapileshwar Bhalla (2019), Taxmann's Financial Reporting, Taxman
4. Charles Gibson (2012) Financial Reporting and Analysis, 3rd Edition), Cengage ISBN 978-1-133-18876-6
5. Eugene E. Comiskey And Charles W. Mulford, (2000), Guide To Financial Reporting And Analysis, Wiley
6. Mathur Satish B. (2011). Accounting For Management. Tata McGraw Hill Education Pvt. Limited, India.
7. Gupta Ambrish, (2012). Financial Accounting for Management: An Analytical Perspective. Pearson India.

Suggested Extra Readings

1. Khan, Jain, (2010). Management Accounting: Text, Problems and Cases. Tata McGraw Hill Education Pvt. Limited, India.
2. Hugh Coombs, Ellis Jenkins and David Hobbs, (2007).Management accounting: Principles and Applications. Sage South Asia Edition.
3. Anthony A. Atkinson, G. Arunkumar, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young, (2009). Management Accounting. Pearson Education.
4. Jiambalvo, (2011). Managerial Accounting. Wiley India.
5. Subramanyam K. R, (2020). Financial Statement Analysis, 11th Edition, Mcgraw Hill, India
6. Thomas R. Robinson, Elaine Henry, Et Al. (2016), International Financial Statement Analysis, Wiley

E Resources

1. https://zu.edu.jo/UploadFile/Library/E_Books/Files/LibraryFile_91615_13.pdf
2. https://onlinecourses.nptel.ac.in/noc20_mg22/preview
3. <https://nptel.ac.in/courses/110/101/110101131/>
4. <https://ncert.nic.in/ncerts/l/leac204.pdf>
5. <http://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23>
6. <http://epgp.inflibnet.ac.in/>

Important Websites

6. <https://www.moneycontrol.com>
7. <https://www.business-standard.com/>
8. <https://economictimes.indiatimes.com/>
9. <https://www.icai.org/>
10. <https://www.screener.in/>
11. <https://www.sebi.gov.in/>
12. <https://www.nseindia.com/>
13. <https://icmai.in/icmai/>
14. <https://www.icsi.edu/home/>
15. <https://www.rbi.org.in/>

Lecture Plan

Lectures No	Topics	Prescribed Text Book
1,2	Introduction to Accounting and Management Accounting: Introduction to Accounting, Need and Types of Accounting, Users of Accounting,	Maheswari S.N. and Maheswari
3,4	Different Accounting Termsdo.....
5,6	Basic Concepts and Conventions of Accountingdo.....
7,8	IFRS and its applicability in India (Basics)do.....
9,10	Financial Accounting : Accounting Cycle- (Meaning, Objectives, Format and uses of Journal, Sub Journal , Ledger, Trial Balance) Theory onlydo.....
11,12	Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method(Theoretical only)do.....
13,14	Diminishing Balance Method and Annuity Method (Theoretical only)do.....
15,16	Inventory Valuation – Meaning, Level of Inventory, EOQ, LIFO, FIFO, HIFO and Average Method (Theoretical only)do.....
17,18	Financial Statements and Annual Reports of A Company : Introduction to Financial Statementsdo.....
19,20	Type of financial statementsdo.....
21,22,23	Meaning, Objectives, Format, uses and limitations (of Income Statement, Balance Sheet, Fund Flow and Cash Flow Statement), Theory onlydo.....
24,25	Understanding the Annual Reports of a Companydo.....
26	Case Study: Understanding the Annual reports of TCS or IOCdo.....
27,28	Analysis of Financial Statements of A Company Introduction to Financial Statement Analysisdo.....
29,30	Comparative, Common Size and Trend Analysis (Theory & Practical)do.....
31,32	Ratio analysis (Theory & Practical)do.....
33	Case Study: Analysis of Financial Statements of Infosys or Reliancedo.....
34,35,36	Budgetary Control and Cost, Volume & Profit Analysis: Meaning of Budget and Budgetary control, objectives; merits and limitationsdo.....
37,38	Types of budgets fixed and flexible budgeting;do.....
39,40	Marginal Cost Equation, Concept of Contribution, Uses of Contribution, P/V ratio, Break Even point, Make or Buy decisionsdo.....

Course Code	MGT 506
Course Name	Employability Skills
Course Coordinator	Dr. Aditi Sharma
Credits Equivalent	2 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The course is designed to make the students knowledgeable about the various skills and competencies that will help them to achieve their potential and help them in improving their employability prospects.
Course Outcome (Cos)	<p>Upon completion of the course the students would be</p> <ol style="list-style-type: none"> 1. Able to use the power of soft skills in acquiring jobs. 2. These skills would not only enable to acquire job but also retain and maintain their jobs. 3. The student (whether a job seeker or in future a job provider) would learn to practice the art of negotiation and importance of assertiveness in jobs. 4. Development of creativity skills and innovation ability would lead to sustainable solutions.
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	<ol style="list-style-type: none"> 7. Mid Term Examination: 25%(25 Marks) 8. End Term Examination: 50%(50 Marks) 9. Continuous Internal Assessment: 25% (25 Marks) <ol style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10%

Unit	Course Contents	Hours
I	<ul style="list-style-type: none"> • Employability skills • Components of employability • Models of employability 	4
II	<ul style="list-style-type: none"> • Skills and Competencies • Assertiveness • Reading Skills 	4
III	<ul style="list-style-type: none"> • Self Management • Self Awareness • Self Evaluation 	4
IV	<ul style="list-style-type: none"> • Creativity • Methods of Enhancing Creativity • Innovations and Innovative Process 	4
V	<ul style="list-style-type: none"> • Negotiation skills • Power and Politics 	4
	<p>Prescribed Text Books:</p> <ol style="list-style-type: none"> 1. Gravells , Ann (2010) Delivering Employability Skills in the Lifelong Learning Sector: <u>Further Education and Skills</u>, Learning Matters Ltd., UK. 	

	<p>Suggested Extra Readings</p> <ol style="list-style-type: none">1. Rao , M.S. (2010). Soft Skills: Enhancing Employability: Connecting Campus with Corporate, I. K. International Pvt Ltd, New Delhi2. Ricketts C. and Ricketts J. (2010). Leadership: Personal Development and Career Success, Cengage Learning, USA3. Vishnu, P (2012). A Handbook on Employability Skills: Soft Skills for Students and Job Aspirants, Lap Lambert Academic Publishing GmbH KG.4. Hager P. and Holland, S. (2007)Graduate Attributes, Learning and Employability Volume 6 of Lifelong Learning Book Series, Springer, The Netherlands5. Hind, D. W. G. and Moss, S. (2005). Employability Skills, Business Education Publishers Limited.
	<p>E Resources</p> <p>http://epgp.inflibnet.ac.in/</p>

Course Code	MGT 509
Course Name	Interpersonal Effectiveness
Course Coordinator	Dr. Aditi Sharma
Credits Equivalent	2 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	<p>The course is designed to</p> <ul style="list-style-type: none"> • Enable students to be effective in interpersonal relations • Help students to acquire the attributes of good human being • Develop insight and skills among students for understanding others • Groom skills, attitudes and values to be effective in interpersonal effectiveness
Course Outcome (Cos)	<p>Upon completion of the course the students would be able to</p> <ol style="list-style-type: none"> 1. Develop good interpersonal relations in their individual and organizational lives. 2. Help them become emotionally intelligent individuals 3. Their interpersonal skills would help them become efficient employees, great co-workers and inspiring leaders for their teams.
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	<ol style="list-style-type: none"> 10. Mid Term Examination: 25%(25 Marks) 11. End Term Examination: 50%(50 Marks) 12. Continuous Internal Assessment: 25% (25 Marks) <ol style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10%

Unit	Course Contents	Hours
I	Self - Awareness and Introspection <ul style="list-style-type: none"> ● Introspection – Concept and Techniques ● Johari Windows- Knowing Yourself ● Management of Time – essential steps ● Using your potential 	3
II	Self - Empowerment <ul style="list-style-type: none"> ● Concept of Self Empowerment ● Managerial Grid 	4
III	Emotional Intelligence, Etiquettes and Manners <ul style="list-style-type: none"> ● Emotional Intelligence- concept and components ● Developing Emotional Intelligence ● Etiquettes and manners 	4
IV	Interpersonal Communication <ul style="list-style-type: none"> ● Communication - Definition and Process ● Barriers in Communication ● Tips for effective communication ● Importance of Body Language 	4
V	Interpersonal Relationships <ul style="list-style-type: none"> ● Interpersonal Relationship - Definition and determinants ● Process of developing interpersonal relations ● Transaction Analysis - Ego States, Stroking and Life Positions 	5
	Prescribed Text Books: <ol style="list-style-type: none"> 1. Rai, U and Rai, S.M.(2011) Personality Development and Communication Skills . Himalaya Publishing House. 2. Armstrong, M.(2012). How to be an even Better Manager ,Koganpage. 3. Dr. Alex, K., 2009, Soft Skills, Second Revised Edition 2011, S. Chand, New Delhi 	
	Suggested Extra Readings <ol style="list-style-type: none"> 1. Covey R. Stephen, (2004) The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Free Press 2. Thomas A. Harris,(2004) I'm OK--You're OK. Harper Perennial 3. Onkar, R.M., (2008) Personality Development 4. Narula, S. S.(2013), Personality Development and Communication Skills, Taxman 	
	E Resources http://epgp.inflibnet.ac.in/	

Course Code	MGT 502
Course Name	Self Management & Development
Course Coordinator	Dr. Rita Devi
Credits Equivalent	2 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	<p>The course is designed to:</p> <ul style="list-style-type: none"> • Familiarize students to the importance of self management and development. • To understand various approaches of self management and development. • This course gives students an understanding of the concepts and tools needed for understanding and working on the “Self”. It is useful for harnessing the immense powers hidden “with in” the self and these are the secret tools for self-change. The powers again emerge in the self as it withdraws from body consciousness activity and attitudes.
Course Outcome (Cos)	<ol style="list-style-type: none"> 1. (KA): Knowledge of Self Management & Development. 2. (UC): Understanding of approaches of Self management & development 3. (DA): Development of ‘Self’. 4. (DM): Application of concepts and tools needed for understanding and working on the “Self”
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	<ol style="list-style-type: none"> 1. Mid Term Examination: 25 Marks 2. End Term Examination: 50 Marks 3. Continuous Internal Assessment: 25 Marks <ol style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10%

Unit	Course Contents	Hours
I	Understanding Self Management <ul style="list-style-type: none"> • Self Management and Self Evaluation • Self Discipline • Self Awareness, Identifying one's strengths and weaknesses • Planning & Goal setting 	04
II	Developing Soft Skills <ul style="list-style-type: none"> • Soft skills: Types, Importance • Communication skills, Developing Positive Attitude • Team building and Teamwork • Time Management, Stress Management 	04
III	Understanding Self Development <ul style="list-style-type: none"> • Concept of Self Development/Personal Development • Personality Development • Theories of Self Development: Cooley's Theory, Mead's Theory, Freud's Theory 	04
IV	Art of Communication <ul style="list-style-type: none"> • Definition and Process • Formal and Informal communication • Barriers to communication • Art of listening, reading and writing 	04
V	Career Management Process and Development <ul style="list-style-type: none"> • Process of career management • Career Path and Development • Career development interventions • Contemporary issues in career management: Work- family conflict, Career management and quality of life 	04
	Prescribed Text Books: <ol style="list-style-type: none"> 1. Onkar, R.M., 2008, Personality Development and Career Management, Third Revised Edition 2011, S.Chand, New Delhi 2. Dr. Alex, K., 2009, Soft Skills, Second Revised Edition 2011, S. Chand, New Delhi 3. Greenhaus, J.; Callanan,G.; Godshalk,V. "Career Management" Sage Publication,Fourth Edition 	
	Suggested Extra Readings <ol style="list-style-type: none"> 1. Pande, S.; Basak, S. "Human Resource Management" Text and Cases. Pearson's Publication. 2. Mankin, D.2009"Human Resource Development" Oxford University Press. 3. Covey R. Stephen, 2004, The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Free Press 	

Lecture Plan		
Lectures No	Topics	Prescribed Text Book
1,2	Self Management and Self Evaluation Self Discipline	Onkar, R.M, Dr. Alex, K.
3,4	Self Awareness, Identifying one's strengths and weaknesses Planning & Goal settingdo.....
5,6	Soft skills: Types, Importance Communication skills, Developing Positive Attitudedo.....
7,8	Team building and Teamwork Time Management, Stress Managementdo.....
9,10	Concept of Self Development/Personal Developmentdo.....
11,12	Personality Development Theories of Self Development: Cooley's Theory, Mead's Theory, Freud's Theorydo.....
13,14	Definition and Process Formal and Informal communicationdo.....
15,16	Barriers to communication Art of listening, reading and writingdo.....
17 18	Process of career management Career Path and Developmentdo.....
19,20	Career development interventions Contemporary issues in career management: Work- family conflict, Career management and quality of lifedo.....

Course Code	MGT 213
Course Name	Financial Management
Course Category	Major Courses-Specialization
Credits	4 Credits (One credit is equivalent to 10 hours of lectures (online or class room) / activities / contact hours; 5 hours of practical / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work/ obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)
Mode of Delivery	Online or Class Room (As per University Orders)
Course Overview	<p>Enable the students to understand basic concepts of Financial Management, Financial decisions, Financial markets, financial transactions, Financial Instruments, valuation of financial instruments and Risks and Returns involved in financial transactions. In this context the main objectives of this course are:</p> <ul style="list-style-type: none"> ➤ To ensure that students can apply financial management theories and techniques for decision making, more specifically in long term investment decisions, financing decisions and reallocation of financial resources for maximizing internal benefit and are able to adapt to factors affecting those decisions. ➤ To identify and evaluate appropriate sources of finance, their risks and costs
Course Outcome	After completing this course students will learn the role of finance manager, important financial decisions, importance of risk and time in financial decisions, how to address agency problem, maintain risk & return trade off, take investment decision, optimum capital mix and dividend policies to maximise firm's value.
Attendance	Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination. But in case classes held through online mode requirement will be as per the university orders.
Evaluation Criteria	<p>Mid Term Examination: 20% (40 Marks)</p> <p>End Term Examination: 60% (120 Marks)</p> <p>Internal Assessment: 20% (40 Marks) based on assignment, class participations, tests, Quizzes, discussion oral viva, Puzzles or case studies etc.)</p>

Course Contents

Unit

Topic

Duration

I	Financial Management: Basics	<ul style="list-style-type: none"> • Finance Functions: Meaning and nature, • Financial Management : Meaning, Objectives and Scope Financial Goal: Profit Maximization Vs Wealth Maximization, Risk-Return Trade-off • Time Value of Money : Compounding and Discounting of Single and Multiple Cash flows 	5 Hours
II	Valuation of Financial Assets	<ul style="list-style-type: none"> • Bond : Meaning, types and valuation methods • Preference Shares : Meaning, types and valuation methods • Ordinary Shares : Meaning, types and valuation methods 	8 Hours
III	Financial Decisions-I: Investment Decisions	<ul style="list-style-type: none"> • Long term Investment Decisions: Meaning, Importance and Process of Investment Decisions, Cash flows : Meaning, types, estimation and cash flow line, Evaluation Criteria: Pay Back Period, ARR, NPV, IRR and PI • Working Capital Decisions: Concept and significance, Determining working capital requirements, Management of Inventory , debtors and cash, Financing of working capital needs 	10 Hours
IV	Financial Decisions-II: Financing Decisions	<ul style="list-style-type: none"> • Source of Finance: Short term and long term Source of Finance, Leasing as a Source of Finance • Cost of Capital : Meaning, Classification, Computation and Significance of Cost of Capital • Capitalization : Meaning, under vs over capitalization • Leverages : Meaning, Financial, Operating and Composite Leverage • Capital Structure: Meaning, Forms, Theories of Capital Structure (NI, NOI, Traditional, Pecking order and M&M), Importance of Capital Structure and Optimal Capital Structure. 	12 Hours
V	Financial Decisions-III: Management of Surplus	<ul style="list-style-type: none"> • Dividend : Meaning, types and Models (Walter's, Gordon's and Modigliani-Miller Model) • Dividend Policy: Types of Dividend Policy, Factors and optimal Dividend Policy, Dividend Policy and Firm Value 	5 Hours

Prescribed Text Books:

1. Pandey IM (2019) **Financial Management**, Tenth Edition, Vikas Publishing House, New Delhi.
2. Horne & Dhamija (2014) Financial Management, Twelfth Edition, Pearson, New Delhi.
3. Prasanna Chandra (2014) Financial Management, Eighth Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

1. Horne and Wachowich (2012) Financial Management, 13th Edition, PHI Learning, New Delhi.
2. Brigham & Houston (2011) Fundamentals of Financial Management, Tenth Edition, Cengage Learning, Delhi.
3. Rustagi (2011) Financial Management, Fifth Edition, Taxmann's, New Delhi.
4. Kapil (2011) Financial Management, First Edition, Pearson, New Delhi.
5. Parrino & Kidwell (2011) Fundamentals of corporate finance, First Edition, Wiley India Pvt. Ltd., New Delhi.
6. Khan and Jain (2011) Financial Management (Text Problems and Cases), Fifth Edition, Tata McGraw Hill, New Delhi.
7. Ross, Westerfield & Jordan (2012) Fundamentals of Corporate Finance, Ninth Edition, Tata McGraw Hill, New Delhi.

Web link

1. https://www.youtube.com/watch?v=xoAceq_IKQA
2. <https://efinancemanagement.com>
3. <https://epgp.inflibnet.ac.in/Home/ViewSubject?>

Course Code	MGT 221
Course Name	Consumer Behaviour
Course Coordinator	Dr Sarvesh Kumar
Credits Equivalent	2 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	<p>The main objective of this course is to understand the content of Consumer Behaviour various tools or techniques a manager can apply to Consumer Behaviour information in decision making. After completing this course students will understand,</p> <ul style="list-style-type: none"> • Introduce and familiarize students with important aspects of consumer behavior • Prepare students for critically analyzing the impact of Individual determinants and external factors that influences consumer behavior and observe how marketers are incorporating these in real life marketing operations. • Develop the capability to analyze the role consumer behavior plays in the marketing process.
Course Outcome (Cos)	<p>8. (KA) : Knowledge of Consumer Behaviour and its theories 9. (UC) : Understanding of Consumer Behaviour and Sustainable Development 10. (DA) : Development of Analytical Skill on Consumer Behaviour 11. (DM) :Application of Consumer Behaviour in business decision making</p>
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	<p>13. Mid Term Examination: 20% (20 Marks) 14. End Term Examination: 60% (60 Marks) 15. Continuous Internal Assessment: 20% (20 Marks)</p> <ol style="list-style-type: none"> Attendance 5% Quiz 5% Case study 5% Presentation and problem solving 10%

Unit	Course Contents	Hours
I	<p>Introduction to Consumer</p> <ul style="list-style-type: none"> • Introduction to consumer behavior • School of Consumer Behavior as Marketing Thought • Defining consumer and customer (individual and organization), multidisciplinary approach to Consumer Behavior, Consumer Behavior & Marketing Concept 	16

	<ul style="list-style-type: none"> • Theories of consumer Behaviour : Customer value, Customer life cycle, Satisfaction, Trust and Retention Consumer satisfaction, loyalty and migration • Consumer Decision Making Process [CDMP] • Case Study 1: Consumer Vs Procurement • Case Study 2: <i>Who will buy Xylo- Mahindra and Mahindra automotive sector</i> [Source Book: Gupta, Prachi et.al (2018). Marketing Management: Indian Cases, pp: 9.1-9.6, Pearson India Education Services Ltd: Noida] 	
II	<p>Models of Consumer Behaviour</p> <ul style="list-style-type: none"> • Consumer Communication Model • Models of Consumer Choice and Managerial Control: Cognitive, Reinforcement and Habit • Traditional Models: Economic, Learning, Psychoanalytical, sociological Models • Contemporary models: Shiffman and Kanuk Model, Howard Sheth Model of Buying Behavior, Nicosia Model, Engel-Kollat-Blackwell Model, Engel –Blackwell and Miniard (EBM) Model, Webster and Wind Models of Organizational Buying Behavior, The Sheth Models of Industrial Buying. <p>Case Study 3: <i>Customer Value- Explored, Created, Communicated and Delivered</i> [Source Book: Gupta, Prachi et.al (2018). Marketing Management: Indian Cases, pp: 2.1-2.7, Pearson India Education Services Ltd: Noida]</p>	13
III	<p>Consumer as Individual</p> <ul style="list-style-type: none"> • Customer Motivation and Personality, Brand Personality and Persona • Consumer Perception, and Positioning • Consumer Learning • Consumer Attitude, Attitude formulation and Change <p>Case Study 4 - <i>Himalaya Herbal Toothpaste: Category and Brand Involvement in an Emerging Market</i></p>	10
IV	<p>Consumer in Cultural Setting and Digital Consumer Behaviour</p> <ul style="list-style-type: none"> • The Family and its Social Standing • Cultural Values and Consumer Behaviour • Gender 	12

	<p>issues in consumer Behaviour</p> <ul style="list-style-type: none"> • [REDACTED] / Online Purchasing and Digital Consumer Behaviour • Case Study 5 – Ethnic Consumer Consulting 	
V	<p>Consumer Ethics and Emerging Issues in Consumer Behaviour</p> <ul style="list-style-type: none"> • [REDACTED] / Consumer Ethics • [REDACTED], [REDACTED], [REDACTED] / Netnography, Neuroscience, Neuro-marketing in Action, • [REDACTED] / Mindful Consumption and sustainable consumption <ul style="list-style-type: none"> ➤ [REDACTED], COVID-19 [REDACTED] [REDACTED] [REDACTED] [REDACTED] / New Normal, Challenges brought by COVID-19 Pandemic 	9
	<p>Prescribed Text Books:</p> <ol style="list-style-type: none"> 6. Kumar, S. Ramesh (edited) (2013). Case Studies in Consumer Behavior, Pearson: New Delhi. 7. Nair, Suja R. (2010). Consumer Behaviour in Indian Perspective: Text and Cases, Himalaya Publishing House: New Delhi. 8. Gupta, Prachi et.al (2018). Marketing Management: Indian Cases, Pearson India Education Services Ltd: Noida] 9. Sharma, Dheeraj, Jagdish Seth and Banwari Mittal (2015). Consumer Behavior: A Managerial Perspective, Cengage Learning India Pvt. Ltd., Delhi 10. Schiffman, Leon G; Leslie Lazar Kanuk and S. Ramesh Kumar (2019). Consumer Behavior, 12/e, Pearson Education, New Delhi. 11. Zubin Sethna and Jim Blythe (2019). Consumer Behavior: Application in Marketing, Sage Publications, New Delhi. 	
	<p>Suggested Extra Readings</p> <ol style="list-style-type: none"> 9. Sarvesh Kumar and Jyoti (2022). “Explaining the Mindful Consumption of Herbal Products Mimicking Traditional Lifestyle during Covid-19 Pandemic”, Published in the edited book : Dr Nidhi Mishra and Dr Teena Bharti (2022), 1st International Research Conference on Mindfulness 2022 - Books of Abstracts, IIM Bodh Gaya, Bodh Gaya. (ISBN: 978- 93- 5607- 242- 8). 10. Sarvesh Kumar and Arvind Darshana (2018). “Insight to Neuromarketing - Probing Subconscious Mind for Unconscious Decision”, pp.:121- 128; in, edited book: Pooja Chatley, Diksha Sadana and Gurpreet Kaur Kang (2018). Changing Paradigm of Marketing, Research India Publication, Delhi. [ISBN: 978-93-87374-49-2] 11. Tania Chouhan and Sarvesh Kumar (2022). “Role of Emotional Marketing in mindful Marketing and Consumption”, in the book: Transforming Lives through Mindfulness edited by Nidhi Mishra, Teena Bharti and Vinita S. Sahay (2022), Excel India publisher, New Delhi. (ISBN: 978- 93- 01355- 39--5). 12. Hawkins, Del; David Mothersenbaugh and Amit Mookerjee. (2010). Consumer Behavior: Building Marketing Strategy, 11/e, Tata Mcgraw-Hill Publishing Company Ltd.: New Delhi 13. Lamb, Charles W.. Joseph F. Hair Jr., Dheeraj Sharma and Carl Mc Daniel (2021). MKT: A Soth – Asian Perspective, Cengage Learning , Noida 14. Mukherjee, Srabanti (2012). Consumer Behavior, Cengage Learning India Pvt. Ltd., Delhi 15. Robert East; Malcolm Wright and Marc Vanhuele (2009). Consumer Behavior: Application in Marketing, Sage Publications, New Delhi. 	

	<p>16. Solomon Michael R. (2011). Consumer Behavior: Buying, Having, and Being, 9/e, PHI Learning Pvt. Ltd.: New Delhi</p>
	<p>E Resources</p> <ol style="list-style-type: none"> 7. https://onlinelibrary.wiley.com/journal/14791838 8. https://www.ama.org/the-definition-of-marketing-what-is-marketing/https://www.emeraldgroupublishing.com/journal/jsocm 9. http://epgp.inflibnet.ac.in/ <p>Important Websites</p> <ol style="list-style-type: none"> 16. https://en.wikipedia.org/wiki/Consumer_behaviour#:~:text=Consumer%20behavior%20is%20the%20study,and%20preferences%20affect%20buying%20behaviour. 17. https://www.business-standard.com/ 18. https://economictimes.indiatimes.com/

Course Code	MGT 223
Course Name	Human Resource Management
Course Coordinator	Dr. Gitanjali Upadhaya
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity/contact hours; 5 hours of fieldwork / Tutorial / teacher-led activity and 15 hours of other workloads such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	After completing this course, the students will be able to: <ul style="list-style-type: none"> • To understand the essence of human resource management and what roles and functions a human resource manager perform in an organization. • To comprehend that in contemporary business scenarios human resource management has acquired a strategic role in the functioning of any business organization.
Course Outcome (Cos)	12. (AH) : Understand and apply HRM practices for employee integration and handle various employee issues. 13. (RT) : Ability to recruit, train, and appraise the performance of employees. 14. (HP) : Ability to draft HR planning.
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	1. Mid Term Examination: 25% (50 Marks) 2. End Term Examination: 50% (100 Marks) 3. Continuous Internal Assessment: 25% (50 Marks) <ol style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem-solving 10%

Unit	Course Contents	Hours
I	Introduction to HRM Evolution- Genesis, and Growth of HRM, Difference between Personnel Management and HRM, Strategic Human Resource Management, Objectives and Importance of HRM, Functions of HRM, Role of HR Manager, Jobs and Careers in HR	8 Hours
II	Human Resource Planning Importance and Process of Human Resource Planning; Demand and Supply Forecasting Techniques- Managerial Judgment, Trend Analysis, Ratio Analysis, Delphi Techniques, Replacement Chart; Job Analysis Process and Methods - Interview, Questionnaires, Observation, Participant diary/log; Job Description; Job Specification; Job Design and its Approaches- Job Rotation, Job Enlargement and Job Enrichment	8 Hours

III	Recruitment, Selection and HR Development Meaning and process of recruitment, sources of recruitment, developing and using application forms; Selection - Tests, Interviews and types of interviews; Difference between Recruitment and Selection Concept and contents of induction and orientation, objectives of induction; Training and Development- Importance of training, training methods; Management Development - methods and techniques of management development	8 Hours
IV	Performance Management and Performance Appraisal Performance Appraisal- Traditional Techniques of Performance Appraisal- Annual Confidential Report, Checklist Method, Forced Choice Method, Forced Distribution Method, Critical Incident, Field Review, Essay Method; Modern Techniques of Performance Appraisal- 360 appraisal, Assessment Centers, MBO, Bias in Performance Appraisal	8 Hours
V	Job Evaluation and Compensation Methods of Job Evaluation- Ranking Method, Job Grading Method, Point Rating Method, Factor Comparison Method, Base Compensation and Supplementary Compensation, Factors affecting Employee Remuneration.	8 Hours
	Prescribed Text Books: <ol style="list-style-type: none"> 1. Aswathappa, K., 2007, Human Resource Management: Text and Cases, 5th Edition, Tata McGraw-Hill Publishing Ltd., New Delhi 2. Decenzo, D. A. & Robbins, S. P., 2009, Fundamentals of Human Resource Management, 10th Edition, John Wiley & Sons Inc., New Delhi 3. Rao, S.P, 2008, Essentials of Human Resource Management and Industrial Relations; Text, Cases and Games, 3rd Revised Edition, Himalaya Publishing House, New Delhi 	
	Suggested Extra Readings <ol style="list-style-type: none"> 1. Dessler, G., 2005, Human Resource Management, 10th Edition, Pearson Education, Inc, Delhi 2. Saiyadain, 2009, Human Resource Management, 4th Edition, Tata McGraw Hill Publishing Ltd., New Delhi 3. Biswajeet, P., 2005, Human Resource Management, Prentice Hall India, New Delhi 4. Rao, T.V., 1995, Human Resources Development: Experiences, Interventions, Strategies, Sage Publications Pvt. Ltd., New Delhi 5. Nair, M. and Rao, T.V. 2007, Excellence through HRD, Tata McGraw Hill Publishing Ltd., New Delhi 6. Schultz, D. & Schultz, S.E, 2008, Psychology and Work Today, Pearson Education, Inc and Dorling Kindersley (India) Pvt. Ltd, Delhi 7. Gupta, C.B, 1999, Human Resource Management, Sultan Chand & Sons, New Delhi. 	
	E-Resources <ol style="list-style-type: none"> 1. https://www.economicdiscussion.net/human-resource-management/evolution-of-human-resource-management-hrm/31460 2. https://www.shrm.org/resourcesandtools/tools-and- 	

<p>samples/toolkits/pages/practicingstrategichumanresources.aspx</p> <p>3. https://www.humanresourcesmba.net/careers/best-careers-for-human-resources-professionals/</p> <p>4. https://www.aihr.com/blog/human-resource-planning-process/</p> <p>5. https://www.thehumancapitalhub.com/articles/what-are-the-six-steps-of-job-analysis-and-examples</p> <p>6. https://www.hrhelpboard.com/performance-management/performance-appraisal-its-purpose.htm</p> <p>7. https://sprigghr.com/blog/hr-professionals/5-actionable-job-evaluation-methods/</p> <p>Important Websites</p> <p>19. https://www.shrm.org/</p> <p>20. www.hr.blr.com</p> <p>21. HR.com</p> <p>22. https://www.hrmorning.com/</p> <p>23. https://www.hrdiver.com/</p> <p>24. https://www.aihr.com/</p>

Lecture Plan		
Lectures No	Topics	Prescribed Text Book
1	Introduction to HRM	Book 1
2	Evolution- Genesis, and Growth of HRM	Book 1
3	Difference between Personnel Management and HRM	Book 1
4	Strategic Human Resource Management	Book 1
5	Objectives and Importance of HRM	Book 1
6	Functions of HRM	Book 1
7	Role of HR Manager	Book 1
8	Jobs and Careers in HR	e-resources
9	Importance and Process of Human Resource Planning	Book 1& 2
10	Demand and Supply Forecasting Techniques- Managerial Judgment, Trend Analysis	Book 1& 2
11	Demand and Supply Forecasting Techniques- Ratio Analysis, Delphi Techniques	Book 1& 2
12	Demand and Supply Forecasting Techniques- Replacement Chart	Book 1& 2
13	Job Analysis Process	Book 1& 2
14	Outcomes of Job Analysis - Job Description; Job Specification	Book 1& 2
15	Job Analysis Methods - Interview, Questionnaires, Observation, Participant diary/log	Book 1& 2
16	Job Design and its Approaches- Job Rotation, Job Enlargement, and Job Enrichment	Book 1& 2
17	Meaning and process of recruitment	Book 1
18	Sources of Recruitment	Book 1
19	Developing and using application forms	Book 1

20	Selection - Tests, Interviews and types of interviews methods	Book 1
21	Difference between Recruitment and Selection	Book 1
22	Concept and contents of induction and orientation, objectives of induction, training methods; Management Development - methods and techniques of management development	Book 1
23	Training and Development- Importance of training; Training Methods	Book 1
24	Management Development - methods and techniques of management development	Book 1
25	Performance Appraisal- An Introduction	Book 1
26	Traditional Techniques of Performance Appraisal- Annual Confidential Report, Checklist Method	Book 1
27	Traditional Techniques of Performance Appraisal- Forced Choice Method, Forced Distribution Method	Book 1
28	Traditional Techniques of Performance Appraisal- Critical Incident, Field Review, Essay Method	Book 1
29	Modern Techniques of Performance Appraisal- 360 ⁰ Appraisal, Assessment Centers	Book 1
30	Modern Techniques of Performance Appraisal- MBO	Book 1
31	Bias in Performance Appraisal	Book 1
32	Bias in Performance Appraisal	Book 1
33	Introduction to the concept of Job Evaluation, Need, and Importance	Book 1& 2
34	Ranking Method of Job Evaluation	Book 1& 2
35	Job Grading Method of Job Evaluation	Book 1& 2
36	Point Rating Method of Job Evaluation	Book 1& 2
37	Factor Comparison Method of Job Evaluation	Book 1& 2
38	Compensation management and its importance	Book 1& 2
39	Base Compensation and Supplementary Compensation	Book 1& 2
40	Factors affecting Employee Remuneration	Book 1& 2

Course Code	MGT 103
Course Name	Managerial Economics
Course Coordinator	Prof. Sanjiv Gupta
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the corporate level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.
Course Outcome (Cos)	<ul style="list-style-type: none"> • DU: Develop an understanding of the applications of managerial economics. • AS: Interpret regression analysis and discuss why it's employed in decision-making. • OU Discuss optimization and utility including consumer behavior. • AK Assess the relationships between short-run and long-run costs. • Analyze perfectly competitive markets including substitution. • Explain uniform pricing and how it relates to price discrimination and total revenue. • Analyze a chosen company to include the above, but to further make recommendations for the company based upon the weekly topics.
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	16. Mid Term Examination: 20% (40 Marks) 17. End Term Examination: 60% (120 Marks) 18. Continuous Internal Assessment: 20% (40 Marks) <ul style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10%

Course Contents		
Unit	Contents	Hours
I	Basics of Managerial Economics <ul style="list-style-type: none"> • Meaning, Nature and Scope of managerial economics-relationship to other branches of learning-usefulness of managerial economics, • Basic Principles of Managerial Economics • Business Objective and Theory of firms 	5
II	Demand Analysis <ul style="list-style-type: none"> • Demands, Determinants of Demand, Demand Function, Law of Demand • Elasticity of Demand- Price, Income, Cross and Advertising, Uses of Elasticity of Demand for managerial decision making and measurement of Elasticity of Demand. • Demand forecasting meaning, significance and methods. 	10
III	Cost Analysis <ul style="list-style-type: none"> • Cost Analysis: Cost concept and analysis, short-run and long-run cost curves and its managerial use • Cost Volume & Profit Analysis/ Break even Analysis 	5
IV	Production Analysis <ul style="list-style-type: none"> • Production function, single variable, law of variable proportion, two variable, Law of returns to scale 	10
V	Market Analysis Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.	10

Prescribed Text Books:

1. Christopher R. Thomas & S. Charles Maurice (latest edition), Managerial Economics, Tata McGraw Hill, New Delhi.
2. Jain TR and Khanna OP (2016), V K Publication, New Delhi
3. Ahuja H.L. (2012), Managerial Economics, S. Chand Publishing House, New Delhi
4. Salvatore, D. (2004). Managerial Economics in a Global Economy. Irwin, Mc Graw-Hill
5. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
6. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.

7. Chaturvedi, D.D. & Gupta S.L. (2003). Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.

Suggested Extra Readings:

1. Ivan Png, (2013), Managerial Economics, Routledge, Taylor and Francis Group Publication, Fourth Edition)
2. Yogesh Maheswari, Managerial Economics, Phi Learning, New Delhi, 2012
3. Dholakia, R.H. & Oza, A.N. (2003). Micro Economics for Management Students. OUP, New Delhi.
4. Keating Berry and Wilson, J H. (2003). An Economic Foundation for Business Deciiion. Biztantra Publication, New Delhi.
5. Gupta, G.S. (2004). Managerial Economics: Micro Economic. McGraw Hill.

Course Code	MGT 117
Course Name	Management Theories & Practices
Course Coordinator	Dr. Rita Devi
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The course is designed to: <ul style="list-style-type: none"> • Present a thorough and systematic exposure of Management theory and practices. • Provide a basic understanding of fundamental concepts and principles of Management. • Enable the students to understand the basic roles, skills and functions of Management.
Course Outcome (Cos)	15. (KA): Knowledge of Principles of Management. 16. (UC): Understanding of basic Roles, Skills and Functions of management. 17. (DA): Development of Managerial Skills. 18. (DM) :Application of skills in real business world
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	19. Mid Term Examination: 50 Marks 20. End Term Examination: 100 Marks 21. Continuous Internal Assessment: 50 Marks <ol style="list-style-type: none"> Attendance 10% Quiz 10% Case study 10% Presentation and problem solving 20%

Unit	Course Contents	Hours
I	Introduction to Management <ul style="list-style-type: none"> • Meaning and Importance of Management • Nature and Functions of Management, Levels of Management • Managerial Roles, Skills of Managers, Kinds of Managers • Evolution of Management Theory: Early Classical approaches: Scientific management, Administrative management, Bureaucracy, Neo-Classical Approaches: Human Relation approach, Behavioral approach, Modern Approaches: Quantitative approach, System approach, contingency approach • Social Responsibilities and Ethics of Business, Corporate Governance Case Studies	08
II	Planning and Decision Making <ul style="list-style-type: none"> • Planning: An Overview, Importance of Planning at Organizations, Types of Plans: Vision, Mission, Objectives, strategies, Operational plans • Steps in Effective Planning, Difference between Strategic and tactical planning • Hierarchy of Organization Plans 	08

	<ul style="list-style-type: none"> Decision Making, Types of Decisions Steps to Rational Decision Making, Environment of decision-making, Common difficulties in decision making <p>Case Studies</p>	
III	<p>Organizing</p> <ul style="list-style-type: none"> Meaning of Organizing, Building Blocks of Organizing, Process of Organizing, principles of organizing Organizational Design and various approaches Types of Organizational Structures Elements of Structure: Work Specialization, Unity of Command, Span of Management: Appropriate span, factors governing span of management, Authority, Delegation and Responsibility, Centralization and Decentralization, Departmentalization: Purpose and Process departmentalization <p>Case Studies</p>	08
IV	<p>Co-ordination, Staffing and Direction</p> <ul style="list-style-type: none"> Need for Co-ordination, Requisites for excellent co-ordination, Types of co-ordination, Approaches to co-ordination, difficulties in co-ordination Staffing: Importance and need for proper staffing Manpower planning, Manpower planning in India, Staffing from a global perspective Requirements of effective direction, Orders Motivating and Rewarding Employees, Morale <p>Case Studies</p>	08
V	<p>Controlling</p> <ul style="list-style-type: none"> Leadership, Functions of an executive leader, New approaches to Leadership, Leadership assessment Meaning and Need of Managerial Control Steps in Control Process Types of Control, Financial Control, Budgetary Control System, Auditing Essentials of Effective Control System Problems of the Control system <p>Case Studies</p>	08
	<p>Prescribed Text Books:</p> <ol style="list-style-type: none"> James A. F. Stoner, R. Edward Freeman & Daniel R. Gilbert, JR (2010), Management, 6th Edition, Pearson Education, New Delhi Stephens P. Robbins, David A. Decenzo, Sanghamitra Bhattacharyya & Madhushree Nanda Agarwal (2010), Fundamentals of Management, 6th Edition, Pearson Education, New Delhi 	
	<p>Suggested Extra Readings</p> <ol style="list-style-type: none"> P C Tripathi & P N Reddy (2010), Principles of Management, 4th Edition, Tata McGraw Hill Education Private Limited, New Delhi. Harold Koontz & Heinz Weihrich (2010), Essentials of Management, 8th Edition, Tata McGraw Hill Education Private Limited, New Delhi. Chuck Williams & Manas Ranjan Tripathy (2013), MGMT-Principles of Management: A South Asian Perspective, Cengage Learning India Pvt. Ltd., Delhi. Karminder Ghuman & K Aswathappa (2010), Management, 1st Edition, Tata McGraw Hill Education Private Limited, New Delhi. 	

5.	Dr. Neeru Vasishth (2011), Principles of Management, 3 rd Edition, Taxmann Publications Private Limited, New Delhi.
6.	Gene Burton & Manab Thakur (2010), Management Today, 13 th Edition, Tata McGraw Hill Education Private Limited, New Delhi.
7.	Dr. P. Subba Rao & C. Hima Bindu (2010), Management Theory and Practice, 1 st Edition, Himalaya Publishing House, New Delhi.

Lecture Plan		
Lectures No	Topics	Prescribed Text Book
1,2,3	Meaning and Importance of Management Nature and Functions of Management, Levels of Management Managerial Roles, Skills of Managers, Kinds of Managers	Stephens P. Robbins, Fundamentals of Management
4,5,6,7	Evolution of Management Theory: Early Classical approaches: Scientific management, Administrative management, Bureaucracy, Neo-Classical Approaches: Human Relation approach, Behavioral approachdo.....
8,9	Modern Approaches: Quantitative approach, System approach, contingency approach, Social Responsibilities and Ethics of Business, Corporate Governancedo.....
10,11,12	Planning, Types of Plans: Vision, Mission, Objectives, strategies, Operational plans, Steps in Effective Planning, Difference between Strategic and tactical planning Hierarchy of Organization Plans Decision Making, Types of Decisionsdo.....
13,14,15,16	Steps to Rational Decision Making, Environment of decision-making Meaning of Organizing, Building Blocks of Organizing, Process of Organizing, principles of organizing Organizational Design and various approachesdo.....
17,18	Types of Organizational Structures Elements of Structuredo.....
19,20,21	Need for Co-ordination, Requisites for excellent co-ordination, Types of co-ordination, Approaches to co-ordination, difficulties in co-ordination Staffing: Importance and need for proper staffingdo.....
22,23	Manpower planning, Manpower planning in India, Staffing from a global perspectivedo.....
24,25	Requirements of effective directiondo.....

	Orders	
26,27,28	Motivating and Rewarding Employees Moraledo.....
29,30	Leadership, Functions of an executive leaderdo.....
31,32	Meaning and Need of Managerial Controldo.....
33	Steps in Control Processdo.....
34,35	Types of Control, Financial Control, Budgetary Control System, Auditingdo.....
36,37	Essentials of Effective Control Systemdo.....
38,39	Problems of the Control systemdo.....
40	Case Study	

Course Code	MGT 394
Course Name	Entrepreneurship Development
Course Coordinator	Dr. Chaman Lal
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity/contact hours; 5 hours of fieldwork / Tutorial / teacher-led activity and 15 hours of other workloads such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	<p>The course is designed to</p> <ul style="list-style-type: none"> • Develop Entrepreneurship Skills in Students by giving an overview of who the entrepreneurs are and what competencies are needed to become an Entrepreneur. • Enable the students to prepare business plan, successfully launch and subsequently manage their enterprises. • Make students familiar with different financial institutions which support entrepreneurship development.
Course Outcome (Cos)	<p>19. (KA) : Knowledge about entrepreneurship development and various factors affect entrepreneurship</p> <p>20. (SL) : Develop skills to establish and run an enterprise</p> <p>21. (DM) : Devise effective strategies to launch and sustain an enterprise</p>
Attendance	Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.
Evaluation Criteria	<p>4. Mid Term Examination: 25%</p> <p>5. End Term Examination: 50%</p> <p>6. Continuous Internal Assessment : 25%</p> <p> i. Class participation = 5%</p> <p>(Note: Below 75%=0, 75-80%=1, Above 80- 85%=2, Above 85-90%=3, Above 90-95%=4, Above 95%=5)</p> <p> j. Assignments/Presentation = 10%</p> <p> k. Case studies/Field Survey = 5%</p> <p> l. Surprise test/Activity/Quiz = 5%</p>

Unit	Course Contents	Hours
I	<p>Fundamentals of Entrepreneurship</p> <ul style="list-style-type: none"> • Concept of Entrepreneur and Entrepreneurship • Entrepreneur Versus Manager • Why Entrepreneurship? • Theories of Entrepreneurship • Classification of Entrepreneurs/Entrepreneurship 	08
II	<p>Entrepreneurial Development</p> <ul style="list-style-type: none"> • Factors Influencing Entrepreneurial Development & Models of 	08

	<p>Entrepreneurship</p> <ul style="list-style-type: none"> • Entrepreneurship Development Programme • Entrepreneurial Competencies: Areas and Development • Emerging Areas for Entrepreneurship • Success Stories of Entrepreneurs 	
III	<p>Entrepreneurial Support</p> <ul style="list-style-type: none"> • Entrepreneurial Policies in India • Start-up India Campaign • Institutional Support to Entrepreneurs • Clustering: Relevance and Successful Clusters 	08
IV	<p>Creating and Starting the Venture</p> <ul style="list-style-type: none"> • Creativity and Business Idea. • Legal Issues for the Entrepreneur • IPR and Entrepreneurship • Feasibility Analysis • The Business Plan: Formulation and Submission 	08
V	<p>Entrepreneurship Management</p> <ul style="list-style-type: none"> • Selection of types of ownership • Strategies for Growth • Entrepreneurial Sickness & Rehabilitation • Case Study 	08
	<p>Prescribed Text Books:</p> <p>12. Hisrich, R.D., Peters, M.P. & Shepherd, D.A., (2008), Entrepreneurship, Sixth Edition, Tata McGraw-Hill, New Delhi.</p> <p>13. Khanka, S.S., (2012), Entrepreneurial Development, First Edition(Revised). S. Chand & Company Ltd., New Delhi.</p> <p>14. Roy, Rajiv., (2011), Entrepreneurship, Second Edition, Oxford University Press.</p> <p>15. Charantimath P.M., (2008), Entrepreneurship Development & Small Business Enterprise, Third Edition, Pearson Education, New Delhi.</p>	
	<p>Suggested Extra Readings</p> <p>17. Zimmerer, W., Thomas, Scarborough, M., Norman, (2009), Essentials of Entrepreneurship and Small Business Management, Fifth Edition, PHI Learning Private Ltd, New Delhi.</p> <p>18. Barringer, R., Bruce, Ireland, Duane, R., (2011), Entrepreneurship: Successfully Launching New Ventures, Third Edition, Pearson Education, New Delhi.</p> <p>19. Timmons, A., Jeffrey, Spinelli, Stephen, (2009), New Venture Creation: Entrepreneurship for the 21st Century, Seventh Edition, Tata McGraw-Hill, New Delhi.</p> <p>20. Morse, A., Eric, Mitchell, K., Ronald, (2009), Cases in Entrepreneurship: The Venture Creation Process, Fourth Printing, SAGE Publications Inc., New Delhi.</p> <p>21. Desai, Vasant, (2012), Entrepreneurial Development and Management of Small and Medium Enterprises, Second Edition Edition, Himalaya Publishing House, Mumbai.</p>	

22. Sinha, S K (2010), Small Business Management, Centrum Press, New Delhi.
23. Desai, Vasant, (2011), Entrepreneurial Development, Sixth Edition, Himalaya Publishing House, Mumbai.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1-3	Meaning, Concept, Characteristics and Qualities of Entrepreneur	Book-1	Chapter-1
Lecture – 4&5	Nature and Importance of Entrepreneurship	Book-3	Chapter-1
Lecture – 5&6	Theories of Entrepreneur and Entrepreneurship	Book-2	Chapter-2
Lecture – 7&8	Classification of Entrepreneurship and Types of Entrepreneurs	Book-3	Chapter-2
Lecture – 9&10	Cases: Successful Entrepreneurs	Reference material to be provide	
Lecture – 11&12	Entrepreneurship Development and Factors influencing Entrepreneurship Development	Book-3	Chapter-3
Lecture – 13&14	Entrepreneurial Process and Development Models	Book-1	Chapter-3
Lecture – 15&16	Entrepreneurship Development Programme and Emerging areas for entrepreneurship	Book-3	Chapter-4
Lecture – 17&18	Creativity, Idea Generation, Identification, Classification of Ideas and Environmental Scanning	Book-1	Chapter-5
Lecture – 19-21	Legal Issues for the Entrepreneurs	Book-3	Chapter-5
Lecture – 22&23	Feasibility Analysis and Project Planning	Book-3	Chapter-7
Lecture – 24-27	Business Plan	Book-3	Chapter-8
Lecture – 28&29	Selection of types of ownership	Book-2	Chapter-6
Lecture – 30	Strategies for Growth	Book-1	Chapter-7
Lecture – 31&32	Entrepreneurial Sickness	Book-1	Chapter-9
Lecture – 33& 34	Cases: Best Management Practices	Reference material to be provide	
Lecture – 35&36	Central Level Support Institutions	Reference material to be provide	
Lecture – 37&38	State Level Support Institutions	Reference material to be provide	
Lecture – 39	SIDBI, NABARD and Other Agencies	Reference material to be provide	
Lecture – 40	Clustering	Book-3	Chapter-10

Course Code	MGT 303	
Course Name	Operations Management	
Course Coordinator	Dr. Manpreet Arora	
Credits Equivalent	2 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)	
Course Objectives	<p>The course is designed to:</p> <ul style="list-style-type: none"> • Enable the students to understand basic concepts of Operations Management. • Acquaint the students about Production and Operations functions. • Enable the students to understand the decision making relating to Operations and Productivity of an organization. 	
Course Outcome (Cos)	<p>22. (KA) : Knowledge of International Operations Business Environment 23. (UC) : Understanding operations management business decisions 24. (DA) : Development of understanding of global business operations and its challenges 25. (DM) :Application of Global culture in business decisions so that operations costs could be minimised</p>	
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.	
Evaluation Criteria	<ol style="list-style-type: none"> 1. Mid Term Examination: 25% (25 Marks) 2. End Term Examination: 50% (50 Marks) 3. Continuous Internal Assessment: 25% (25 Marks) <ol style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10% 	
Unit	Course Contents	Hours
I	Introduction to Operations Management <ul style="list-style-type: none"> • Meaning of Production and Operation management • Nature and Scope, Role of Operation management • Production & Operation as a system, as an Organizational function, as Conversion and Transformative system, as a mean of creating utility. • Responsibilities and Functions of Production & Operation Manager • Decision making in Operation Management 	05
II	Operations in Global Environment <ul style="list-style-type: none"> • A Global view of Operations, Cultural and Ethical issues • Developing Mission & Strategies • Achieving Competitive advantage through Operations • Strategic OM Decisions • Global Operation Strategy, Issues in Operation Strategy 	04
III	Material handling and Managing Inventory <ul style="list-style-type: none"> • Determinants of Entry Mode, the trade mode, • Economic Environment, Economic Structures 	03
IV	Location and Layout Decisions <ul style="list-style-type: none"> • Facility layout, Strategic Importance of layout Decisions • Types of Layout • Strategic Importance of Location decisions • Factors affecting Location Decisions • Service Location Decisions 	04
V	Managing Quality	04

	<ul style="list-style-type: none"> Defining Quality, Dimensions of quality, Quality and Strategy Ethics and Quality Management, The Foundations of Modern Quality Management TQM, Obstacles to implementing TQM, Continuous Improvement, JIT, Lean Systems 	
	<p>Prescribed Text Books:</p> <p>16. Heizer, Jay; Render, Barry and Rajashekhar, Jagadeesh (2011). Operations Management, (9th ed.), Pearson: New Delhi.</p> <p>17. Roy, Ram Naresh (2005). A Modern Approach to Operations Management, New Age International Ltd., New Delhi.</p>	
	<p>Suggested Extra Readings</p> <ol style="list-style-type: none"> Aswathappa, K. and Bhat, K.S. (2012). Production and Operations Management, HPH: New Delhi. Chary, S. N.,(2002), Production and Operations Management, Tata McGraw-Hill: New Delhi Chase, Richard B.; Jacobs, F. Robert and Aquilano, Nicholas J. (2006). Operations Management for Competitive Advantage, McGraw-Hill/Irwin: New York. E.V. Adam and R. J. Ebert, (1998), Production and Operations Management, Prentice Hall of India: New Delhi Gore, Amol; & Panizzolo, Roberte (2012). Operations Management, Cengage: Delhi. Lee, S.M. (et al) (1989), Operations Management, Wm. C.Publishers: Iowa Monks, J. (1987), Operations Management, Irwin McGraw – Hill: New York Morton, Thomas E. (2003). Production Operations Management, Thomson South Western in collaboration with Vikas Publishing House: New Delhi Panneerselvam, R. (2002). Productions and Operations Management, Eastern Economy Edition, Prentice Hall of India: New Delhi. Rusesell and Taylor (2012) Operations Management, Wiley India: Delhi Stevenson, W. J. (1999), Production Operations Management, Irwin McGraw – Hill:New York 	

Lecture Plan		
Lectures No	Topics	Prescribed Text Book
1,2	Meaning of Production and Operation management, Nature and Scope, Role of Operation management Production & Operation as a system, as an Organizational function, as Conversion and Transformative system, as a mean of creating utility.	Heizer, Jay; Render, Barry and Rajashekhar, Jagadeesh
3,4,5	Responsibilities and Functions of Production & Operation Manager Decision making in Operation Managementdo.....
6,7	A Global view of Operations, Cultural and Ethical issues Developing Mission & Strategies Achieving Competitive advantage through Operationsdo.....
8,9	Strategic OM Decisions Global Operation Strategy, Issues in Operation Strategy	
10,11	Material handling principles, Classification of material handling equipments Inventory Managementdo.....
12,13,14	Objectives of Inventory Management Techniques of Inventory Control: EOQ, ABC Analysis, Fixation of Levels, VEDdo.....
15,16,17	Facility layout, Strategic Importance of layout Decisions Types of Layout, Strategic Importance of Location decisions Factors affecting Location Decisions Service Location Decisions	
17,18	Defining Quality, Dimensions of quality, Quality and Strategy Ethics and Quality Management, The Foundations of Modern Quality Managementdo.....

19,20	TQM, Obstacles to implementing TQM, Continuous Improvement, JIT, Lean Systemsdo.....
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Course Code	MGT 343
Course Name	Retail Management
Course Coordinator	Dr. Chaman Lal
Credits Equivalent	2 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity/contact hours; 5 hours of fieldwork / Tutorial / teacher-led activity and 15 hours of other workloads such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The course is designed to <ul style="list-style-type: none"> • Providing students with a comprehensive understanding of the theoretical and applied aspects of retail management. • Describes and analyses the way retailing works, specially the activities and relationships. • Develop knowledge of contemporary retail management issues at strategic level.
Course Outcome (Cos)	26. (KA&RT) : Knowledge about the basic concepts and theories of retailing 27. (AE) : Application of retail mix while designing retail strategies 28. (DS) : Develop necessary skills to manage a retail outlet 29. (DM) : Design a suitable retail plan for a selected outlet based on a field study
Attendance	Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.
Evaluation Criteria	7. Mid Term Examination: 25% 8. End Term Examination: 50% 9. Continuous Internal Assessment : 25% <ul style="list-style-type: none"> m. Class participation = 5% (Note: Below 75%=0, 75-80%=1, Above 80- 85%=2, Above 85-90%=3, Above 90-95%=4, Above 95%=5) <ul style="list-style-type: none"> n. Assignments/Presentation = 10% o. Case studies/Field Survey = 5% p. Surprise test/Activity/Quiz = 5%

Unit	Course Contents	Hours
I	Retail Scenario <ul style="list-style-type: none"> • Overview of Retailing • Dynamics of Retailing • Retailing Theory and Retail Formats • Global & Indian Retail Scenario and Liberalization: Impact on Retail Industry • Retail Consumer and Determinants of Retail Store Selection • Emerging Trends in Indian Retailing 	04

II	<p>Retailing Strategy</p> <ul style="list-style-type: none"> • Retail Market and Financial Strategy • Retail Location Strategy • Retail Information System • Customer Relationship Management • Case Study 	04
III	<p>Merchandise Management</p> <ul style="list-style-type: none"> • Managing Merchandise Assortments • Merchandise Planning Systems • Buying Merchandise • Retail Pricing • Retail Communication Mix 	04
IV	<p>Store Management and CVM</p> <ul style="list-style-type: none"> • Retail Atmospherics • Store Layout, Design & Visual Merchandising • Customer Value Management • Technology in Retailing 	04
V	<p>Rural & e-Retailing</p> <ul style="list-style-type: none"> • Rural Retailing • Foundation of e-Retailing • e-Retailing: the Application Domain • e-Retailing: The Current Trends • Artificial Intelligence and Retailing • Case Study 	04
<p>Prescribed Text Books:</p> <ol style="list-style-type: none"> 1. Levy M., Weitz B.A and Pandit A. (2008), Retailing Management, 6th Edition, Tata McGraw Hill, New Delhi. 2. Berman B., Evans J. R. and Mathur, Mini (2011), Retail Management, 11th Edition, Pearson Education, New Delhi. 3. Sharma, D.P. (2009), e-Retailing, 1st Edition, Himalaya Publishing House, New Delhi. 		
<p>Suggested Extra Readings</p> <ol style="list-style-type: none"> 24. Cox Roger, Brittain Paul (2011), Retailing, 5th Edition, Pearson Education, New Delhi. 25. Srinivasan R. Srinivasan K. R. (2009), Cases in Retail Management, Bizantra. 26. Varley Rosemary, Retail Product Management, 2nd Edition, Routledge. 27. Singh Harjit (2011), Retail Management, S. Chand & Company Ltd., New Delhi. 28. Sheikh I. Arif, Fatima Kaneez (2011), Retail Management, Himalaya Publishing House, New Delhi. 		

Course Code	MGT 367
Course Name	Diversity & Cross Cultural Management
Course Coordinator	Dr. Rita Devi
Credits Equivalent	2 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The course is designed to: <ul style="list-style-type: none"> • Understand the importance of cross-cultural management in work and employment • Apply their understanding of cultural and institutional differences to evaluate the challenges and opportunities of doing business in different countries
Course Outcome (Cos)	<ol style="list-style-type: none"> 1. (KA): Knowledge of Cross Cultural Management. 2. (UC): Understanding of importance of Cross Cultural management practices at modern workplace. 3. (DA): Development of Cultural Sensitivity. 4. (DM): Application of skills while working in diversified workplace.
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	<ol style="list-style-type: none"> 22. Mid Term Examination: 25 Marks 23. End Term Examination: 50 Marks 24. Continuous Internal Assessment: 25 Marks <ol style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10%

Unit	Course Contents	Hours
I	Introduction to Diversity and Cross-Cultural Management <ul style="list-style-type: none"> • Understanding Culture • Determinants/ dimensions of Culture • Major Models of National Culture- Hofstede's Model, Hall's Model • Trompenaar's Cultural Dimensions, GLOBE Study Case Studies	04
II	Communicating across Cultures <ul style="list-style-type: none"> • Introduction to Intercultural Communication • Barriers to Intercultural Communication • Non-verbal Communication and Culture • Enhancing Intercultural Communication Case Studies	04
III	Negotiating across Cultures <p>Principles and Types of Negotiation</p> <ul style="list-style-type: none"> • Intercultural Communication and the Negotiation Process 	04

	<ul style="list-style-type: none"> • Negotiation Framework and Cultural Variables • Dimensions of Organizational Culture Influencing Negotiations Case Studies	
IV	Managing Global Teams Meaning and Purpose of Global Business Teams <ul style="list-style-type: none"> • Difference between Traditional Teams and Global Teams • Challenges created by Cultural Differences • Team Strategies and the Influence of Culture Case Studies	04
V	International Assignments and Expatriate Management Meaning of Expatriates, Reasons for using Expatriates <ul style="list-style-type: none"> • Challenges faced by Expatriates • Expatriate Failure: Reasons and Consequences • Factors Influencing the Success of a Foreign Assignment • Repatriation Issues, Improving the Repatriation Process Case Studies	04
	Prescribed Text Books: 1. Madhavan, Shobhana (2011), Cross Cultural Management, Oxford University Press, 12th Edition. 2. French, Ray. (2008), Cross-Cultural Management in Work Organizations, University Press (India) Pvt Ltd. Suggested Reading 3. Bhattacharya, Deepak Kumar. (2010), Cross Cultural Management: Text and Cases, PHI	
	Suggested Extra Readings 1. Gannon, Martin J. (2008) Paradoxes of Culture and Globalization. Sage Publications 2. Trompenaars, Fons and C. H. Turner. (1998) Riding the Waves of Culture. McGraw-Hill, Second Edition. 3. Hofstede, Geert; Gert Jan Hofstede and Michael Minkov (2010) Cultures and Organizations: Software of the Mind, McGraw-Hill, Third Edition. 4. Jackson T. International HRM: A Cross-Cultural Approach, London: Sage. 5. Richard Mead and Tim G Andrews. International Management: Culture and Beyond, Chichester UK: John Wiley & Sons.	

Lecture Plan		
Lectures No	Topics	Prescribed Text Book
1,2	Understanding Culture Determinants/ dimensions of Culture Hofstede's Model	Madhavan, Shobhana, Cross Cultural Management
3,4	Hall's Model Trompenaar's Cultural Dimensions, GLOBE Studydo.....

5,6	Introduction to Intercultural Communication Barriers to Intercultural Communicationdo.....
7,8	Non-verbal Communication and Culture Enhancing Intercultural Communicationdo.....
9,10	Principles and Types of Negotiation Intercultural Communication and the Negotiation Processdo.....
11,12	Negotiation Framework and Cultural Variables Dimensions of Organizational Culture Influencing Negotiationsdo.....
13,14	Meaning and Purpose of Global Business Teams Difference between Traditional Teams and Global Teamsdo.....
15,16	Challenges created by Cultural Differences Team Strategies and the Influence of Culturedo.....
17 18	Meaning of Expatriates, Reasons for using Expatriates Challenges faced by Expatriatesdo.....
19,20	Expatriate Failure: Reasons and Consequences Factors Influencing the Success of a Foreign Assignment Repatriation Issues, Improving the Repatriation Processdo.....

Course Code	MGT 356
Course Name	Stress Management
Course Coordinator	Dr. Aditi Sharma
Credits Equivalent	2 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	<p>Course Objectives: The course is designed to make the students</p> <ul style="list-style-type: none"> • Gain insights about the nature, types and sources of stress. • Comprehending the sources and recognizing symptoms of stress in organizational context • Understanding various stress coping strategies for management of stress
Course Outcome (Cos)	<p>On completion of the course, the students would be able</p> <ol style="list-style-type: none"> 1. To recognize the symptoms of stress those are present within and outside. 2. Design individual and organizations interventions for management of stress that arises due to work and non work activities. 3. The course would make them aware about the importance of overall wellbeing of individual and society for leading a fulfilling and wholesome life.
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	<p>25. Mid Term Examination: 20% (25 Marks)</p> <p>26. End Term Examination: 50% (50 Marks)</p> <p>27. Continuous Internal Assessment: 25% (25 Marks)</p> <ol style="list-style-type: none"> a. Attendance 5% b. Case study 10% c. Presentation and Assignment 10%

Unit	Course Contents	Hours
I	<p>Introduction to the Concept of Stress</p> <ul style="list-style-type: none"> • Stress- Definition, Nature, Concept • Approaches to Stress • Person-Environment Theory 	4
II	<p>Organizational Stress & its sources</p> <ul style="list-style-type: none"> • Occupational Stress • Role Stressors • Sources of Stress- Organizational Culture, Mergers and Acquisitions, New Work Arrangements, Job Loss, Dual Career Relationships 	4

III	Organizational Stressors <ul style="list-style-type: none"> • Leadership and Stress • Motivation and Stress • Conflict and Stress 	4
IV	Stress Indicators & Burnout <ul style="list-style-type: none"> • Symptoms of Stress • Burnout 	3
V	Stress Management and Emerging Issues in Stress <ul style="list-style-type: none"> • General and Organizational Approaches • Technology, Behaviour and Work Stress • Stress and Future of Work 	5
	Prescribed Text Books: <ol style="list-style-type: none"> 1. Cooper, C.L. (2000). Theories of Organizational Stress, OUP, Oxford, UK. 2. Dewe, P. and Cooper, C.L. (2020). Work and Stress: A Research Overview, Routledge, New York 3. Cartwright, S. and Cooper, C.L. (1997). Managing Workplace Stress, Sage Publications, UK 	
	Suggested Extra Readings <ol style="list-style-type: none"> 1. Sharma, R. R and Cooper, C. (2017). Executive Burnout: Eastern and Western Concepts, Models, and Approaches for Mitigation, Emerald Group Publishing Limited, UK 2. Palmer, S. and Cooper, C.L. (2007). How to deal with stress. Kogan Page, UK 3. Cooper, C.L., Dewe, P.J. and O’Driscoll, M.P. (2001). Organizational Stress: A Review and Critique of Theory, Research and Applications, Sage Publications, New Delhi. 4. Ventouratos-Fotinos, R. and Cooper, C.L. (2015). The Economic Crises and Occupational Stress, Edward Elgar Publishing Limited, UK. 5. Dewe, P. and Cooper, C.L. (2004). Stress: A Brief History, Blackwell Publishing Ltd., UK 6. Seyle, H. (1976). Stress in Health and Disease, Butterworth Publishers Inc., USA 	
	E Resources <ol style="list-style-type: none"> 1. http://epgp.inflibnet.ac.in/ 	

Course Code	MGT 304	
Course Name	Strategic Management	
Course Coordinator	Dr. Manpreet Arora	
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)	
Course Objectives	<p>The course is designed to:</p> <ul style="list-style-type: none"> • Enable the students to apply strategic management theory and concepts to what managers do in "the real world". • Enable the students to design effective strategic planning by selecting appropriate strategies. • Improve familiarity of the students with current issues and emerging trends in strategic management in dynamic business environment. 	
Course Outcome (Cos)	<ol style="list-style-type: none"> 1. (KA) : Knowledge of various business strategies and their importance 2. (UC) : Understanding of working of top level management in regard to applying various types of strategies 3. (DA) : Development of understanding of strategic management decisions 4. (DM) :Application of strategic management in business decisions 	
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.	
Evaluation Criteria	<ol style="list-style-type: none"> 1. Mid Term Examination: 50% (50 Marks) 2. End Term Examination: 100% (100 Marks) 3. Continuous Internal Assessment: 50% (50 Marks) <ol style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10% 	
Unit	Course Contents	Hours
I	Introduction to Strategic Management <ul style="list-style-type: none"> • Defining Strategic Management • Basic Concepts in Strategic Management • Evolution and Historical Perspective of SM • Strategic Intent, Vision • Mission • Goals and Objectives, Business Model, Business Definition • Case Studies 	12
II	Environmental Analysis <ul style="list-style-type: none"> • Environmental Analysis and Appraisal • Concept of Environment • Environment sectors • Environmental Scanning • Appraising the Environment • Organizational Appraisal • Dynamics of Internal Environment • Industry Analysis • Porter's approach to Industry Analysis • Organizational Analysis and competitive advantage • Case Studies 	12
III	Strategy Formulation, Strategic Analysis and Choice <ul style="list-style-type: none"> • Corporate Level Strategies 	08

	<ul style="list-style-type: none"> • Business Level Strategy • Global Strategy • Case Studies 	
IV	Functional Strategies, Strategic Analysis and Choice <ul style="list-style-type: none"> • Functional Strategies • Strategic Analysis • Strategic Choice • Case Studies 	04
V	Strategic Management lessons from Antiquity <ul style="list-style-type: none"> • Kautilya Arthashastra: Relevance in today's Business • Sun Tzu: Art of War, Application in today's Business scenario • Lessons of Strategy from Mahabharatha for Business 	04
	Prescribed Text Books: <ol style="list-style-type: none"> 1. David, Fred R.; 2014. Strategic Management: A Competitive Advantage Approach, 14e; Eastern Economy Edition; PHI Learning Private Limited, Delhi. 2. Kazmi, Azhar; 2012. Strategic Management: A Competitive Advantage Approach; Tata McGraw Hill Private Limited, New Delhi. 	
	Suggested Extra Readings <ol style="list-style-type: none"> 1 Pitt, Martyn R. and Dimitrios Koufopoulos, 2012. Essentials of Strategic Management Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi. 2 Saptarshi, Dileep and Jairaj Kochavara; 2015. Case Studies in Corporate Strategy, Pearson, Delhi. 3 Wheelen, Thomas L., J. David Hunger, Alan N. Hoffman, Charles E. Bamford and Purva Kansal; 2018. Concepts in Strategic Management and Business Policy: Globalization, Innovation, and Sustainability, 15e; Pearson India Education Services Pvt. Ltd., New Delhi. 	
	Important Websites and e resources <ol style="list-style-type: none"> 1 https://www.sebi.gov.in/ 2 https://www.business-standard.com/ 3 https://economictimes.indiatimes.com/ 4 https://www.icai.org/ 5 https://www.nseindia.com/ 6 https://icmai.in/icmai/ 7 https://www.icsi.edu/home/ 8 https://www.moneycontrol.com 	

Lecture Plan		
Lectures No	Topics	Prescribed Text Book
1,2	Defining Strategic Management Basic Concepts in Strategic Management	Kazmi, Azhar
3,4	Evolution and Historical Perspective of SMdo.....
5,6	Strategic Intent, Vision, Missiondo.....
7,8, 9, 10	Goals and Objectives, Business Model, Business Definitiondo.....
11,12	Case Studiesdo.....
13,14	Environmental Analysis and Appraisaldo.....
15,16	Environmental Analysis and Appraisaldo.....
17,18	Concept of Environment Environment sectorsdo.....
19,20	Environmental Scanning Appraising the Environmentdo.....
21,22,23	Organizational Appraisal Dynamics of Internal Environmentdo.....

24,25	Industry Analysis Porter's approach to Industry Analysis Organizational Analysis and competitive advantagedo.....
26	Case Studiesdo.....
27,28	Functional Strategies, Strategic Analysisdo.....
29,30	Strategic Choice Case Studiesdo.....
31,32	KautilyaArthsastra: Relevance in today's Businessdo.....
33	KautilyaArthsastra: Relevance in today's Businessdo.....
34,35,36	Sun Tzu: Art of War, Application in today's Business scenariodo.....
37,38	Lessons of Strategy from Mahabharatha for Businessdo.....
39,40	Lessons of Strategy from Mahabharatha for Businessdo.....

Course Code	MGT 318	
Course Name	Working Capital Management	
Course Coordinator	Dr. Manpreet Arora	
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)	
Course Objectives	Acquaint the students with the concept of working capital, its overall management, the various constituents of working capital and their management, determining and financing working capital requirements.	
Course Outcome (Cos)	5. (KA) : Knowledge of components of working capital and their importance 6. (UC) : Understanding of working and role of components of working capital 7. (DA) : Development of understanding of working capital decisions 8. (DM) :Application of working capital management in business decisions	
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.	
Evaluation Criteria	4. Mid Term Examination: 50% (50 Marks) 5. End Term Examination: 100% (100 Marks) 6. Continuous Internal Assessment: 50% (50 Marks) <ul style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10% 	
Unit	Course Contents	Hours
I	Working Capital Planning <ul style="list-style-type: none"> • Meaning and Objectives of Working Capital. • Need and Importance of working capital • Operating Cycle Concept. • Theoretical aspects of measurement of operating cycle • Components of working capital • Types of working capital • Working Capital Requirement. • Determinants of Working Capital • Working capital management strategies • Planning and financing of working capital • Sources of Working Capital Finance-Short term and long term • Assessment of working capital -Methods 	08
II	Liquidity Management <ul style="list-style-type: none"> • Ratio Analysis-Meaning, importance and types of ratios • Advantages and limitations of ratio analysis • Liquidity and Its role • Measurement of Liquidity through ratios, Liquidity Ratios, Activity/turnover ratios along with their interpretations for decision making • Current ratio, Liquid ratio, absolute liquid ratio, stock turnover ratio, debtor turnover ratio, creditor turnover ratios, net asset turnover ratio, fixed asset turnover ratio, working capital turnover ratio 	12

	<ul style="list-style-type: none"> • Investment in Marketable Securities • Working Capital Financing 	
III	Cash Management and Relevant Case Study <ul style="list-style-type: none"> • Determinants of Entry Mode, the trade mode, • Economic Environment, Economic Structures 	03
IV	Cash Budgeting and the theoretical concepts of Cash Flow Statement <ul style="list-style-type: none"> • Meaning and Concept of Cash Budgeting. • Technique of Preparation of Cash Budget. • Cash Flow Statement: Operating, financing and investing activities, Theoretical Aspects Only. 	04
V	Inventory and Receivable Management <ul style="list-style-type: none"> • Types and Need of holding Inventory. • Inventory Control Techniques.EOQ, Order point, Monitoring and control of Inventories, Inventory Control Ratios • Inventory System and ABC Analysis • Credit terms, Monitoring of Accounts receivable 	08
	Prescribed Text Books: <ol style="list-style-type: none"> 1. Kishore M. Ravi, Financial Management. Seventh Edition. Taxmann’s publishing House, New Delhi. 2. Dhamija, Horne. Financial Management and Policy. Twelfth Edition. Pearson, New Delhi. 3. Khan and Jain, Financial Management: Text and Problems. Third Edition Tata McGraw-Hill Publishing House, New Delhi 	
	Suggested Extra Readings <ol style="list-style-type: none"> a. Rao P. Mohana, and Alok K. Pramanik. Working Capital Management. Deep and Deep Publishing House, New Delhi b. Chandra. Prasanna, (2009).Financial Management: Theory and Practice. Sixth Edition.Tata McGraw- Hill Publishing House, New Delhi. c. Pandey. I M, (2009).Essential of Financial Management. Third Edition. Vikas Publishing House, New Delhi. d. Dr. Periasamy .P, (2010).Working Capital Management. Second Edition. Himalaya Publishing House, New Delhi 	
	Important Websites and e resources <ol style="list-style-type: none"> 9 https://www.sebi.gov.in/ 10 https://www.business-standard.com/ 11 https://economictimes.indiatimes.com/ 12 https://www.icai.org/ 13 https://www.nseindia.com/ 14 https://icmai.in/icmai/ 15 https://www.icsi.edu/home/ 16 https://www.moneycontrol.com 	

Course Code	MGT 324
Course Name	Investment Analysis and Portfolio Management
Course Coordinator	Prof. Mohinder Singh
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	<p>The course is designed to understand the investments field as it is currently understood and practiced for sound investment decisions making. Provide an overview of investment management, finance theories applicable in managing investment. The course will cover mainly investment basics, types, objectives, process, investment risks & return, alternatives investment assets, overview of financial markets, valuation of financial assets, portfolio selection, evaluation, different portfolio optimization theories and review of investment portfolio. In this context the main objectives of this course are:</p> <ul style="list-style-type: none"> • To provide a theoretical and practical background of investment environment • Tools of Investment Analysis and Portfolio Management • Application of these tools in designing and managing investment portfolio • Evaluation and review of investment portfolio.
Course Outcome (Cos)	<ul style="list-style-type: none"> • (IK) : The knowledge of Investment and portfolio theories and practices • (AK) : Application of portfolio theories and practices in Investment decision • (AS) : Development of analytical skills to evaluate and analyse risk and return characteristics of securities • DM :Application of financial information in business decision making
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	<p>28. Mid Term Examination: 20% (40 Marks)</p> <p>29. End Term Examination: 60% (120 Marks)</p> <p>30. Continuous Internal Assessment: 20% (40 Marks)</p> <ol style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10%

Course Contents		
Unit	Topic	Duration
I	Investment: Background <ul style="list-style-type: none"> • Investment management process (Assets Allocation, Individual Investor life Cycle, Portfolio Management process, Policy statement, Investment Constraints) • Investment Environment (Avenues and financial Markets) • Quantitative methods of investment analysis Return (historical or holding period return, expected return) Risks (types, measures and factors influencing risks, Absolute, relative, Real Risk-Free Rate) and relationship between risk and return 	5 Hours
II	Investment Analysis-I (Fundamental Analysis) <ul style="list-style-type: none"> • Valuation of Bond and Equity Shares • Economy Analysis, Industry Analysis and Company Analysis • Financial Statement Analysis 	10 Hours
III	Investment Analysis-II(Technical Analysis) <ul style="list-style-type: none"> • Technical Tools, Trend, Support and Resistance Level, Indicators, Moving Average, Charting Techniques Efficient Market Hypothesis <ul style="list-style-type: none"> • Efficient Market Concept; Different forms of Efficiency, Random-Walk Theory, Market inefficiencies. Elliot Wave 	10 Hours
IV	Portfolio Management- Basics <ul style="list-style-type: none"> • Portfolio Construction, Phases, Analysis, Selection, Portfolio revision, Portfolio evaluation • Portfolio and Single asset Returns and Risk –Mean Variance Criterion – covariance – Beta (simple problems) • Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation • Sharpe's Single Index Model 	8 Hours
V	Portfolio Management- Evaluation <ul style="list-style-type: none"> • Capital Asset Pricing Model (CAPM) – Security Market Line and Capital Market Line • Arbitrage Pricing Model (APT) • Portfolio Performance Models – Sharpe's Ratio, Treynor's ratio, Jensen's ratio (Only Ratios) • Portfolio Selection, Evaluation and Revision 	7 Hours

Prescribed Text Books:

1. Punithavathy Pandian, *Security Analysis and Portfolio Management*, Vikas Publications Pvt. Ltd, New Delhi. Latest Edition.
2. Frank K. Reilly and Keith C. Brown, *Investment Analysis and Portfolio Management*, 10th Edition, South-Western Cengage Learning, USA (visit www.cengage.com)
3. Prasanna Chandra (2012). *Investment Analysis and Portfolio Management*, Third Edition, Tata McGraw Hill, New Delhi.
4. Donald E. Fischer and Ronald J. Jordan (2012). *Security Analysis and Portfolio Management*, Sixth Edition, Pearson, New Delhi.

5. K Sasidharan and Alex k Mathews (2012). *Security Analysis and Portfolio Management*, First Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

1. M.Ranganatham and R. Madhumati (2012). *Security Analysis and Portfolio Management*, First Edition, Pearson, New Delhi.
2. V.K.Bhalla (2011). *Investment Management (Security Analysis and Portfolio Management)*, Seventeenth Edition, S. Chand, New Delhi.
3. V.A Avadhani (2011). *Investment Analysis and Portfolio Management*, First Edition, Himalaya Publishing House, New Delhi.
4. Suyash N Bhatt (2011). *Security Analysis and Portfolio Management*, First Edition, Wiley Publishing, New Delhi.
5. S. Kevin (2011). *Security Analysis and Portfolio Management*, First Edition, PHI Learning, New Delhi.

E- Resources

1. <https://nptel.ac.in/courses/110/105/110105035/>
2. <https://www.youtube.com/watch?v=ZKh5nV6Ziyc>
3. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=6>
4. https://www.youtube.com/channel/UCL9No2CVecC_8WazyduwHaw
5. <https://www.youtube.com/playlist?list=PL40DFE1B0082CEC29>

Course Code	MGT 323	
Course Name	Indian Financial System	
Course Coordinator	Dr Manpreet Arora	
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)	
Course Objectives	<p>The main objective of this course is to sensitize the students about the nature, working and role of Indian Financial system. The course is designed to</p> <ul style="list-style-type: none"> • Acquaint students with the understanding of Indian Financial System • Enable students to understand a framework for Financial Services available in Indian economy • To know about primary and secondary markets in India • Enable the students to know about the emerging areas in financial system 	
Course Outcome (Cos)	<ol style="list-style-type: none"> 1. (KA) : Knowledge of Indian Financial System 2. (UC) : Understanding of various financial services 3. (DA) : Development of Analytical Skill on the working of financial markets in India 4. (DM) :Application of financial system information in business decision making 	
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.	
Evaluation Criteria	<ol style="list-style-type: none"> 1. Mid Term Examination: 20% (40 Marks) 2. End Term Examination: 60% (120 Marks) 3. Continuous Internal Assessment: 20% (40 Marks) <ol style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10% 	
Unit	Course Contents	Hours
I	<p>Introduction to Financial System</p> <ul style="list-style-type: none"> • The Financial System, Nature, Evolution and Structure, The Role of Financial System in Economic Development ,Components of formal financial system • Functions of a financial system • Primary and secondary Markets • Stock exchanges, Benefits of stock exchanges Meaning and Functions of Stock exchanges • Organization of Stock Exchanges in India • Listing of Securities meaning and advantages of listing • The Functions of Financial Intermediaries , Financial Instruments 	07

II	<p>Money market and Capital Market</p> <ul style="list-style-type: none"> • Financial Markets : The Money market, Capital Market • Functions and role of the markets • Mutual Funds, Structure of Mutual Funds, Types of Mutual Funds, Advantages of mutual funds • Treasury bills , Commercial bills, Commercial papers, Certificate of deposits 	08
III	<p>Regulatory and Promotional Institutions in Financial Market</p> <ul style="list-style-type: none"> • The Reserve Bank of India • Roles of RBI • Techniques of monetary Control (CRR, SLR, Bank rate, OMO) • The Securities and Exchange Board of India – Genesis, Organization, Objectives and Functions • IRDA • LIC, GIC 	07
IV	<p>Development and other Financial Institutions</p> <ul style="list-style-type: none"> • Developments Financial Institutions – Development Banks, SIDBI, Importance of Development institutions in India • EXIM BANK, NABARD • Cooperative Banks their structure, contribution and relevance in Indian scenario • Regional Rural Banks 	05
V	<p>Emerging concepts in Financial Markets</p> <ul style="list-style-type: none"> • Scheduled Commercial Banks • Financial Inclusion • Retail Banking • Micro finance • Bancassurance • Merchant banking • Credit Rating • Basis of Credit Rating , Credit Rating Companies in India, Types of Credit Rating • Fintech Companies • Other Contemporary issues in the field of Financial Markets 	13
<p>Prescribed Text Books:</p> <ol style="list-style-type: none"> 1. Pathak (2007) India Financial System, 2nd edition, Pearson, New Delhi. 2. Pathak Bharti. V (2011). The Indian Financial System.3rd Edition. Pearson India. New Delhi. 3. Indian Institute of Banking & Finance (2010). Principles and Practices of Banking. Macmillian 4. Khan M.Y. (2009) Indian Financial System, 6th Edition, Tata McGraw Hill, New Delhi. 		
<p>Suggested Extra Readings</p> <ol style="list-style-type: none"> 1. Gordon, Natarajan (2010). Financial Markets and Services. Himalaya Publishing House, New Delhi. 2. Kohn Meir (1999).Financial Institutions and Markets. Tata McGraw Hill, New Delhi. 		

3. Gomez, Clifford (2010).Financial Markets, Institutions and Financial Services. Eastern Economy Edition. PHI Learning, New Delhi.
4. Mithani D.M. (2012).Money, Banking, International Trade and Public Finance. 16th Edition. Himalaya Publishing House, New Delhi.
5. Sundharam , Dutt. (2011). Indian Economy. 62nd Edition. S.Chand. New Delhi.
6. Burton,Brown. (2009). The Financial System and The Economy, Principles of Money and Banking. Eastern Economy Edition (5th). PHI Learning, New Delhi.
7. Bhole L M, Mahakhud Jitendra (2012).Financial Institutions and Markets. Tata McGraw Hill, New Delhi.

E Resources

You tube links (Cryptocurrency, bitcoin, fintech, futures and options, behavioural investments, IPO's, Currency manipulation, etc.)

https://www.youtube.com/watch?v=-EoNrg_DR3s

<https://www.youtube.com/watch?v=8o9QxMxhTp8>

<https://www.youtube.com/watch?v=oywIoUIkPBo>

https://www.youtube.com/watch?v=RFGZBaoPx_Y

<https://www.youtube.com/watch?v=jyNLzq9OSzU>

[youtube.com/watch?v=l4HMCr5roAM](https://www.youtube.com/watch?v=l4HMCr5roAM)

<https://www.youtube.com/watch?v=wEbrdxWw7ew>

Important Websites

25. <https://www.moneycontrol.com>
26. <https://www.business-standard.com/>
27. <https://economictimes.indiatimes.com/>
28. <https://www.icai.org/>
29. <https://www.screener.in/>
30. <https://www.sebi.gov.in/>
31. <https://www.nseindia.com/>
32. <https://icmai.in/icmai/>
33. <https://www.icsi.edu/home/>
34. <https://www.rbi.org.in/https://epgp.inflibnet.ac.in/Home/Download>
35. <https://finance.careers360.com/articles/ca-intermediate-study-material#CA-Intermediate-2021-Study-Material>
36. <https://www.india.gov.in/official-website-reserve-bank-india>
37. <https://www.sebi.gov.in/>
38. <https://www.nseindia.com/>
39. www.bseindia.com
40. www.nabard.org
41. irdai.gov.in
42. www.licindia.in

Lecture Plan		
Lectures No	Topics	Prescribed Text Book
1,2	The Financial System, Nature, Evolution and Structure, The Role of Financial System in Economic Development ,Components of formal financial system	Book 1 and 2
3	Functions of a financial systemdo.....
4,5	Primary and secondary Markets Stock exchanges, Benefits of stock exchanges Meaning and Functions of Stock exchanges Organization of Stock Exchanges in Indiado.....
6,7	Listing of Securities meaning and advantages of listing The Functions of Financial Intermediaries , Financial Instrumentsdo.....
8,9,10,	Financial Markets : The Money market, Capital Marketdo.....
11,12	Functions and role of the markets	
13,14	Mutual Funds, Structure of Mutual Funds, Types of Mutual Funds, Advantages of mutual fundsdo.....
15,16	Treasury bills , Commercial bills, Commercial papers, Certificate of deposits	
17,18	The Reserve Bank of India Roles of RBIdo.....
19,20	Techniques of monetary Control (CRR, SLR, Bank rate, OMO) The Securities and Exchange Board of India – Genesis, Organization, Objectives and Functionsdo.....
21,22,23	IRDA LIC, GICdo.....
24,25	Developments Financial Institutions – Development Banks, SIDBI, Importance of Development institutions in India, EXIM BANK, NABARDdo.....
26,27,28	Cooperative Banks their structure, contribution and relevance in Indian scenario Regional Rural Banksdo.....
29	Scheduled Commercial Banksdo.....
30	Financial Inclusiondo.....
31	Retail Bankingdo.....
32	Micro financedo.....
33	Bancassurancedo.....
34	Merchant bankingdo.....
35	Credit Ratingdo.....
36	Basis of Credit Rating , Credit Rating Companies in Indiado.....
37	Types of Credit Ratingdo.....
38	Fintech Companiesdo.....
39	Fintech Companiesdo.....
40	Other Contemporary issues in the field of Financial Marketsdo.....

Course Code	MGT 358
Course Name	Management of Industrial Relations
Course Coordinator	Dr. Aditi Sharma
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The course is designed to 1. To make students of HR understand the significance of industrial relations in an organization 2. To give an insight into the Industrial relations scene in India
Course Outcome (Cos)	On completion of the course, the HR students would be able 1. To understand the industrial relations dynamics in organizations. 2. To apply their knowledge for solving industrial conflicts 3. To create a harmonious environment in the organizations as IR experts.
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	31. Mid Term Examination: 25%(50 Marks) 32. End Term Examination: 50%(100 Marks) 33. Continuous Internal Assessment: 25% (50 Marks) a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10%

Unit	Course Contents	Hours
I	Industrial Relations: Concept and Evolution <ul style="list-style-type: none"> • Evolution of Industrial Relations • Scope and Aspects of Industrial Relations • Factors Affecting Industrial Relations • Approaches to Industrial Relations • Models of Industrial Relations 	4
II	Trade Unionism <ul style="list-style-type: none"> • Origin of Trade Union Movement in India • Theories of trade unionism • Structure and Government of Trade Unions • Problems of Trade Unions in India • Employers Organizations 	4
III	Labour Management Cooperation <ul style="list-style-type: none"> • Schemes of Workers' Participation • Hurdles to Worker Participation in Management in India • Grievance Handling Procedure 	4

	<ul style="list-style-type: none"> • Discipline and Disciplinary Actions 	
IV	Industrial Dispute <ul style="list-style-type: none"> • Concept of Industrial Dispute • Statutory methods of industrial dispute resolution • Non –statutory methods of industrial dispute resolution • Collective bargaining – Meaning, Importance • Theories of Collective Bargaining 	4
V	Industrial Relations Modern and International Scenario <ul style="list-style-type: none"> • The International Labour Organization • Industrial Relations in U.K, U.S.A 	4
	Prescribed Text Books: 1. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2013). Industrial Relations, Trade Unions and Labour Legislation. Dorling Kindersley (India) Pvt. Ltd., New Delhi. 2. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.	
	Suggested Extra Readings 1. Monappa, Arun (2010). Industrial Relations. Tata McGraw Hill Education Pvt. Ltd., New Delhi. 2. Chamberlain, N.W. (1965).Collective Bargaining. McGraw Hill, New York. 3. Dunlop,J.T. (1958). Industrial Relations Systems. Henry Hold and Company, New York. 4. Venkatramana, P. (2007). Industrial Relations, A.P.H Publishing Corporation, New Delhi. 5. Srivastava, S.C (2007). Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd. Noida	
	E Resources 1. http://epgp.inflibnet.ac.in/	

Course Code	MGT 359
Course Name	Compensation Management
Course Coordinator	Dr. Gitanjali Upadhaya
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity/contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workloads such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	<p>The course is designed to make students understand -</p> <ul style="list-style-type: none"> • the strategic importance of compensation to the achievement of organizational objectives • the role of compensation in attracting and retaining a highly competent workforce. • how compensation management can lead to competitive advantage. • the role of compensation management for HR executives. • framework for the wage and salary administration in India • various approaches for the international compensation decisions.
Course Outcome (Cos)	<ol style="list-style-type: none"> 1. (AI) : Ability to analyze, integrate, and apply the knowledge to solve compensation-related problems in organizations. 2. (DR) : Ability to design rational and contemporary compensation systems in modern organizations. 3. (CS) : Ability to understand the issues related to compensation in the corporate sector and impart skills in designing, analyzing, and restructuring compensation management systems, policies, and strategies.
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	<ol style="list-style-type: none"> 1. Mid Term Examination: 25% (50 Marks) 2. End Term Examination: 50% (100 Marks) 3. Continuous Internal Assessment: 25% (50 Marks) <ol style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10%

Unit	Course Contents	Hours
I	Introduction to Compensation Management <ul style="list-style-type: none"> • Overview of Compensation Management • Definition and Concept of Compensation; Types of Compensation • Uses and Objectives, Principles of Compensation • Factors influencing Compensation Decisions • Strategic Compensation Planning, Compensation Approaches-3Ps • Total Rewards Approach-Meaning and Importance • Designing a Total Rewards Program • Components of Modern Compensation System 	8 Hours
II	Wage and Salary Administration in India <ul style="list-style-type: none"> • Introduction to the concepts of Minimum Wage, Fair Wage and Living Wage • Methods of Wage Fixation (Unilateral, Bipartite and Tripartite) • Wage Boards: Structure, Scope and Functions • Pay Commissions in India- Key Highlights of 7th Pay Commission • Theories of Wage Determination- Economic and Behavioural • Wage Policy in India- The Legal Framework of Compensation in India 	8 Hours
III	Base Pay Structure and Maintenance of the Pay Program <ul style="list-style-type: none"> • Base Pay Structure- Factors affecting Pay Structures • Elements of Pay Structure- Pay Ranges and Pay Spread, Pay Grades, Broad banding • Starting Rates of Pay and Increases to Base Rates • Merit Pay and Performance Appraisal Considerations • Linking Pay to Performance, Determining Performance Management Cycle • Maintaining the Pay Program-Important Considerations • Auditing the Pay Program- Steps to Conduct Pay Program Audit 	8 Hours
IV	Managing Employees' Incentives and Benefits <ul style="list-style-type: none"> • Types of Wage Incentive Plans, Advantages and Disadvantages of Incentive Plans • Profit Sharing- Definition, Features, Basis of Profit Sharing, Types of Profit-Sharing Plans • Employee Co-partnership- Introduction, Advantages and Limitations • Employee Stock Ownership Plan (ESOP)- Introduction, Uses of ESOP, Merits and Demerits, • Employee Benefits Programme-Introduction, Reasons for Offering Benefits to Employees, Planning and Designing of Benefit Programme, Employee Benefit Programme in India 	8 Hours
V	Compensation for Special Groups and International Compensation <ul style="list-style-type: none"> • Sales force Compensation-Six Areas of Sales Compensation Plan, Eligibility for Sales Compensation, Guiding Principles • Executive Compensation- Owner-Manager Conflict- Agency Theory, 	8 Hours

	<p>Other Theories that Explain and Influence Executive Compensation</p> <ul style="list-style-type: none"> • Components of Executive Compensation, Executive Benefits and Perquisites, Steps in Designing an Effective Executive Compensation Plan • International Compensation- Introduction, Objectives, Components, Approaches for International Compensation, Merits and Demerits 	
	<p>Prescribed Text Books:</p> <ol style="list-style-type: none"> 1. Bhattacharya, Dipak Kumar, “Compensation Management”, Sixth Impression, 2012, Oxford University Press, New Delhi. 2. World at Work Group, Handbook of Compensation, Benefits & Total Rewards: A Comprehensive Guide for HR Professionals, 2007, John Wiley & Sons, Inc. 3. Milkovich, George T., Newman, Jerry M., and Venkata Ratnam, C.S., “Compensation”, Ninth Edition, 2013, McGraw Hill, New Delhi. 	
	<p>Suggested Extra Readings</p> <ol style="list-style-type: none"> 1. Bhatia, Dr. Kanchan, “Compensation Management”, 2012, Himalaya Publishing House Pvt. Ltd., Mumbai. 2. Armstrong, Michael, and Murlis, Helen, “Reward Management: A Handbook of Remuneration Strategy and Practice”, 5th Edition, 2005, Hay Group, London. 3. Goel, Dewakar, “Performance Appraisal and Compensation Management: A Modern Approach”, 2008, PHI Learning Private Limited, New Delhi. 4. Milkovich, George T, and Jerry M. Newman, “Compensation”, 2005, McGraw Hill/Irwin, New York. 5. Belchor, David W, “Compensation Administration”, 1973, Prentice Hall, Englewood Cliffs NT. 6. Memoria, C.B., “Personnel Management”, 2012, Himalaya Publishing House, New Delhi. 7. Deb, Tapomoy, “Compensation Management”, 2009, Excel Books, New Delhi. 	
	<p>E-Resources</p> <ol style="list-style-type: none"> 1. https://www.sage.com/en-us/blog/create-a-compensation-plan/ 2. https://www.shrm.org/resourcesandtools/tools-and-samples/hr-qa/pages/totalrewardsstrategies.aspx 3. https://semoscloud.com/blog/total-rewards-strategy-2021/ 4. https://www.businessmanagementideas.com/wage/wage-board/20848 5. https://www.business-standard.com/about/what-is-7th-pay-commission 6. https://hr-guide.com/Compensation/Profit_Sharing.htm 7. https://www.lkouniv.ac.in/site/writereaddata/siteContent/202004092006210491pria IMS International Compensation.pdf <p>Important Websites</p> <ol style="list-style-type: none"> 1. https://www.payscale.com 2. https://www.salary.com/ 3. https://www.paycom.com/ 4. https://www.paycom.com/ 5. https://www.shrm.org 	

Lecture Plan		
Lectures No	Topics	Prescribed Text Book
1	Overview of Compensation Management	Book 1
2	Definition and Concept of Compensation; Types of Compensation	Book 1
3	Uses and Objectives, Principles of Compensation	Book 1
4	Factors influencing Compensation Decisions	Book 1
5	Strategic Compensation Planning, Compensation Approaches-3Ps	Book 3
6	Total Rewards Approach-Meaning and Importance	Book 2
7	Designing a Total Rewards Program	Book 2
8	Components of Modern Compensation System	Book 2
9	Introduction to the concepts of Minimum Wage, Fair Wage and Living Wage	Book 1
10	Methods of Wage Fixation- Unilateral, Bipartite and Tripartite	Book 1
11	Wage Boards: Structure, Scope, and Functions	Book 1
12	Pay Commissions in India- Key Highlights of 7 th Pay Commission	Book 1
13	Economic Theories of Wage Determination	Book 1
14	Behavioral Theories of Wage Determination	Book 1
15	The Legal Framework of Compensation in India	Book 1
16	The Legal Framework of Compensation in India	Book 1
17	Base Pay Structure- Factors affecting Pay Structures	Book 2
18	Elements of Pay Structure- Pay Ranges and Pay Spread, Pay Grades, Broad banding	Book 2
19	Starting Rates of Pay and Increases to Base Rates	Book 2
20	Merit Pay and Performance Appraisal Considerations	Book 2
21	Linking Pay to Performance	Book 2
22	Determining Performance Management Cycle	Book 2
23	Maintaining the Pay Program-Important Considerations	Book 2
24	Auditing the Pay Program- Steps to Conduct Pay Program Audit	Book 2
25	Types of Wage Incentive Plans, Advantages and Disadvantages of Incentive Plans	Book 1
26	Profit Sharing- Definition, Features, Basis of Profit Sharing, Types of Profit-Sharing Plans	Book 1
27	Employee Co-partnership- Introduction, Advantages and Limitations	Book 1
28	Employee Stock Ownership Plan (ESOP)- Introduction, Uses of ESOP, Merits and Demerits	Book 1
29	Introduction to Employee Benefits Programme	Book 1
30	Reasons for Offering Benefits to Employees	Book 1
31	Planning and Designing of Benefit Programme	Book 1
32	Employee Benefit Programme in India	Book 1
33	Sales force Compensation-Six Areas of Sales Compensation Plan	Book 1&2
34	Eligibility for Sales Compensation, Guiding Principles	Book 1&2
35	Executive Compensation- Owner-Manager Conflict- Agency Theory, Other Theories that Explain and Influence Executive Compensation	Book 1&2
36	Components of Executive Compensation	Book 1&2
37	Executive Benefits and Perquisites	Book 1&2
38	Steps in Designing an Effective Executive Compensation Plan	Book 1&2
39	International Compensation- Introduction, Objectives, Components	Book 1&2
40	Approaches for International Compensation, Merits and Demerits	Book 1&2

Course Code	MGT 463
Course Name	Organizational Development
Course Coordinator	Dr. Rita Devi
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The course is designed to: <ul style="list-style-type: none"> • Familiarize students to the potency of behavioral science in managing the change and reenergizing the organizations • Understand different interventions that can be used across various cultures with innovative techniques. • Train students to apply OD interventions for bringing out organizational effectiveness.
Course Outcome (Cos)	<ol style="list-style-type: none"> 1. (KA): Knowledge of Behavioural science in managing the change and reenergizing the organizations. 2. (UC): Understanding of importance of different OD interventions that can be used across various cultures with innovative techniques. 3. (DA): Development of Behavioural skills. 4. (DM): Application of OD interventions for bringing out organizational effectiveness.
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	<ol style="list-style-type: none"> 1. Mid Term Examination: 50 Marks 2. End Term Examination: 100 Marks 3. Continuous Internal Assessment: 50 Marks <ol style="list-style-type: none"> a. Attendance 10% b. Quiz 10% c. Case study 10% d. Presentation and problem solving 20%

Unit	Course Contents	Hours
I	Organizational Change and its Management <ul style="list-style-type: none"> • Organizational Change – Meaning, Nature, Resistance to change, Sources of resistance and how to overcome it • Planned Change: Nature of planned change, Theories of Planned change • Action Research • General Model of Planned Change, Positive Model of Planned Change • Leading and Managing Change 	08
II	Organization Development: an Introduction <ul style="list-style-type: none"> • Organization Development – Historical background • Concept and characteristics 	08

	<ul style="list-style-type: none"> • Values, Assumptions and Beliefs in OD • Implications of OD values and Assumptions • Organization Development Practitioner (Consultant): Competencies and Knowledge 	
III	OD Interventions –I <ul style="list-style-type: none"> • Organization Transformation • Organization transformation vs. organization development • Definition of Interventions and classification of Interventions • Individual based interventions – Life and Career Planning • Transaction Analysis • Coaching and Counseling and T-Group (Sensitivity Training) 	08
IV	OD Interventions – II <ul style="list-style-type: none"> • Team Interventions: Process Consultations and Role Negotiation Technique • Fish Bowl Technique • Role Analysis Techniques • Intergroup Interventions: Organization Mirroring • Third Party Peace Making 	08
V	OD Interventions –III <ul style="list-style-type: none"> • Comprehensive OD Interventions: Confrontation Meeting, Strategic Management activities • Grid Organizational Development • Structural Interventions and Applicability of OD: Work Redesign, MBO and Appraisal, Quality circles, TQM • Future of OD 	08
	Prescribed Text Books: <ol style="list-style-type: none"> 1. Wendell L French and Cecil Bell, Jr.; Organization Development Science Interventions for Organization Development, Prentice Hall of India Private Limited, New Delhi, 2005 2. Cummings, Thomas G. and Worely, G. Christopher (2005), Organization Development & Change, Cengage Learning Private Limited, New Delhi 3. French, Wendell L ; Bell,CecilJr. and Zawacki ,Robert A. (2011) Organization Development and Transformation, Tata McGraw Hill, New Delhi 	
	Suggested Extra Readings <ol style="list-style-type: none"> 1. Ian Palmer, ReichardDunford and Gib Akin; Managing Organization Change – A Multiple Perspective Approach, Tata McGraw Hill Education Private Limited, New Delhi, 2011 2. V. Nilakant and S. Ramnarayan; Change Management, Response Books, New Delhi, 2009 3. Dianne Waddell, Thomas Cummings, Christopher Worley; Organization Development and Change, Cengage Publication, 2008 	

Lecture Plan		
Lectures No	Topics	Prescribed Text Book
1,2,3	Organizational Change – Meaning, Nature, Resistance to change, Sources of resistance and how to overcome it Planned Change: Nature of planned change, Theories of Planned change	Wendell L French and Cecil Bell
4,5,6,7	Action Research General Model of Planned Change, Positive Model of Planned Changedo.....
8,9	Leading and Managing Change Organization Development – Historical backgrounddo.....
10,11,12	Historical background Concept and characteristics Values, Assumptions and Beliefs in ODdo.....
13,14,15,16	Implications of OD values and Assumptions Organization Development Practitionerdo.....
17,18	Organization Development Practitioner (Consultant): Competencies and Knowledgedo.....
19,20,21	Organization Transformation Organization transformation vs. organization development Definition of Interventions and classification of Interventionsdo.....
22,23	Individual based interventions – Life and Career Planning Transaction Analysisdo.....
24,25	Coaching and Counseling and T-Group (Sensitivity Training)do.....
26,27,28	Team Interventions: Process Consultations and Role Negotiation Technique, Fish Bowl Techniquedo.....
29,30	Role Analysis Techniques Intergroup Interventions: Organization Mirroringdo.....
31,32	Third Party Peace Makingdo.....
33	Comprehensive OD Interventionsdo.....
34,35	Confrontation Meeting, Strategic Management activitiesdo.....
36,37	Grid Organizational Developmentdo.....
38,39	Structural Interventions and Applicability of ODdo.....
40	Future of OD	

Course Code	MGT 452
Course Name	Rural Marketing
Course Coordinator	Dr. Chaman Lal
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity/contact hours; 5 hours of fieldwork / Tutorial / teacher-led activity and 15 hours of other workloads such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The course is designed to: <ul style="list-style-type: none"> • Enable students to apply the concepts and methods of marketing management to rural markets. • Understand the characteristics of the evolving rural consumer • Understand the unique challenges and peculiarities of Indian Rural Markets.
Course Outcome (Cos)	30. (KA) : Knowledge of rural marketing approaches and models 31. (AE) : Application of rural marketing mix 32. (SLS) : Develop skills to design and practice rural marketing program 33. (DM) : Understanding the rural marketing environment and design adaptive strategies
Attendance	Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.
Evaluation Criteria	10. Mid Term Examination: 25% 11. End Term Examination: 50% 12. Continuous Internal Assessment : 25% <p style="margin-left: 40px;">q. Class participation = 5%</p> <p>(Note: Below 75%=0, 75-80%=1, Above 80- 85%=2, Above 85-90%=3, Above 90-95%=4, Above 95%=5)</p> <p style="margin-left: 40px;">r. Assignments/Presentation = 10%</p> <p style="margin-left: 40px;">s. Case studies/Field Survey = 5%</p> <p style="margin-left: 40px;">t. Surprise test/Activity/Quiz = 5%</p>

Unit	Course Contents	Hours
I	Rural Marketing <ul style="list-style-type: none"> • Rural Markets and its unique features, Rural Marketing, Evolution of Rural Marketing, and Difference between Rural Marketing and Urban Marketing. • Need for Exploring the Rural Markets and Go Rural Decision • Rural Marketing Models and Rural Marketing: Challenges & Opportunities • Rural Marketing Myths • The Rural Marketing Mix 	09

	<ul style="list-style-type: none"> Field Visit: Understanding the rural market operations 	
II	<p>Rural Market Environment and Segmenting and Attracting Rural Markets</p> <ul style="list-style-type: none"> Rural Marketing Environment and their influences on marketing operations Need for Rural Market Segmentation, and Bases for Market Segmentation Emerging Segments and guides to effective segmentation Market Segmentation, Targeting and Positioning Strategies Cases: Selecting and Attracting Rural Markets 	07
III	<p>Rural Consumer Behaviour and Rural Marketing Mix-I</p> <ul style="list-style-type: none"> Model of Consumer Behavior Buyer Characteristics, Rural Shopping Habits/Buying behavior patterns 4As of Rural Marketing Product Strategies in Rural Marketing Pricing Strategies in Rural Markets Case Study 	08
IV	<p>Rural Marketing Mix-II</p> <p>Distribution Decisions: -</p> <ul style="list-style-type: none"> Distribution- The availability Challenge Distribution Practices and Rural Logistics Distribution Decisions Guidelines for Achieving Efficiency in Retail Operations <p>Promotion Decisions: -</p> <ul style="list-style-type: none"> Rural Promotion Mix-IMC Promotion Strategies Rural Specific Promotion Methods and Developing the SalesForce for Rural Markets 	08
V	<p>Applications of Rural Marketing Concepts</p> <ul style="list-style-type: none"> Marketing of Consumer Goods and Services Social and Agricultural Marketing Marketing of Rural Industrial Products Marketing in Small Towns Future of Rural Marketing in India Case Study 	08
	<p>Prescribed Text Books:</p> <ol style="list-style-type: none"> Krishnamacharyulu C S G and Ramakrishnan Lalitha (2011), Rural Marketing: Text and Cases, Second Edition, Pearson Education, India. Kashyap Pradeep, Rural Marketing (2016), Third Edition, Pearson Education, India. 	

	<p>3. Balram, Dogra and Ghuman Kharminder (2008), Rural Marketing: Concept and Practices, Tata McGraw Hill, New Delhi.</p>
	<p>Suggested Extra Readings</p> <p>4. Gopaldaswamy T P, Rural Marketing, Wheeler Publishers, New Delhi.</p> <p>5. Kashyap Pradeep, Amp, Raut, Sidhartha (2005), Rural Marketing, Wiley, New Delhi.</p> <p>6. Neelmeghan S, Marketing in India: Cases and Readings, Vikas Publishing House, New Delhi.</p> <p>7. Krishnamoorthy R(2011), Introduction to Rural Marketing, 3rd Revised Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.</p>

Course Code	MGT 351
Course Name	Industrial Marketing
Course Coordinator	Dr. Chaman Lal
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity/contact hours; 5 hours of fieldwork / Tutorial / teacher-led activity and 15 hours of other workloads such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The course is designed to: <ul style="list-style-type: none"> • Understand the unique challenges and peculiarities of Industrial Markets. • Apprise the students about various dimensions of industrial marketing. • Enable students to devise the strategies to meet the.
Course Outcome (Cos)	34. (KA) : Understand the complexities of industrial markets 35. (DS) : Development of industrial marketing strategies 36. (AE) : Application of industrial marketing concepts in real-time situation 37. (DM) : Understanding the forces that affect industrial marketing decisions
Attendance	Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.
Evaluation Criteria	13. Mid Term Examination: 25% 14. End Term Examination: 50% 15. Continuous Internal Assessment : 25% <ul style="list-style-type: none"> u. Class participation = 5% (Note: Below 75%=0, 75-80%=1, Above 80- 85%=2, Above 85-90%=3, Above 90-95%=4, Above 95%=5) <ul style="list-style-type: none"> v. Assignments/Presentation = 10% w. Case studies/Field Survey = 5% x. Surprise test/Activity/Quiz = 5%

Unit	Course Contents	Hours
I	Introduction to Business/ Industrial Marketing <ul style="list-style-type: none"> • Nature of Industrial/ Business Markets, and Need to study Business Marketing. • Market Structure and Differences in Marketing Practices • Economics of Industrial Demand and Organizational Customers • Classifications of Industrial Products • Unique Characteristics of Organizational Procurement • Field Survey: Understanding the market operations 	08
II	Business Marketing Environment and Buyer Behaviour <ul style="list-style-type: none"> • Business Marketing Environment 	08

	<ul style="list-style-type: none"> • Strategies for Managing the Business Environment • The Buygrid Model, Buying Centers and Buying Influencers • Organizational Buying and Joint Decision Making • Buying Committee and Supplier Choice • Case Study 	
III	Assessing Market Opportunities <ul style="list-style-type: none"> • Strategies Over Buying Situations and Phases • Partnering Marketing • Macro, Micro, Intermediate, and Nested Approach to Segmentation • Business-to- Business Targeting, differentiation, and positioning • Case Study 	08
IV	Managing Marketing Processes Industrial Product Decisions: - <ul style="list-style-type: none"> • Industrial Product Offerings and Tools for Managing Product Offerings • Product revitalization/elimination and Business Services Marketing • New Product Offering Development Pricing Policies: - <ul style="list-style-type: none"> • Costs, Customers, and Competitors • Industrial Pricing Policies and Methods • Competitive Bidding, Price Negotiation and Leasing 	07
V	Roots to Market and Business Marketing Communication Channel Strategy: - <ul style="list-style-type: none"> • Reaching and Satisfying Customers • Dual-Channel Strategies and Choosing the Right Distributor • Improving Channel Performance Business Communication: - <ul style="list-style-type: none"> • Major Decisions in Industrial Marketing Communication • Relationship Communication and KAM Approach • Practical: Designing the channel and communication strategies 	08
	Prescribed Text Books: <ol style="list-style-type: none"> 1. Reeder Robert, Brierty Edward and Reeder Betty (2013), Industrial Marketing: Analysis, Planning and Control, Second Edition, PHI Learning, Delhi. 2. Brennan, R., Canning, L., and McDowell, R. (2011), Business-to-Business Marketing (Second Edition), Sage India Publication, New Delhi. 3. Havalder, Krishna, K. (2014), Business Marketing (4 ed.), Tata M. Hill, New Delhi. 	
	Suggested Extra Readings <ol style="list-style-type: none"> 8. Vitale, Business to Business Marketing, Thomson Learning Mumbai. 9. Corey, E, Industrial Marketing: Cases and Concepts, 3rd Edition, Prentice Hall Inc. 10. Gross, A C, (1993), Business Marketing, Houghton Mifflin. 11. Webster, F. E., Industrial Marketing Strategy, Second Edition, John Wiley. 	

	<p>12. Cherunilam, F. (2015), Industrial Marketing: Text and Cases, Himalaya Publishing House.</p> <p>Articles:</p> <p>13. Frederick E. Webster, Jr., "Management Science in Industrial Marketing," Journal of Marketing (January 1978), pp. 21-27.</p>
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LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1-3	Nature of Industrial/ Business Markets, and Need to study Industrial Marketing.	Book 1 Book 2 Book 3	Chapter 1 Chapter 1 Chapter 1
Lecture – 4&5	Market Structure and Differences in Marketing Practices	Book 1 Book 2 Book 3	Chapter 1 Chapter 2 Chapter 1&4
Lecture – 6&7	Classifications of Industrial Products	Book 1	Chapter 1
Lecture – 8-10	Economics of Industrial Demand and Organizational Customers	Book 1 Book 3	Chapter 1 Chapter 1&5
Lecture – 11&12	Unique Characteristics of Organizational Procurement	Book 1 Book 2	Chapter 1 Chapter 1
Lecture – 13&14	Industrial Marketing Environment	Book 1	Chapter 2
Lecture – 15&16	Strategies for Managing the Industrial Environment	Book 1 Book 3	Chapter 6 Chapter 3
Lecture – 17&18	The Buygrid Model, Buying Centers and Buying Influencers	Book 2 Book 1	Chapter 5 Chapter 6 & 3
Lecture – 19&20	Organizational Buying and Joint Decision Making	Book 1 Book 2 Book 3	Chapter 4 Chapter 3 Chapter 7
Lecture – 21-23	Buying Committee and Supplier Choice	Book 1 Book 3 Book 2	Chapter 4 Chapter 7 Chapter 3
Lecture – 24&25	Case Study: Elex Motors	Book 3	Chapter 8
Lecture – 26 & 27	Strategies Over Buying Situations and Phases	Book 1 Book 2	Chapter 7&8 Chapter 6&7
Lecture – 28	Partnering Marketing	Book 1 Book 2	Chapter 9 Chapter 8
Lecture – 29-31	Macro, Micro, Intermediate, and Nested Approach to Segmentation	Book 1 Book 2	Chapter 10 Chapter 8
Lecture – 32&33	Business-to- Business Targeting, differentiation, and positioning	Book 1 Book 2	Chapter 11 Chapter 9
Lecture – 34	Case Study: Consultancy Targeting	Book 2	Chapter 9
Lecture – 35&36	Industrial Product Decisions	Book 1 Book 2	Chapter 12&14 Chapter 10
Lecture – 37	NPD	Book 1 Book 3	Chapter 13&16 Chapter 18&19
Lecture – 38	Competitive Bidding	Book 1 Book 3	Chapter 17 Chapter 21
Lecture – 39	Reaching and Satisfying Customers	Book 2	Chapter 11
Lecture – 40	Communicating with Business Customers	Book 1 Book 2	Chapter 18 Chapter 12

Course Code	MGT 450
Course Name	Business Research Methods
Course Coordinator	Dr. Aditi Sharma
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The course is designed to: <ul style="list-style-type: none"> • Enable the students to understand basic concepts of Research. • Enable the students to understand about data collection instruments, sampling and data preparation for analysis. • Enable the students to understand the use of research techniques– where to use which technique and why • Enable the students make decision which are scientific, logical and rational
Course Outcome (Cos)	On completion of the course, the students would be able to <ol style="list-style-type: none"> 1. Apply the research techniques as per the problem that is faced in real business scenario 2. Devise solutions for the anticipated problems that may occur in the highly unpredictable business world. 3. Apply scientific and rational approach to solve human and business problems
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	34. Mid Term Examination: 25%(50 Marks) 35. End Term Examination: 50%(100 Marks) 36. Continuous Internal Assessment: 25% (50 Marks) <ol style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10 %

Unit	Course Contents	Hours
I	Research Process, Problem, & Research Designs and Types and Approaches <ul style="list-style-type: none"> • Research Process • Research Methods and Research Methodology • Formulation of Research Problem • Nature of Research Design, Formulation of Research Design • Classification of Research Design 	8
II	Data Collection Methods <ul style="list-style-type: none"> • Collection of Primary Data-Questionnaire, Observation Method, Interview Method, Schedule • Sources of Secondary Data • Secondary Data collection Methods 	8
III	Measurement Design, Respondents Selection <ul style="list-style-type: none"> • Types of Scaling 	8

	<ul style="list-style-type: none"> ● Validity and Reliability in Measurement ● Questionnaire Designing ● Scaling Techniques 	
IV	Sampling and Sampling Methods <ul style="list-style-type: none"> ● Sampling Design ● Sampling Process ● Random Sampling Methods ● Non random Sampling Methods ● Sampling and non-Sampling errors ● Central Limit Theorem 	8
V	Data Analysis, preparation and reporting <ul style="list-style-type: none"> ● Hypothesis Testing, Type I and Type II Error ● Significance of Report Writing ● Type of Research Report ● Organization of Research Report ● Tabular Presentation of Data ● Graphical Presentation of Data 	8
	Prescribed Text Books: <ol style="list-style-type: none"> 1. Chawla D. & Sondhl N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi. 2. Kothari C R (2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi. 3. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi. 	
	Suggested Extra Readings <ol style="list-style-type: none"> 1. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9th Edition, McGraw-Hill Companies, New Delhi 2. Bajpai N., (2013), Business Research Methods, Fourth Impression, Dorling Kindersley(India) Pvt. Ltd, Pearson Education, New Delhi. 3. Ramamurthy G.C., (2012), Research Methodology, Dreamtech Press, New Delhi. 4. Sachdeva JK (2009), Business Research Methodology, Himalyan Publishing House Pvt Ltd, New Delhi. 5. Zikmund, W. G. (2003). Business research methods. Mason, OH: Thomson/South-Western. 	
	E Resources <ol style="list-style-type: none"> 10. http://epgp.inflibnet.ac.in/ 	

Course Code	MGT 204
Course Name	Emerging Trends in Management
Course Coordinator	Prof. Dipanker Sharma
Credits Equivalent	2 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	<ul style="list-style-type: none"> • Familiarize students to the emerging trends in management and delineate the concepts in contemporary management practices. • To elucidate how smart management concepts and theories can and have been put into practice in a variety of organizations. • Provides a unique perspective on recent advancement in management trends by discussing the various contemporary, effective and viable practices. Management is an area witnessing continuous updations in today's scenario. This course not only covers topics on dynamic management trends but also covers various life experiences of eminent scholars, leaders and entrepreneurs across the globe.
Course Outcome (Cos)	<p>38. DSGL - Provides a unique perspective on recent advancement in management trends by discussing the various contemporary, effective and viable practices to develop decision making among students and preparing transformational leader.</p> <p>39. SIT&AS - Development of Strategic, Innovative Thinking, and Analysis Skills to identify business opportunities, and for Problem Solving, and Decision-Making.</p>
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	<p>37. Mid Term Examination: 20% (20 Marks)</p> <p>38. End Term Examination: 60% (60 Marks)</p> <p>39. Continuous Internal Assessment: 20% (20 Marks)</p> <ol style="list-style-type: none"> Attendance 5% Quiz 5% Case study 5% Presentation and problem solving 10%

Unit	Course Contents	Hours
I	Basics of Management <ul style="list-style-type: none"> • Concept and Importance of management • Factors effecting Management • KASH (Knowledge, Attitude, Skill and Habits) 	6
II	The current HR practices- importance and payoff <ul style="list-style-type: none"> • Integrity in Business • Green HR-Definition, Implementation, Green HR policies, Advantages and Disadvantages, • Quality of Work Life – Definition, Factors affecting QWL, Improving QWL, Work Life Balance • HR Analytics – Definition, Concept, terminologies, need, HRA process, Benefits 	6

	<ul style="list-style-type: none"> • People Diversity and Cross Cultural Management – Concept, importance, Benefits, Hofstede's Six Dimensions of Culture 	
III	Consulting – an emerging career in management <ul style="list-style-type: none"> • Consulting - Problem Solving, Types of Management Consulting firms, Approach to Problem solving • Critical Thinking- Approach, definition and process • Bloom’s Taxonomy 	6
IV	Digital Marketing <ul style="list-style-type: none"> • Digital Marketing- types, limitation, effectiveness and current trends • e-commerce – Current trends and opportunities 	6
V	Changing Leadership styles and Change Management Post COVID 19 <ul style="list-style-type: none"> • Expert, Transformational and Charismatic Leadership- Cases • Management trends post COVID 19 and SWOC analysis 	6
	Prescribed Text Books: <ol style="list-style-type: none"> 8. Puneet Bhatia (2029) Fundamentals of Digital Marketing, Pearson, 2nd Edition 9. Lorin Anderson, David Krathwohl, et al. (2020) Taxonomy for Learning, Teaching, and Assessing, A: A Revision of Bloom's Taxonomy of Educational Objectives, 1st Edition 10. Preeti Surkutwar (2017) Current Trends In Human Resource Management, LAP LAMBERT Academic Publishing; 1st edition 	
	Suggested Extra Readings <ol style="list-style-type: none"> 7. Robbins Fundamentals of Management Pearson Education India 8. Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 14th Edition y 	
	E Resources <ol style="list-style-type: none"> 11. https://telrp.springeropen.org Important Websites <ol style="list-style-type: none"> 43. www.replicon.com 	

Lecture Plan		
Lectures No	Topics	Prescribed Text Book
1	Concept and Importance of management	1,2,3 and 4
2	Factors effecting Managementdo.....
3	KASH (Knowledge, Attitude, Skill and Habits)do.....
4	Integrity in Businessdo.....
5	Green HR-Definition, Implementation, Green HR policies, Advantages and Disadvantages,do.....
6	Quality of Work Life – Definition, Factors affecting QWL, Improving QWL, Work Life Balancedo.....
7	HR Analytics – Definition, Concept, terminologies, need, HRA process, Benefitsdo.....
8	People Diversity and Cross Cultural Management – Concept, importance, Benefitsdo.....
9	Hofstede's Six Dimensions of Culturedo.....
10	Consulting - Problem Solving, Types of Management Consulting firms, Approach to Problem solvingdo.....
11	Critical Thinking- Approach, definition and processdo.....
12	Bloom's Taxonomydo.....
13	Digital Marketing- types, limitation, effectiveness and current trendsdo.....
14	e-commerce – Current trends and opportunitiesdo.....
15	e-commerce – Current trends and opportunitiesdo.....
16	Expert, Transformational and Charismatic Leadership- Casesdo.....
17	Expert, Transformational and Charismatic Leadership- Casesdo.....
18	Management trends post COVID 19do.....
19	SWOC analysisdo.....
20	Problem Solving and Revisiondo.....

Course Code	MGT 487
Course Name	International Business Environment
Course Coordinator	Dr. Manpreet Arora
Credits Equivalent	2 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	<p>The course is designed to enable the student to know about global trade environment and the factors influencing international trade. It also emphasizes on the role of GATT, WTO and other International organizations influencing international trade majorly.</p> <p>After completing this course students will understand,</p> <ul style="list-style-type: none"> • Overview of Business Environment and its Factors. • Overview of International Business • Economic Environment • Socio/Cultural Environment and Other Environments • International Institutions and their Workings
Course Outcome (Cos)	<ol style="list-style-type: none"> 1. (KA) : Knowledge of International Business Environment 2. (UC) : Understanding of working and role of International Institutions in International Business 3. (DA) : Development of understanding of global business operations 4. (DM) :Application of Global culture in business decisions
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	<ol style="list-style-type: none"> 1. Mid Term Examination: 25% (25 Marks) 2. End Term Examination: 50% (50 Marks) 3. Continuous Internal Assessment: 25% (25 Marks) <ol style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10%

Unit	Course Contents	Hours
I	Overview of Business Environment and its Factors <ul style="list-style-type: none"> • Introduction • Types of environment, Internal Environment, External Environment, Micro and Macro Environment • Environmental Analysis and Forecasting, Techniques of Environmental analysis, Approaches in environmental analysis, types of environmental forecasting, importance of environmental analysis, Limitations 	03
II	Overview of International Business <ul style="list-style-type: none"> • The Growing relevance of globalization, International/Global Marketing, Why go International? • Entry modes of International business with their advantages and disadvantages • Definition and meaning of international business • Scope of international business • Special difficulties in international business • Benefits of international business • Understanding of international business environment • International orientations, internationalization stages and orientations, Drivers and Restrainers of Globalization • Internationalization Business Decisions 	04
III	Economic Environment <ul style="list-style-type: none"> • Determinants of Entry Mode, the trade mode, • Economic Environment, Economic Structures 	03
IV	Socio/Cultural Environment and Other Environments Introduction to <ul style="list-style-type: none"> • Socio/Cultural Environment: Meaning of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag, Cultural Traits: low and high context cultures, masculine and feminine culture, Monochronic and polychronic cultures, universalism and particularism, individualism and communitarism, neutral v/s emotional cultures, specific v/s diffuse culture, cultural stereotypes, Religion, Language, Culture and Business. • Societal Environment • Political and Government Environment • Natural and Technological Environment • Demographic Environment Social Responsibility of Business	05
V	International Institutions and their Workings <ul style="list-style-type: none"> • Gatt to WTO, Regional Trade agreements and their necessity, European Union, NAFTA, South- South Cooperation, SAARC, SAPTA • IMF and World Bank • UNO and UNESCO Case Study: <ol style="list-style-type: none"> 1. South East Asian Economic Crises 2. Whose Basmati it is? 3. Mc Donald's Sells Hamburgers in India 4. Resolution of Trade Conflicts under the WTO'S Dispute Settlement Understanding 	05
	Prescribed Text Books: <ol style="list-style-type: none"> 1. Cherunilam Francis (2010). International Business. Prentice Hall of India Private Limited. New Delhi. 2. Cherunilam Francis (2016). Business Environment, Text and Cases. Himalya Publishing 	

	<p>house.</p> <ol style="list-style-type: none"> 3. Cullen. (2010). International Business. Routledge. 4. Paul Justin (2010). Business Environment-Text and Cases. Tata McGraw Hill, New Delhi. 5. Bennett Roger (2011). International Business. Pearson Education, New Delhi.
	<p>Suggested Extra Readings</p> <ol style="list-style-type: none"> 1. Levi MauriceD. (2009). International Finance. Routledge. 2. Conklin David w. (2011). The Global Environment of Business. Sage Publications. 3. Mithani D M. (2009). Economics of Global Trade and Finance. Himalaya Publishing House New Delhi. 4. Cherunilam Francis (2011). International Business Environment. Himalaya Publishing House, New Delhi. 5. SaleemShaikh (2010). Business Environment. Pearson Education, New Delhi. 6. Sundharam K.P.M. and DattRuddar (2010). Indian Economy, S. Chand & Sons, New Delhi. 7. SharanVyptakesh (2003). International Business: Concept, Environment and Strategy. Pearson Education, New Delh
	<p>Important Websites and e resources</p> <ol style="list-style-type: none"> 1. https://www.worldbank.org/en/home 2. https://www.wto.org/ 3. https://www.moneycontrol.com 4. https://www.sebi.gov.in/ 5. https://www.business-standard.com/ 6. https://economictimes.indiatimes.com/ 7. https://www.icai.org/ 8. https://www.screener.in/ 9. https://www.sebi.gov.in/ 10. https://www.nseindia.com/ 11. https://icmai.in/icmai/ 12. https://www.icsi.edu/home/ 13. https://www.rbi.org.in/ <p style="text-align: right;">⇒ ⇒</p>

Lecture Plan		
Lectures No	Topics	Prescribed Text Book
1,2	<ul style="list-style-type: none"> • Introduction • Types of environment, Internal Environment, External Environment, Micro and Macro Environment 	Cherunilam Francis (2010). International Business. Cherunilam Francis (2016). Business Environment, Text and Cases.
3	<ul style="list-style-type: none"> • Environmental Analysis and Forecasting, Techniques of Environmental analysis, Approaches in environmental analysis, types of environmental forecasting, importance of environmental analysis, Limitations do.....
4,5	<ul style="list-style-type: none"> • The Growing relevance of globalization, International/Global Marketing, Why go International? • Entry modes of International business with their advantages and disadvantages • Definition and meaning of international business <p>Scope of international business</p>do.....
6,7	<ul style="list-style-type: none"> • Special difficulties in international business • Benefits of international business • Understanding of international business environment • International orientations, internationalization stages and orientations, Drivers and Restrainers of Globalization • Internationalization Business Decisions do.....
8,9,10,11,12	<p>Socio/Cultural Environment</p> <ul style="list-style-type: none"> • Societal Environment • Political and Government Environment • Natural and Technological Environment • Demographic Environment • Social Responsibility of Business do.....
13,14,15,16	<ul style="list-style-type: none"> • Gatt to WTO, Regional Trade agreements and their necessity, European Union, NAFTA, South- South Cooperation, SAARC, SAPTA • IMF and World Bank • UNO and UNESCO do.....
17,18	<p>Case Study:</p> <p>South East Asian Economic Crises</p> <p>Whose Basmati it is?</p>do.....
19,20	<p>Mc Donald's Sells Hamburgers in India</p> <p>Resolution of Trade Conflicts under the WTO'S Dispute Settlement Understanding</p>do.....

Course Code	MGT 307
Course Name	Total Quality Management
Course Coordinator	Dr. Rita Devi
Credits Equivalent	2 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The course is designed to: <ul style="list-style-type: none"> • Enable the students to understand basic concepts of Total Quality Management. • To impart philosophies of Quality with business studies keeping in view the Total Quality movement and contextual contribution of Japanese Management Practices and thinkers. • To help the students to use the understanding of total quality management in current dynamic business environment.
Course Outcome (Cos)	<ol style="list-style-type: none"> 1. (KA): Knowledge of basic concepts of Total Quality Management. 2. (UC): Understanding of philosophies of Quality with business studies keeping in view the Total Quality movement 3. (DA): Development of skills for applicability of TQM tools and techniques. 4. (DM): Application of understanding of total quality management in current dynamic business environment.
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	<ol style="list-style-type: none"> 4. Mid Term Examination: 25 Marks 5. End Term Examination: 50 Marks 6. Continuous Internal Assessment: 25 Marks <ol style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10%

Unit	Course Contents	Hours
I	TQM Movement – Thinkers, philosophies and contributions by thinkers <ul style="list-style-type: none"> • Definition of TQM, TQM framework • Benefits of TQM, Obstacles in successful implementation of TQM • Contribution of Japanese management and rise of quality as a business philosophy. • Contributions of Dr. W. Edwards Deming: Fourteen points, PDSA cycle. • Contributions of Dr Joseph Juran: Juran’s Trilogy (Quality Planning, Quality Control & Quality Improvement) 	04
II	Building and Sustaining Global Total Quality Organizations <ul style="list-style-type: none"> • Concept of ‘zero defect’, four absolutes of quality and six C’s. • Quality Function Deployment (QFD): Introduction, Benefits of QFD, Voice of the customer, House Of Quality (HOQ), Building HOQ • Six Sigma: Concept, Phases in six sigma: DMAIC, application to manufacturing and service sector 	04
III	Quality Improvement Tools and techniques	04

	<ul style="list-style-type: none"> • Kaizen (Continuous Improvement), Cellular manufacturing • Poka yoke, Benchmarking: Reason to benchmark, Benchmarking process • Quality Circles, Quality Control and quality assurance 	
IV	Tools of TQM (Measurement Tools) <ul style="list-style-type: none"> • Cause-and-effect diagram ("fishbone" or Ishikawa diagram) • Pareto's Diagram, Check Sheets • Meaning and Significance of Statistical Process Control: Construction of control charts for variables and attributed 	04
V	Quality Management Systems <ul style="list-style-type: none"> • Introduction, Benefits of ISO Registration • ISO 9000 Series of standards: Requirements, Implementation, Documentation, Registration • ISO 14000 Series Standards: Requirements and Benefits 	04
Prescribed Text Books: 1. Besterfield, Dale H.; Carol Besterfield – Michna; Glen H. Besterfield, Mary Besterfield – Sacre; Hemant Urdhwareshe and Rashmi Urdhwareshe (2011). Total Quality Management (Revised Third Edition) [Seventh Impression]; Pearson, New Delhi.		
Suggested Extra Readings 1. Bhat, K. Shridhara (2011). Total Quality Management , Himalaya Publishing House, New Delhi. 2. Charantimath, Poornima M. (2013). Total Quality Management (Second Edition) [Seventh Impression]; Pearson, New Delhi. 3. Joseph M. Juran (1999). Juran's Quality Handbook . Fifth Edition; McGraw-Hill, New York 4. Krajewski, Lee J. and Larry P. Ritzman (1999). Operation Management: Strategy and analysis (5th edition) ; Addison Wesley, New York. 5. Logothetis, N. (2002). Managing for Total Quality: From Deming to Taguchi and SPC ; Prentice-Hall of India Private Limited, New Delhi. 6. Mauch, Peter D. (2010). Quality Management: Theory and Application . CRC Press, Boca Raton. 7. Oakland, John S. (2004). Oakland on Quality Management , Elsevier Butterworth-Heinemann, Burlington. 8. Richard Tanner Pascale and Anthony G. Athos (1981). The Art of Japanese Management: Applications for American Executives ; Warner Books, New York.		

Lecture Plan		
Lectures No	Topics	Prescribed Text Book
1,2	Definition of TQM, TQM framework Benefits of TQM, Obstacles in successful implementation of TQM Contribution of Japanese management and rise of quality as a business philosophy.	Besterfield, Dale H.; Carol Besterfield

3,4	Contributions of Dr. W. Edwards Deming: Fourteen points, PDSA cycle. Contributions of Dr Joseph Juran: Juran's Trilogy (Quality Planning, Quality Control & Quality Improvement)do.....
5,6	Concept of 'zero defect', four absolutes of quality and six C's. Quality Function Deployment (QFD): Introduction, Benefits of QFD, Voice of the customer, House Of Quality (HOQ), Building HOQdo.....
7,8	Six Sigma: Concept, Phases in six sigma: DMAIC, application to manufacturing and service sectordo.....
9,10	Kaizen (Continuous Improvement), Cellular manufacturing Poka yoke,do.....
11,12	Benchmarking: Reason to benchmark, Benchmarking process Quality Circles, Quality Control and quality assurancedo.....
13,14	Cause-and-effect diagram ("fishbone" or Ishikawa diagram) Pareto's Diagram, Check Sheetsdo.....
15,16	Meaning and Significance of Statistical Process Control: Construction of control charts for variables and attributeddo.....
17 18	Introduction, Benefits of ISO Registration ISO 9000 Series of standardsdo.....
19,20	ISO 14000 Series Standards: Requirements and Benefitsdo.....

LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1-3	Meaning of Rural Markets, Characteristics of Rural Markets and Rural Marketing	Book 1 Book 2 Book 3	Chapter 1 Chapter 1 Chapter 1
Lecture – 4&5	Evolution of Rural Marketing and Difference between Rural and Urban Marketing	Book 1 Book 2 Book 3	Chapter 1 Chapter 2 Chapter 1&4
Lecture – 6&7	Need for Exploring the Rural Markets and Go Rural Decisions	Book 1	Chapter 1
Lecture – 8-10	Rural Marketing Models and Rural Marketing: Challenges and Opportunities	Book 1 Book 3	Chapter 1 Chapter 1&5
Lecture – 11&12	Rural Marketing Mix	Book 1 Book 2	Chapter 1 Chapter 1
Lecture – 13-15	Rural Marketing Environment and their Influences on Marketing Operations	Book 1	Chapter 2
Lecture – 16&17	Need for Rural Market Segmentation, emerging segments and Bases for Market Segmentation	Book 1 Book 3	Chapter 6 Chapter 3
Lecture – 18-20	Rural Market Segmentation, Targeting and Positioning Strategies and Cases: Rural Experiences	Book 2 Book 1	Chapter 5 Chapter 6 & 3
Lecture – 21&22	Rural Consumer Behaviour, Need for Studying Rural Consumer Behaviour and Factors Affecting Rural Consumer Behaviour	Book 1 Book 2 Book 3	Chapter 4 Chapter 3 Chapter 7
Lecture – 23&24	Models of Consumer Behaviour, Shopping Habits of Rural People and Buying patterns	Book 1 Book 3 Book 2	Chapter 4 Chapter 7 Chapter 3
Lecture – 25	4As in Rural Marketing	Book 3	Chapter 8
Lecture – 26 & 27	Product & Pricing Strategies in Rural Markets	Book 1 Book 2	Chapter 7&8 Chapter 6&7
Lecture – 28	Distribution Decisions and Logistics in Rural Markets	Book 1 Book 2	Chapter 9 Chapter 8
Lecture – 29&30	Guidelines for Achieving Efficiency in Retail Operations	Book 1 Book 2	Chapter 10 Chapter 8
Lecture – 31&32	Rural Promotion Mix, Promotion Strategies	Book 1 Book 2	Chapter 11 Chapter 9
Lecture – 33	Rural Specific Promotion Methods	Book 2	Chapter 9
Lecture – 34-36	Marketing of Consumer Goods and Services	Book 1 Book 2	Chapter 12&14 Chapter 10
Lecture – 37	Social and Agricultural Marketing	Book 1 Book 3	Chapter 13&16 Chapter 18&19
Lecture – 38	Marketing of Rural Industrial Products	Book 1 Book 3	Chapter 17 Chapter 21
Lecture – 39	Marketing in Small Towns	Book 2	Chapter 11
Lecture – 40	Future of Rural Marketing in India	Book 1 Book 2	Chapter 18 Chapter 12

Course Code	MGT 499
Course Name	Financial Analytics
Course Coordinator	Dr. Sanjeev Gupta
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity/contact hours; 5 hours of fieldwork / Tutorial / teacher-led activity and 15 hours of other workloads such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	<p>The course is designed keeping into consideration the following objectives:</p> <ul style="list-style-type: none"> • Interpret the most common analytical and visualization packages of python. • Applications of Financial fundamentals and data pre-processing techniques. • Demonstrate and evaluate Time Series analysis of financial data. • Design the financial analytics prediction model with the use of real time data. • Understanding of finance, qualitative and quantitative techniques and methodologies • Ability to identify, classify and assess the performance of financial models through the use of analytical methods
Course Outcome (Cos)	<p>40. (KA&RT): Knowledge about the basic concepts and theory of Financial Analytics</p> <p>41. (AE): Applications of tools and techniques of Financial Analytics</p> <p>42. (DS): Develop necessary skills to manage intraday day data of financial variables</p> <p>43. (DM): Design a suitable strategy for various Fintech companies</p>
Attendance	Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.
Evaluation Criteria	<p>16. Mid Term Examination: 25%</p> <p>17. End Term Examination: 50%</p> <p>18. Continuous Internal Assessment: 25%</p> <p style="padding-left: 20px;">y. Class participation = 5%</p> <p>(Note: Below 75%=0, 75-80%=1, Above 80- 85%=2, Above 85-90%=3, Above 90-95%=4, Above 95%=5)</p> <p style="padding-left: 20px;">z. Assignments/Presentation = 10%</p> <p style="padding-left: 20px;">aa. Case studies/Field Survey = 5%</p> <p style="padding-left: 20px;">bb. Surprise test/Activity/Quiz = 5%</p>

Units	Course Contents	Hours
I	Introduction to Financial Analytics, Importance of Financial Analytics, Types of Financial Analytics: Fundamental Analysis and Technical Analysis, Features of Financial Analytics, Component of Financial Analytics, Financial Analytics and Data Analysis, Implementation of Financial Analytics, Financial Analytics and Current Financial Challenges.	08
II	Python Overview: Environment Setup: Installing Python, First Python Program, Identifiers, Reserved Words, Line and Indentation, Multi-Line Statements, Quotation, Comments, Data Types, Variables, Operators and Operator Precedence, Decision Making, Loop Control Statements. Python for Financial Data Analysis: NumPy – Numerical Python, Pandas - powerful data analysis toolkit, SciPy - tools and functions for scientific computing, Visual Finance via Matplotlib, Statistical tools via Statmodels and Deep learning via Tensor flow and Keras.	10
III	Financial Data and Preprocessing: Getting data from various resources like Yahoo Finance, FRED Quandl, interinio, converting prices into returns, changing frequency, Exploratory data analysis, Visualising time series data, Identifying and managing missing data and identifying outliers, technical analysis in Python	06
IV	Forecasting Techniques and their applications of financial data: Introduction to Time Series Analysis, decomposing time series, testing and correcting stationarity in time series. Time series modelling with exponential smoothing methods, Modeling and Forecasting various financial time series with ARIMA. and deep neural networks.	08
V	Capital Asset Pricing Model and Implementation of CAPM in Python, Modelling Volatility- Explaining stock returns' volatility with ARCH models, Explaining stock returns' volatility with GARCH models, Implementing a CCC-GARCH model for multivariate volatility forecasting, Forecasting a conditional covariance matrix using DCC- GARCH.	08
	<p>Prescribed Text Books:</p> <ol style="list-style-type: none"> 5. E. Lewinson, Python for finance cookbook: over 50 recipes for applying modern Python libraries to financial data analysis. Birmingham, UK: Packt Publishing Ltd., 2020 6. J. M. Weiming, Mastering Python for Finance. Birmingham, England: Packt Publishing, 2015. 7. Tsay, Ruey S. <i>Analysis of Financial Time Series</i>. 2nd ed. New York, NY: John Wiley & Sons, 2005. 8. Kenneth A. Lambert, 'The Fundamentals of Python: First Programs', 2011, Cengage Learning, 9. F. Nelli, Python Data Analytics: With Pandas, NumPy, and Matplotlib, 2nd ed. Berlin, Germany: APress, 2018 	
	<p>Suggested Extra Readings</p> <ol style="list-style-type: none"> 1. Dixon, Matthew F., Halperin, Igor, Bilokon, Paul, "Machine Learning in Finance", O'Reilly, 2019. 2. Kent D. Lee. 'Python Programming Fundamentals' 2nd Edition Springer Publication 3. Marcos Lopez de Prado, "Advances in Financial Machine Learning", Wiley, 2018. 4. Y.J. Hilpisch, Python for Finance: Mastering data-driven finance; Farnham; Sebastpol Tokyo: O'Reilly, 2019. 5. Fletcher, Shayne, and Christopher Gardner. <i>Financial modelling in Python</i>. John Wiley & Sons, 2010. 	

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Introduction to Financial Analytics	Handouts	
Lecture – 2	Importance of Financial Analytics	Handouts	
Lecture – 3	Fundamental Analysis and Technical Analysis	Handouts	
Lecture – 4	Features of Financial Analytics	Handouts	
Lecture-5	Component of Financial Analytics	Handouts	
Lecture – 6	Financial Analytics and Data Analysis	Handouts	
Lecture – 7	Implementation of Financial Analytics	Handouts	
Lecture – 8	Financial Analytics and Current Financial Challenges	Handouts	
Lecture – 9	Installing Python, First Python Program.	Book-4	Chapter-1
Lecture – 10	Identifiers, Reserved Words, Line and Indentation.	Book-4	Chapter-2
Lecture – 11	Multi-Line Statements, Quotation, Comments	Book-4	Chapter-2
Lecture – 12	Data Types, Variables, Operators and Operator Precedence	Book-4	Chapter-3
Lecture – 13	Decision Making, Loop Control Statements	Book-4	Chapter-4
Lecture – 14	NumPy – Numerical Python, Pandas - powerful data analysis toolkit	Book-5	Chapter-1
Lecture – 15	SciPy - tools and functions for scientific computing	Book-5	Chapter-1
Lecture – 16	Visual Finance via Matplotlib	Book-5	Chapter-3
Lecture – 17	Statistical tools via Statmodels	Book-5	Chapter-4
Lecture – 18	Deep learning via Tensor Flow and Keras.	Book-5	Chapter-5
Lecture – 19	Getting data from various resources like Yahoo Finance, FRED Quandl and	Book-1	Chapter-1

	Interinio		
Lecture – 20	Converting prices into returns and changing frequency	Book-1	Chapter-1
Lecture – 21	Exploratory data analysis	Book-1	Chapter-2
Lecture – 22	Visualising time series data	Book-1	Chapter-2
Lecture – 23	Identifying and managing missing data and identifying outliers	Book-1	Chapter-3
Lecture – 24	Technical analysis in Python	Book-1	Chapter-3
Lecture – 25	Introduction to Time Series Analysis	Book-3	Chapter-1
Lecture – 26	Decomposing time series	Book-3	Chapter-2
Lecture – 27	Testing and correcting stationarity in time series	Book-3	Chapter-3
Lecture – 28	Time series modelling with exponential smoothing methods	Book-3	Chapter-3
Lecture – 29 & 30	Modeling and Forecasting various financial time series with ARIMA	Book-3	Chapter-4
Lecture – 31 & 32	Deep neural networks	Book-2	Chapter-5
Lecture – 33	Capital Asset Pricing Model and Implementation of CAPM	Book-1	Chapter-4
Lecture – 34	Stock returns' volatility with ARCH models	Book-1	Chapter-5
Lecture – 35	Stock returns' volatility with GARCH models	Book-1	Chapter-5
Lecture – 36 & 37	CCC-GARCH model for multivariate volatility forecasting	Book-1	Chapter-6
Lecture – 38 & 39	Forecasting a conditional covariance matrix using DCC- GARCH	Book-1	Chapter-7
Lecture – 40	Concluding the course	Handouts	

Course Code	MGT 309
Course Name	Mergers and Acquisitions
Course Coordinator	Dr. Manpreet Arora
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The course is designed to <ul style="list-style-type: none"> • Acquaint students with historic overview as well as recent trends in merger waves. • Enable students to understand a framework for examining the rationale for different types of mergers and acquisitions driven by different corporate strategies. • Enable the students to know about strategies as well as valuation techniques followed by corporate houses in Mergers and Acquisitions.
Course Outcome (Cos)	9. (KA) : Knowledge of components of mergers and acquisitions, their types and their importance 10. (UC) : Understanding of mergers and acquisition deals and valuation 11. (DA) : Development of understanding of importance and various type of deals in corporate world 12. (DM) :Application of mergers and acquisition knowledge in business decisions
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	7. Mid Term Examination: 50% (50 Marks) 8. End Term Examination: 100% (100 Marks) 9. Continuous Internal Assessment: 50% (50 Marks) <ul style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10%

Unit	Course Contents	Hours
I	The Causes of Mergers and Acquisitions <ul style="list-style-type: none"> • Motives for mergers and acquisitions • Forms of Mergers and Acquisitions • History of Mergers • Merger Waves • What Causes Merger Waves? • Cross Border Mergers and Acquisitions • Sectoral Review of M&A • The key Drivers for M&A • Synergies in Mergers • Vertical and Horizontal Mergers • Recent trends in Mergers and Acquisitions • Case Study: Merger of ICICI Ltd. With ICICI Bank(Chapter 1 Ray) 	06
II	History and Strategic approaches to Mergers and Acquisitions <ul style="list-style-type: none"> • Perspectives on Mergers and Acquisitions • Economic Perspective on M&A • Finance theory perspective on Mergers • Strategic Perspectives on M&A • Strategies for entering into new markets. • Value creation Strategy in Mergers and Acquisitions. 	07

	<ul style="list-style-type: none"> • Strategic approaches –BCG Matrix Analysis, Ansoff Matrix Analysis, Product Life Cycle Analysis • Due Diligence in M&A • Challenges of due diligence • Checklist and deciding about the due diligence 	
III	Theories and Valuation of Mergers and Acquisitions (Theoretical Aspects only) <ul style="list-style-type: none"> • Hypothesis Concerning M&A • Theories of Mergers • Basics of Valuation • Various expressions of value • Negotiation Deal structuring and methods of payments in M&A • M&A Valuation • Valuation different approaches • Corporate valuation techniques • Cost of Capital and Methods for estimating cost of equity • Equity Valuation • Firm Valuation • Relative Valuation • Enterprise Value • Case Study: Swap Ratio and the failed Merger Between Global Trust Bank and UTI Bank 	13
IV	Valuing the Intangibles: Brands, Goodwill, Human Resources and Customer Relationships <ul style="list-style-type: none"> • Types of Intangible assets • Theoretical aspects of valuation of Brands • Theoretical aspects of valuation of Goodwill • Theoretical aspects of valuation of Human Resources • Theoretical aspects of valuation of customer relations 	06
V	Restructuring, Takeover Tactics and Review of Research Papers <ul style="list-style-type: none"> • Divestures, Equity carve Outs, Spin offs, Joint Ventures • Preliminary Takeover steps, Establishing a Toehold • Bidding Strategies, Bear Hugs • Tender Offers, Proxy Fights • Divestment, LBO'S, Spin offs • Poison pills, golden parachutes, greenmail, standstill agreements • White knight, divestments, • Case lets on takeover strategies • Review of increasing Mergers in online business (Flipkart, Mantra, Snapdeal) Review of Research Papers <ul style="list-style-type: none"> • Trends and prospective on Corporate Mergers in Contemporary India(P L Beena, Economic and Political Weekly, 2008) • Type of Merger and Impact on Operating Performance: The Indian Experience (Pramod, Vidyadhar, Economic and Political Weekly, 2008) • Review of Mergers in Telecom Sector 	08
	Prescribed Text Books: <ol style="list-style-type: none"> 1. Ray Ghosh Kamal, (2010).Mergers and Acquisitions Strategy, Valuation and Integration. Eastern Economy Edition. PHI, New Delhi. 2. Gaughan A. Patrick. (2011). Mergers Acquisitions and Corporate Restructurings. Fifth Edition.Wiley India (P) Ltd. New Delhi. 3. Kumar Rajesh B., (2011). Mergers and Acquisitions: Text and Cases. Tata McGraw Hill, New Delhi. 	

	<p>Suggested Extra Readings</p> <ol style="list-style-type: none"> 1 Sudarsanam Sudi., (1985). Creating Values from Mergers and Acquisitions: The Challenges. Pearson Education, Delhi. 2 Boeh, Beamish, (2009). Mergers and Acquisitions: Text and Cases. Sage South Asia Edition. New Delhi. 3 Sofat, Hiro,(2011). Strategic Financial Management. PHI Private Limited,New Delhi. 4 Weston, Chung,Hoag,(1990). Mergers, Restructuring and Corporate Control. PHI Private Limited,New Delhi.
	<p>Important Websites and e resources</p> <ol style="list-style-type: none"> 17 https://www.sebi.gov.in/ 18 https://www.business-standard.com/ 19 https://economictimes.indiatimes.com/ 20 https://www.icai.org/ 21 https://www.nseindia.com/ 22 https://icmai.in/icmai/ 23 https://www.icsi.edu/home/ 24 https://www.moneycontrol.com

Lecture Plan		
Lectures No	Topics	Prescribed Text Book
1,2	Motives for mergers and acquisitions, Forms of Mergers and Acquisitions , History of Mergers ,Merger Waves	Kumar Rajesh B., (2011)
3,4	What Causes Merger Waves? Cross Border Mergers and Acquisitions, Sectoral Review of M&Ado.....
5,6	The key Drivers for M&A Synergies in Mergers Vertical and Horizontal Mergers Recent trends in Mergers and Acquisitions Case Study: Merger of ICICI Ltd. With ICICI Bank(Chapter 1 Ray)	Ray Ghosh Kamal, (2010).
7,8	Perspectives on Mergers and Acquisitions Economic Perspective on M&A Finance theory perspective on Mergers Strategic Perspectives on M&Ado.....
9,10	Strategies for entering into new markets. Value creation Strategy in Mergers and Acquisitions. Strategic approaches –BCG Matrix Analysis, Ansoff Matrix Analysis, Product Life Cycle Analysisdo.....
11,12	Due Diligence in M&A Challenges of due diligence Checklist and deciding about the due diligencedo.....
13,14	Hypothesis Concerning M&A Theories of Mergers Basics of Valuation Various expressions of valuedo.....
15,16	Negotiation Deal structuring and methods of payments in M&A M&A Valuation Valuation different approachesdo.....
16,17,18	Corporate valuation techniques Cost of Capital and Methods for estimating cost of equitydo.....
19,20	Equity Valuationdo.....

	Firm Valuation Relative Valuation	
21,22,23	Enterprise Value Case Study: Swap Ratio and the failed Merger Between Global Trust Bank and UTI Bankdo.....
24,25	Types of Intangible assets Theoretical aspects of valuation of Brandsdo.....
26	Theoretical aspects of valuation of Human Resourcesdo.....
27,28	Theoretical aspects of valuation of Goodwill Theoretical aspects of valuation of customer relationsdo.....
29,30	Divestures, Equity carve Outs, Spin offs, Joint Ventures Preliminary Takeover stepsdo.....
31,32	Establishing a Toehold Bidding Strategies, Bear Hugsdo.....
33	Tender Offers, Proxy Fightsdo.....
34,35,36	Divestment, LBO'S, Spin offs Poison pills, golden parachutes, greenmail, standstill agreements White knight, divestments,do.....
37,38	Case lets on takeover strategies Review of increasing Mergers in online busness (Flipkart, Mantra, Snapdeal)do.....
39,40	Review of Research Papers Trends and prospective on Corporate Mergers in Contemporary India(P L Beena, Economic and Political Weekly, 2008) Type of Merger and Impact on Operating Performance: The Indian Experience (Pramod, Vidyadhar, Economic and Political Weekly, 2008) Review of Mergers in Telecom Sectordo.....

Course Code	MGT 414
Course Name	Option, Future, and other Derivatives
Course Coordinator	Prof. Mohinder Singh
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	<p>The course is designed to make students understand the concept of derivatives as a risk management instrument. The subject will give students a better understanding of complex financial product used for hedging. It will make students efficient in the area of Financial Derivatives, giving them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc. In this context the main objectives of this course are:</p> <ol style="list-style-type: none"> 1. To Understand the students about the concept of Derivatives and its types 2. To acquaint the knowledge of Options and Futures and 3. To know about Hedging and the development position of Derivatives in India
Course Outcome (Cos)	<ul style="list-style-type: none"> • (IK) : The knowledge of Various Derivatives Products and its structure • (AK) : Application of knowledge in hedging the risk • (AS) : Development of analytical skills to evaluate and analyse risk and return characteristics of Derivatives • DM :Application of financial derivative information in business decision making
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	<ol style="list-style-type: none"> 40. Mid Term Examination: 20% (40 Marks) 41. End Term Examination: 60% (120 Marks) 42. Continuous Internal Assessment: 20% (40 Marks) <ol style="list-style-type: none"> a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10%

Course Contents		
Unit	Topic	Duration
I	Derivatives: Background <ul style="list-style-type: none"> • Meaning, Features, Types of Financial Derivatives • Development and Growth, Uses & Misuses, Players in the Derivative market Forward and Future Contracts <ul style="list-style-type: none"> • Forward Contract: Concept, Features and Classification, Forward Trading Mechanism • Future Contract: Concept, Features and Classification, Types and Trading Mechanism, Evolution of Futures Market in India, Specification of the Future Contract 	5 Hours
II	Option - Basics <ul style="list-style-type: none"> • Option Meaning, terminology, Distinction between Futures and options and types of options Call Option <ul style="list-style-type: none"> • Introduction, Characteristics, Long Call, Short Call, payoff, Profit & Loss, Diagram and Zero sum games, Moneyness and execution. Put Option: <ul style="list-style-type: none"> • Introduction, Characteristics, Long and Short Put, payoff, Profit & Loss, Diagram and Zero sum games, Moneyness and execution. 	10 Hours
III	Pricing and Valuation of Derivatives <ul style="list-style-type: none"> • Useful Quantitative Concepts : Compounding, Continuous Compounding, Future and Present Value, Exponential function, natural logarithm, historical volatility, annualized volatility, Standardised normal distribution and Z Score • Forward Price vs Value, determinants, equations for Forward price & Value 	10 Hours
IV	Option Valuation Models <ul style="list-style-type: none"> • Binomial Option Pricing Model; • Two period Binomial Option Pricing Model (European Style) • Two period Binomial Option Pricing Model (American Style) • Black-Scholes model for Call Options. • Black-Scholes model for Put Options 	
V	Option Greeks – Basics <ul style="list-style-type: none"> • Understanding the Greeks i.e Delta, Gamma, Vega, Rho, Theta • Equations and Calculation of Greeks • Interpretation of Greeks • Trading strategies • Trading and Regulations of Derivatives 	8 Hours

Prescribed Text Books:

6. Aron Gottesman, (2016), *Derivatives essentials : An introduction to forwards, futures, options and swaps*, : Wiley, USA
7. John C. Hull. (2018), *Fundamentals of Futures and Options Market*, Ninth Edition, Pearson India Education services Pvt. Ltd, Noida.
8. Gupta S L. (2020), *Financial Derivatives, Theory, Concepts and Problems*, Second Edition, Eighteenth printing, PHI Learning, Delhi.
9. Sundram, Rangarajan K, (2013). *Derivatives, Principles and Practices*, McGraw Hill Education (India), Edition, Ninth Reprint 2020

Suggested Extra Readings:

1. Parasuraman N R. *Fundamentals of Financial Derivatives*, Second Edition, Wiley India Pvt. Ltd., New Delhi.
2. Hull and Basu. *Options, Futures, and Other Derivatives*, Eighth Edition, Pearson, New Delhi.
3. Jayanth Rama Varma (2011). *Derivatives and Risk Management*, First Edition, Tata Mcgraw, New Delhi.
4. Chugh & Maheshwari (2011) *Financial Derivatives*, First Edition, Pearson, New Delhi.
5. Janakiramanan (2011) *Derivatives and Risk Management*, First Edition, Pearson, New Delhi.
6. Chance & Brooks (2011) *Derivatives and Risk Management Basics*, First Edition, Cengage Learning New Delhi.
7. McDonald (2013) *Derivatives Markets*, Second Edition, Pearson, New Delhi.
8. Bansal and Bansal (2010) *Derivatives and Financial Innovation*, Tata Mcgraw, New Delhi.
9. Bhalla, V.K, “Financial Derivatives”, Sultan Chand, New Delhi
10. *Commodities and Financial Derivatives*, Kevin, PHI
10. Mishra. B., Debasish, S.S. (2007), *Financial Derivatives*, Excel Books, ISBN-13 : 978-8174465726

Research Papers

- F. Black and M. Scholes “The Pricing of Options and Corporate Liabilities,” *The Journal of Political Economy* 81, no. 3 (1973): 637–659 and
- R. C. Merton, “Theory of Rational Option Pricing,” *Bell Journal of Economics and Management Science* 4, no. 1 (1973): 141–183.

E- Resources

6. <https://www.ijser.org/researchpaper/Development-of-Financial-Derivatives-Market-in-India-and-its-Position-in-Global-Financial-Crisis.pdf>
 7. <https://www.nseindia.com/resources/publications-indian-securities-ismr>
 8. <https://efinancemanagement.com/derivatives/>
 9. <https://nptel.ac.in/courses/110/107/110107128/>
 10. <https://www.bis.org/statistics/derstats.htm?m=6%7C32%7C71>
 11. <https://www.fia.org/>
 12. <https://www.nseindia.com/market-data>
- https://www.icai.org/post.html?post_id=16959

Course Code	MGT 464
Course Name	Labour Laws
Course Coordinator	Dr. Aditi Sharma
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The course is designed to 1. To make students of HR understand the significance of labor laws hold in an organization 2. To provide an insight into the various laws that govern workers and employees employment in an organization
Course Outcome (Cos)	On completion of the course, the HR students would 1. Gain familiarity about the important laws that affect the employment relations. 2. They would be acquainted with implementation and functioning of employment laws. 3. Ensure that laws are adhered to in their true spirit and the workers get their right dues.
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	43. Mid Term Examination: 25%(50 Marks) 44. End Term Examination: 50%(100 Marks) 45. Continuous Internal Assessment: 25% (50 Marks) a. Attendance 5% b. Quiz 5% c. Case study 5% d. Presentation and problem solving 10%

Unit	Course Contents	Hours
I	INTRODUCTION <ul style="list-style-type: none"> ● Principles of Modern Labour Legislation ● Indian Constitution and Labour Laws ● Types of Labour Legislation ● Labour Law Reforms 	4
II	The Industrial Relations Code,2020 <ul style="list-style-type: none"> ● Industrial Relations- Strikes and Lockout, Layoff, Retrenchment and Closure ● Bipartite Forums ● Mechanism for Resolution of Industrial Disputes ● Unfair Labour Practices ● Trade Union ● Standing Orders 	8
III	The Code on Social Security,2020 <ul style="list-style-type: none"> ● Social Security Organization ● Employees Provident Fund ● Employees State Insurance Corporation 	8

	<ul style="list-style-type: none"> ● Gratuity ● Maternity Benefit ● Employees Compensation ● Social Security And Cess In Respect Of Building And Other Construction Workers ● Social security for Unorganised workers, gig workers and platform workers 	
IV	The Code on Wages, 2019 <ul style="list-style-type: none"> ● Minimum Wages ● Payment of Wages ● Payment of Bonus ● Advisory Board ● Payment of dues, claims and audit 	8
V	The Occupational Safety, Health and Working Conditions Code ,2020 <ul style="list-style-type: none"> ● Occupational Safety and Health ● Welfare Provisions ● Hours of Work and Annual Leave with Wages ● Contract Labour ● Audio Visual Workers ● Inter State Migrant Workers ● Mines workers ● Building and Other Construction Workers ● Factories Act 	12
	Prescribed Text Books: <ol style="list-style-type: none"> 1. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2013). Industrial Relations, Trade Unions and Labour Legislation. Dorling Kindersley (India) Pvt. Ltd., New Delhi. 	
	Suggested Extra Readings <ol style="list-style-type: none"> 1. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai. 2. Kubendran, V. and Kodeeswari, K. (2011). Industrial Relations and Labour Law. Himalaya Publishing House Pvt. Ltd., Mumbai. 3. Srivastava, S.C (2007). Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd. Noida 4. Sarma , A.M (2013). Industrial Relations and Labour Laws. Himalaya Publishing House Pvt. Ltd., Mumbai. 5. H.L. Kumar (2013). Labour Laws - Everybody Should Know. Universal Law Publishing Co Pvt Ltd., Delhi. 	
	E Resources https://labour.gov.in/labour-law-reforms	

Course Code	MGT 473
Course Name	Industrial Psychology
Course Coordinator	Dr. Gitanjali Upadhaya
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The course is designed to: 1. understand the scientific-practitioner view of the field of industrial psychology. 2. gain an insight into the psychological testing, work environment, and its effect on an individual. 3. understand the origins of I-O Psychology and what I-O Psychologists do. 4. develop an understanding of how theory and research are applied to work settings.
Course Outcome (Cos)	1. (KC) : begin to think and write critically about I-O psychology theory, research, and application. 2. (SW) : learn how organizations can create a supportive work environment in organizations. 3. (IS) : begin to apply I-O psychology in the selection of employees. 4. (EW) : able to understand the role of ergonomics and employee performance for achieving organizational goals.
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	1. Mid Term Examination: 25% (50 Marks) 2. End Term Examination: 50% (100 Marks) 3. Continuous Internal Assessment: 25% (50 Marks) <ol style="list-style-type: none"> Attendance 5% Quiz 5% Case study 5% Presentation and problem solving 10%

Unit	Course Contents	Hours
I	Introduction to Industrial Psychology <ul style="list-style-type: none"> Psychology, Branches of Psychology Concept of Industrial Psychology Historical Development of the field of Industrial Psychology Importance of I/O Psychology in the 21st Century Scientific Management- Principles and Limitations of Scientific Management Time and Motion Study, Objectives, Advantages, and Disadvantages The Hawthorne Studies- Phases of Hawthorne Experiments Implications and Criticism of Hawthorne Experiments 	8 Hours

II	Research in I/O Psychology <ul style="list-style-type: none"> • Industrial Psychological Tests- Steps in Psychological Test Development • Validity, Reliability, Objectivity, and Standardization of Psychological Tests • Considerations in Conducting Research- Ideas, Hypotheses, and Theories • Literature Reviews- Journals, Bridge Publications, Trade Magazines • Subject Samples- Random samples, Convenience samples • Location of the Study- Laboratory Research, Field Research • Research Methods- Experimental, Quasi-Experimental, Cross-sectional, Longitudinal, Observational, Archival Research, Surveys Design, Case Study, Meta-Analysis 	8 Hours
III	Psychological Tests <ul style="list-style-type: none"> • General Intelligence Tests- Stanford-Binet Test, Wechsler Adult Intelligence Scale (WAIS), Otis Self Administering Tests, The Wonderlic Personnel Test • Multiple Aptitude Test Batteries (Multifactor Tests): Chicago Tests, Differential Aptitudes Tests (D.A.T.), General Aptitude Test Battery (G.A.T.B.), Flanagan Aptitude Classification Test (F.A.C.T.) • Special Aptitude Tests: Tests of Mechanical Abilities (The Minnesota Spatial Relations Test, The Bennett Mechanical Comprehension Test, SRA Mechanical Aptitudes Test) • Tests of Clerical Abilities (The General Clerical and the Detroit Clerical Tests) • Personality Tests: Self-reporting inventories (The Bell Adjustment Inventory, The California Test of Personality, The Minnesota Multi-Phasic Personality Inventory) • Projective tests (Rorschach Ink Blot Test and Thematic Apperception Test) • Situational Tests of Personality, Tests of Achievement • Interest Tests: (The Strong Vocational Interest Blank, The Kuder Preference Record, KPR Occupation) • Other Tests: Individual vs. Group Tests, Paper Pencil vs. Performance Tests, Language vs. Non-Language Tests, Speed vs. Power Tests 	9 Hours
IV	Human Performance- Ergonomics and Human Engineering <ul style="list-style-type: none"> • Engineering Psychology and Ergonomics- Ergonomic Design • Ergonomic Methods • Design of Work Areas and Stations, Traffic Areas • Workplace Dimensions and Layout Principles • Design of Seating, Office Design, Computer Workstations • Design of Tools and Equipment • Accommodating People with Disabilities 	7 Hours
V	Assessment and Design of the Physical Environment <ul style="list-style-type: none"> • Requirement of Suitable Working Environment- Cleanliness, Clutter & Disorder Lighting and Illumination • Noise, Health Effects of Noise; Temperature and Humidity; Hazards & Control Measures • Industrial Fatigue- Concept, Types of Industrial Fatigue, Causes and 	8 Hours

	<p>Symptoms</p> <ul style="list-style-type: none"> • Effects and Remedies of Industrial Fatigue • Industrial Boredom and/or Monotony- Concept, Causes and Effects, Countering the Effects • Industrial Accidents and Safety- Concept and Causes, Industrial Safety Measures, Industrial Accidents and their Prevention 	
	<p>Prescribed Text Books:</p> <ol style="list-style-type: none"> 1. Aamodt Michael G. 2013, Industrial/ Organizational Psychology- An Applied Approach, Seventh Edition, Cengage Learning, USA 2. Bisen, Vikram and Priya, 2010, Industrial Psychology, New Age International Publishers, New Delhi. 3. Levy, Paul E., 2010, Industrial-Organizational Psychology, Third Edition, Worth Publishers New York. 4. Lehto Mark, Steven, J. Laundry, Introduction to Human Factors and Ergonomics for Engineers (Second Edition), CRC Press, Taylor & Francis Group, 2013. 5. Ghosh, P.K., and Ghorpade, M. B., 2011, Industrial Psychology, Himalaya Publishing House, Mumbai 	
	<p>Suggested Additional Readings:</p> <ul style="list-style-type: none"> • Singh, Narendar, 2011, Industrial Psychology, McGraw Hill, New Delhi • Schultz, D and S.E. Schultz, 2012, Psychology and Work Today, Pearson Education. • Ghosh, P.K., and Ghorpade, M. B., 2011, Industrial Psychology, Himalaya Publishing House, Mumbai • Blum, M.L. and Naylor, J.C., 2004, Industrial Psychology, CBS Publishers & Distributors Pvt. Ltd., New Delhi • Nelson, Quick and Khandelwal, 2016, Organizational Behaviour- A South-Asian Perspective, Cengage Learning Pvt. Ltd. Delhi. • Tiffin, J. and McCormick, E.J., Industrial Psychology, Fifth Edition, Prentice-Hall India, New Delhi • Harrell, T.W., 1967, Industrial Psychology, 2nd Indian Reprint, Oxford & IBH Publishing Co., New York • Smith, K.L. and Wakeley, J.H., 1972, Psychology of Industrial Behavior, 3th Edition, Tata McGraw Hill, New Delhi 	
	<p>E Resources</p> <ol style="list-style-type: none"> 12. https://online.king.edu/news/major-branches-of-psychology-guide/ 13. https://www.britannica.com/science/industrial-organizational-psychology 14. https://www.managementstudyguide.com/scientificmanagement.htm 15. https://www.britannica.com/topic/time-and-motion-study 16. https://www.whiteswanfoundation.org/mental-health-matters/understanding-mental-health/what-are-psychological-tests-and-what-are-they-used-for 17. https://www.caluniv.ac.in/academic/Education/Study/MA-S-IV-Guidence.pdf 18. https://www.apa.org/education-career/guide/subfields/human-factors 19. https://www.katiandgraham.com/eng_psy.htm <p>Important Websites</p> <ol style="list-style-type: none"> 1. https://www.siop.org/ 2. https://www.apa.org/ed/graduate/specialize/industrial 	

Lecture Plan		
Lectures No	Topics	Prescribed Text Book
1	Psychology, Branches of Psychology	Book 1,2&3
2	Concept of Industrial Psychology	Book 1,2&3
3	Historical Development of the field of Industrial Psychology	Book 1,2&3
4	Importance of I/O Psychology in the 21 st Century	Book 1,2&3
5	Scientific Management- Principles and Limitations of Scientific Management	Book 1,2&3
6	Time and Motion Study, Objectives, Advantages, and Disadvantages	Book 1,2&3
7	The Hawthorne Studies- Phases of Hawthorne Experiments	Book 1,2&3
8	Implications and Criticism of Hawthorne Experiments	Book 1,2&3
9	Industrial Psychological Tests- Steps in Psychological Test Development	Book 1&5
10	Validity, Reliability, Objectivity, and Standardization of Psychological Tests	Book 1&5
11	Considerations in Conducting Research- Ideas, Hypotheses, and Theories	Book 1&5
12	Literature Reviews- Journals, Bridge Publications, Trade Magazines	Book 1&5
13	Subject Samples- Random samples, Convenience samples	Book 1&5
14	Location of the Study- Laboratory Research, Field Research	Book 1&5
15	Research Methods- Experimental, Quasi-Experimental, Cross-sectional, Longitudinal, Observational, Archival Research, Surveys Design, Case Study, Meta-Analysis	Book 1&5
16	Industrial Psychological Tests- Steps in Psychological Test Development	Book 1&5
17	General Intelligence Tests- Stanford-Binet Test, Wechsler Adult Intelligence Scale (WAIS), Otis Self Administering Tests, The Wonderlic Personnel Test	Book 5
18	Multiple Aptitude Test Batteries (Multifactor Tests): Chicago Tests, Differential Aptitudes Tests (D.A.T.), General Aptitude Test Battery (G.A.T.B.), Flanagan Aptitude Classification Test (F.A.C.T.)	Book 5
19	Special Aptitude Tests: Tests of Mechanical Abilities (The Minnesota Spatial Relations Test, The Benett Mechanical Comprehension Test, SRA Mechanical Aptitudes Test)	Book 5
20	Tests of Clerical Abilities (The General Clerical and the Detroit Clerical Tests)	Book 5
21	Personality Tests: Self-reporting inventories (The Bell Adjustment Inventory, The California Test of Personality, The Minnesota Multi-Phasic Personality Inventory)	Book 5
22	Projective tests (Rorschach Ink Blot Test and Thematic Apperception Test)	Book 5
23	Situational Tests of Personality, Tests of Achievement	Book 5
24	Interest Tests: (The Strong Vocational Interest Blank, The Kuder Preference Record, KPR Occupation)	Book 5
25	Other Tests: Individual vs. Group Tests, Paper Pencil vs. Performance Tests, Language vs. Non-Language Tests, Speed vs. Power Tests	Book 5
26	Engineering Psychology and Ergonomics- Ergonomic Design	Book 4
27	Ergonomic Methods	Book 4
28	Design of Work Areas and Stations, Traffic Areas	Book 4
29	Workplace Dimensions and Layout Principles	Book 4
30	Design of Seating, Office Design, Computer Workstations	Book 4

31	Design of Tools and Equipment	Book 4
32	Accommodating People with Disabilities	Book 4
33	Requirement of Suitable Working Environment- Cleanliness, Clutter & Disorder	Book 4
34	Lighting and Illumination	Book 4
35	Noise, Health Effects of Noise; Temperature and Humidity; Hazards & Control Measures	Book 4
36	Industrial Fatigue- Concept, Types of Industrial Fatigue, Causes and Symptoms	Book 4
37	Effects and Remedies of Industrial Fatigue	Book 4
38	Industrial Boredom and/or Monotony- Concept, Causes and Effects, Countering the Effects	Book 4
39	Industrial Accidents and Safety- Concept and Causes	Book 4
40	Industrial Safety Measures, Industrial Accidents and their Prevention	Book 4

Course Code	MGT 368
Course Name	Human Resource Development
Course Coordinator	Dr. Rita Devi
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The course is designed to: <ul style="list-style-type: none"> • To help students understand the emerging need and functions of Human Resource Development in context to organizational goals, development and strategies. • To identify content, outcomes and processes of HRD applications and to understand diverse issues in HRD with their implications on the organization • To Train students to apply HRD for bringing out organizational effectiveness.
Course Outcome (Cos)	<ol style="list-style-type: none"> 1. (KA): Knowledge of content, outcomes and processes of HRD applications. 2. (UC): Understanding of emerging need and functions of Human Resource Development in context to organizational goals, development and strategies. 3. (DA): Development of Managerial Skills. 4. (DM) :Application of skills in real business world
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	<ol style="list-style-type: none"> 46. Mid Term Examination: 50 Marks 47. End Term Examination: 100 Marks 48. Continuous Internal Assessment: 50 Marks <ol style="list-style-type: none"> a. Attendance 10% b. Quiz 10% c. Case study 10% d. Presentation and problem solving 20%

Unit	Course Contents	Hours
I	The Fundamentals of Human Resource Development HRD: Introduction, Concept, The progression toward a field of HRD HRD Functions, Roles and Competencies of an HRD Professional Challenges to Organizations and to HRD professionals A framework for the HRD Process Learning and HRD	08
II	Frame work of HRD How to access HRD Needs: Strategic/Organizational analysis, task analysis, Person analysis, prioritizing HRD needs How to design Effective HRD Programs	08

	Evaluating HRD Programmes Implementing HRD Programmes	
III	HRD Applications, Competency Mapping and Development System Employee Skills and Technical Training, Employee Counseling and Wellness Services Coaching, Career Development and Management The Need for Competency Mapping, History of Competencies How to identify Competencies	08
IV	Human Resource Development Systems Management Development Organization Development and Change HRD and Diversity: Diversity training and beyond International Experiences in HRD	08
V	Emerging Issues in HRD Strategic HRD HRD Audit Knowledge Management Technology and HRD	08
	Prescribed Text Books: 1. Werner M. John and Simone L. Randy (2011). Human Resource Development. Sixth edition. Cengage Learning, Inc. Florence, KY. 2. Mankind David (2010). Human Resource Development and Management. Oxford Printing Press. New Delhi. 3. Bhattacharyya, D.R. (2009). Human Resource Development. Himalaya Publishing House.	
	Suggested Extra Readings 1. Pareek, V. and Rao, T.V. (2010). Designing and Managing Human Resources System. Oxford and IBH Publishing Co. New Delhi. 2. Sheikh A.M. (2010). Human Resource Development and Management. Third Edition. S. Chand and Co. Ltd. New Delhi.	

Lecture Plan		
Lectures	Topics	Prescribed Text

No		Book
1,2,3	HRD: Introduction, Concept, The progression toward a field of HRD HRD Functions, Roles and Competencies of an HRD Professional	Werner M. John and Simone L. Randy
4,5,6,7	Challenges to Organizations and to HRD professionals A framework for the HRD Processdo.....
8,9	Learning and HRD How to access HRD Needsdo.....
10,11,12	How to design Effective HRD Programsdo.....
13,14,15,16	Evaluating HRD Programmes Implementing HRD Programmesdo.....
17,18	Employee Skills and Technical Training, Employee Counseling and Wellness Servicesdo.....
19,20,21	Coaching, Career Development and Managementdo.....
22,23	The Need for Competency Mapping, History of Competenciesdo.....
24,25	How to identify Competenciesdo.....
26,27,28	Management Development Organization Development and Changedo.....
29,30	HRD and Diversity: Diversity training and beyonddo.....
31,32	International Experiences in HRDdo.....
33	Strategic HRDdo.....
34,35	HRD Auditdo.....
36,37	Knowledge Managementdo.....
38,39	Technology and HRDdo.....
40	Case Study	

Course Code	MGT 453
Course Name	Sales and Distribution Management
Course Coordinator	Dr. Chaman Lal
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity/contact hours; 5 hours of fieldwork / Tutorial / teacher-led activity and 15 hours of other workloads such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	The course is designed to: <ul style="list-style-type: none"> • Acquaint students with the fundamentals of sales and distribution management. • Enable students to manage the sales, sales force, and distribution functions. • Provides experience to handle to real time situations
Course Outcome (Cos)	44. (KA) : Understand the process and theories of personal selling 45. (AE) : Application sales concepts while forecasting sales and designing territories 46. (SLS) : Develop skills to be an effective sales executive 47. (EL): Designing a conflict free distribution channel system
Attendance	Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.
Evaluation Criteria	19. Mid Term Examination: 25% 20. End Term Examination: 50% 21. Continuous Internal Assessment : 25% cc. Class participation = 5% (Note: Below 75%=0, 75-80%=1, Above 80- 85%=2, Above 85-90%=3, Above 90-95%=4, Above 95%=5) dd. Assignments/Presentation = 10% ee. Case studies/Field Survey = 5% ff. Surprise test/Activity/Quiz = 5%

Unit	Course Contents	Hours
I	Introduction to Sales Management <ul style="list-style-type: none"> • Overview of Sales Management • Role and Success factors of Professional Salespeople • Sales Management Positions • Modern Selling/ The Effective Sales Executive • Theories of Selling • Buyer Behaviour: Organizational Vs Consumer 	07
II	Sales Process, Sales Planning and Sales Organization	09

	<ul style="list-style-type: none"> • Sales Preparation and Process • Sales Planning and Sales Forecasting • Budgeting • Management of Key Accounts, Sales Territories and Quotas • Role Play: Presenting and Managing Sales 	
III	Sales Force Management <ul style="list-style-type: none"> • Sales Force Management • Recruitment and Selection • Training, Motivating and Compensating Sales Personnel • Managing Expenses of Sales Personnel, Sales Meeting and Contests • Sales Control and Case study • Case Study: Managing Sales Expenses 	08
IV	Distribution Management-I <ul style="list-style-type: none"> • Marketing Channels: Functions, Level and Formats • Adding Value through Channels • Channel Institutions and Its Management • Case: Distribution Management 	08
V	Distribution Management-II <ul style="list-style-type: none"> • Distribution Strategies and Designing Channel Systems • Channel Power • Channel Conflict Management • ICT Implication on Sales and Distribution Management 	08
	Prescribed Text Books: <ol style="list-style-type: none"> 1. Havaldar Krishna and Cavale Vasant (2011), Sales and Distribution Management, Tata McGraw Hill Education. 2. Still, Cundiff and Govoni (2011), Sales Management (Decision, Strategy and Cases), Pearson Education, India. 3. Jobber and Lancaster (2011), Selling and Sales Management, Seventh Edition, Pearson Education, India. 	
	Suggested Extra Readings <ol style="list-style-type: none"> 14. Coughlan, Anderson, Stern, El-Ansary and Natarajan (2011), Marketing Channels, Seventh Edition, Pearson Education, India. 15. Allen, R Y, Selling Dynamics, Tata McGraw Hill, New Delhi. 16. Gupta Vaswar Das, Sales Management-The Indian Perspective, Prentice Hall, Delhi. 17. Kotler, Keller, Koshy and Jha (2009), Marketing Management: A South Asian Perspective, Thirteenth Edition, Peason Education, India. 18. Kumar Arun and Meenakshi N (2011), Marketing Management, Second Edition, Vikas Publishing House Pvt. Ltd. 19. Stern, Adell and Anne, Marketing Channels, Prentice Hall, Delhi. 	

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1-3	Overview of Sales Management	Book 1 Book 2	Chapter 1 Chapter 2
Lecture – 4&5	Role & Success factors of professional sales people	Book 3 Book 2	Chapter 1 Chapter 1
Lecture – 6-8	Selling, Modern Selling and Theories of Selling	Book 2 Book 1 Book 3	Chapter 2 Chapter 2 Chapter 1
Lecture-9&10	Organizational Vs Consumer Buyer Behaviour	Book 3	Chapter 3
Lecture – 11-13	Sales Planning & Sales Forecasting	Book 1	Chapter 3
Lecture – 14&15	Sales Budgets	Book 1 Book 2	Chapter 3 Chapter 20
Lecture – 16&17	Management of Key Accounts, Sales Territories and Quotas	Book 1 Book 2 Book 3	Chapter 4 Chapter 21&22 Chapter 9
Lecture – 18-20	Sales Organisation and Relationship Selling Case Study	Book 1 Book 2 Book 3	Chapter 5 Chapter 7 Chapter 10
Lecture – 21-24	Personnel Management in the Selling Field	Book 1 Book 2	Chapter 5 Chapter 10
Lecture – 25&26	Recruiting and Selecting Sales Personnel	Book 2	Chapter 11&12
Lecture – 27&28	Training, Motivating and Compensation	Book 1 Book 2	Chapter 6 Chapter 13-16
Lecture – 29&30	Managing Expenses of Sales Personnel, Sales Meeting and Contests	Book 2 Book 1	Chapter 17&18 Chapter 7

Lecture – 31	Sales Control	Book 1 Book 2 Book 3	Chapter 7 Chapter 19 Chapter 16
Lecture – 32&33	Meaning and Need of Distribution Channel, Distribution Channel Strategy	Book 1	Chapter 8
Lecture – 34	Marketing Channels, Prominent Channel Systems	Book 1	Chapter 9
Lecture – 35&36	Channel Institutions and Case Study	Book 1	10&11
Lecture – 37	Channel Design, Planning Process, Channel Design Implementation	Book 1	Chapter 12
Lecture – 38	Channel Management	Book 1	Chapter 13
Lecture – 39	Elements of a Channel Information Systems, Performance Evaluation, Implementation and IT Systems for Channels	Book 1	Chapter 14
Lecture – 40	Logistics and SCM, International Sales and Distribution Management	Book 1	Chapter 15&16

Course Code	MGT 350
Course Name	Customer Relationship Management
Course Coordinator	Dr. Chaman Lal
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity/contact hours; 5 hours of fieldwork / Tutorial / teacher-led activity and 15 hours of other workloads such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	<p>The course is designed to:</p> <ul style="list-style-type: none"> ● Acquaint students with the basic issues in Customer Relationship Management (CRM). ● Enable students to apply concepts of CRM in creating and building of customer value, satisfaction and loyalty. ● Understand the strategies of attracting and retaining the customers.
Course Outcome (Cos)	<p>48. (KA) : Understand the philosophy and theories of relationship management 49. (AE) : Application of CRM concepts in maintaining long term relationship 50. (SLS) : Develop skills to design relationship programmes for the business</p>
Attendance	Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.
Evaluation Criteria	<p>22. Mid Term Examination: 25%</p> <p>23. End Term Examination: 50%</p> <p>24. Continuous Internal Assessment : 25%</p> <p style="padding-left: 40px;">gg. Class participation = 5%</p> <p>(Note: Below 75%=0, 75-80%=1, Above 80- 85%=2, Above 85-90%=3, Above 90-95%=4, Above 95%=5)</p> <p style="padding-left: 40px;">hh. Assignments/Presentation = 10%</p> <p style="padding-left: 40px;">ii. Case studies/Field Survey = 5%</p> <p style="padding-left: 40px;">jj. Surprise test/Activity/Quiz = 5%</p>

Unit	Course Contents	Hours
I	<p>Introduction to Customer Relationship Management</p> <ul style="list-style-type: none"> • Relationship in Business, Theoretical Perspective, Models/Levels, Issues in Relationship • CRM, Factors Responsible for Growth of CRM, CRM Cycle, Stakeholders of CRM Objectives, Significance and Benefits of CRM • Components of Successful Relationship • CRM: Organization's Biggest Asset 	08
II	<p>Customer Experience and CRM Strategies</p> <ul style="list-style-type: none"> • Emotion and Customer Experience • 3Ds of Customer Experience and Customer Experience Management • Attributes of CRM, Strategic Framework for CRM Success • Building Blocks of CRM • Relationship Brands • Components of CRM Programme and CRM Process 	08
III	<p>Creating/ Building Customer Value, Satisfaction and Loyalty</p> <ul style="list-style-type: none"> • Data Warehousing, Data Mining, Sales Force Automation • Customer Value, Customer Perceived Value, Customer Life Time Value • Customer Satisfaction, Monitoring Satisfaction, and Customer Loyalty • Customer Equity • Case Study 	09
IV	<p>Service Quality and CRM Implementation</p> <ul style="list-style-type: none"> • Service Quality • Service Failure and Recovery • Customer Retention • Steps of CRM Implementation • Case Study 	08
V	<p>Other Issues of CRM</p> <ul style="list-style-type: none"> • eCRM • Employee Factor in CRM • Social Networks: C2C Exchanges and Relationships • CRM Practices in Indian Service Business • Emerging Concepts and Perspectives 	07
	<p>Prescribed Text Books:</p> <ol style="list-style-type: none"> 1. Rai Alok Kumar (2013), Customer Relationship Management: Concepts and Cases, Second Edition, PHI Learning Pvt. Ltd., Delhi. 2. Biswas Supriya (2011), Relationship Marketing: Concepts, Theories and Cases, PHI 	

	<p>Learning, Delhi.</p> <p>3. Baron, Conway and Warnaby (2010), Relationship Marketing: A consumer Experience Approach, SAGE Publications Ltd.</p>
	<p>Suggested Extra Readings</p> <p>20. Gosney John W and Thomas P Boehm, Customer Relationship Management Essentials, Prentice Hall, New Delhi.</p> <p>21. Buttle Francis (2009), Customer Relationship Management: Concepts and Technologies, Second Edition, Elsevier and Taylor & Francis Group.</p> <p>22. Kotler, Keller, Koshy and Jha (2009), Marketing Management: A South Asian Perspective, Thirteenth Edition, Pearson Education, India.</p> <p>23. Seth Jagdish N et. al, Customer Relationship Management, Tata McGraw Hill Publishing Co., New Delhi.</p> <p>24. Bhatt K Govinda (2010), Customer Relationship Management, First Edition, Himalaya Publishing House.</p>

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1&2	Evolution & Theoretical Perspective	Book 3 Book 1	Chapter 1 Chapter 1
Lecture – 3&4	Types, Stages and Issues in Relationship	Book 1	Chapter 1
Lecture – 5	Meaning, Factors Responsible for Growth of CRM, CRM Cycle	Book 1 Book 2	Chapter 2 Chapter 1
Lecture – 6&7	Stakeholders of CRM, Objectives, Significance and Benefits of CRM	Book 1 Book 2 Book 3	Chapter 2 Chapter 1 Chapter 2
Lecture – 7&8	Components of Successful CRM, Reasons for Customer Loss	Book 2 Book 3	Chapter 1 Chapter 2
Lecture – 9	Attributes of CRM, Strategic Framework for CRM Success	Book 1 Book 2	Chapter 3 Chapter 2
Lecture – 10	Building Blocks of CRM, CRM Strategies	Book 2	Chapter 2
Lecture – 11, 12 &13	Types of CRM, CRM in Marketing	Book 2	Chapter 3&4
Lecture – 14&15	Components of CRM Programme, CRM Process	Book 1	Chapter 4
Lecture – 16&17	Data Warehousing, Data Mining, SFA, Call Centre	Book 1 Book 2	Chapter 10 Chapter 11
Lecture – 18&19	Customer Value, Customer Perceived Value, Customer Life Time Value	Book 2 Book 1	Chapter 5 Chapter 15
Lecture – 20-23	Customer Satisfaction, Monitoring Satisfaction, Customer Loyalty	Book 1 Book 3	Chapter 6&7 Chapter 3
Lecture – 24-26	Service Quality, Building a Relationship with Rural Customer	Book 1	Chapter 8&17

Lecture – 27&28	Retaining Customer, Customer Experience Management, Service Recovery	Book 1 Book 2	Chapter 12&13 Chapter 13
Lecture – 29,30&31	CRM Implementation Model, Steps of CRM Implementation, Framework of Successful CRM	Book 1 Book 2	Chapter 4 Chapter 8
Lecture – 32&33	CRM Implementation, Right CRM Solution Decision	Book 2	Chapter 8
Lecture – 34&35	CRM Practices in Indian Service Business	Book 1	Chapter 18
Lecture – 36&37	eCRM	Book 2 Book 1	Chapter 6 Chapter 9&11
Lecture – 38	hCRM	Book 1 Book 2	Chapter 14 Chapter 12
Lecture – 39	Social Networks: C2C Exchanges	Book 3 Book 1	Chapter10 Chapter 16
Lecture – 40	CRM-Opportunities and Challenges	Book 1	Chapter 14

Course Code	MGT 445
Course Name	Social Marketing
Course Coordinator	Dr Sarvesh Kumar
Credits Equivalent	4 Credits: (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)
Course Objectives	<p>The main objective of this course is to understand the content of Social Marketing, various tools or techniques a manager can apply to Social Marketing information in decision making. After completing this course students will understand,</p> <ul style="list-style-type: none"> • Nature, process, users, terminology of Social Marketing • Enable the students to understand basic concepts of Social Marketing; a new perspective of marketing techniques that can be applied to broad range of social issues. • Impart philosophies of Social Marketing with business studies keeping in view the evidence – based approach from the developed and developing worlds. • Help the students to use the understanding of Social Marketing; being persuasive evidence that social marketing can influence governments, corporations and NGOs as well as individual behaviour.
Course Outcome (Cos)	<p>51. (KA) : Knowledge of Social Marketing and its theories 52. (UC) : Understanding of Corporate annual reports 53. (DA) : Development of Analytical Skill on Social context 54. (DM) :Application of Social Marketing information in business decision making</p>
Attendance	Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.
Evaluation Criteria	<p>49. Mid Term Examination: 20% (40 Marks) 50. End Term Examination: 60% (120 Marks) 51. Continuous Internal Assessment: 20% (40 Marks)</p> <ol style="list-style-type: none"> Attendance 5% Quiz 5% Case study 5% Presentation and problem solving 10%

Unit	Course Contents	Hours
I	<p>Introduction to Social Marketing</p> <ul style="list-style-type: none"> • Introduction to Social Marketing • Defining social marketing • Social marketing and social change tools • Difference between commercial and social marketing • Theory in Social marketing: Why social marketers care about behavior change • Three theories that interest social marketers: 	16

	<ul style="list-style-type: none"> ➤ Stages of change theory, ➤ Social cognitive theory and ➤ Exchange theory • Case Studies: 1. SEWA • Case Studies: 2. Bangladesh Grameen Bank & 3 Smoking is injurious to health • Case Studies: 3 Smoking is injurious to health • Case Studies: 4 PRATHAM • Individual Activity: • Activity Field observation and report writing by individual student 	
II	<p>Social Marketing and the Environment</p> <ul style="list-style-type: none"> • Environmental determinant of health and wellbeing • Social class and self efficacy • Social capital • Social ecology • Advocacy and environmental change • Social Marketing for social good • Models of attitude and behaviour change ➤ Case Study 1: AIDS prevention ➤ Case Study 2: Family Planning, segmentation, targeting and positioning ➤ Case Study 3: De-addiction campaign and positioning ➤ Case Study 4: Beti Padhao, Beti Bachao initiative of Government of India • Case Study 5: Sarvsiksha Abhiyan 	13
III	<p>Structure of Social Marketing</p> <ul style="list-style-type: none"> • Social Marketing: Segmenting and Targeting • Social Marketing: the marketing mix • Social Marketing: the competition • Social Marketing: research and evaluation Activity: Social Marketing Research Activity 	10
IV	<p>IMC in Social Marketing and Social Media Marketing</p> <ul style="list-style-type: none"> • Principles of Communication & persuasion • Using media in Social Marketing • Using sponsorship to change the people, place and policies • Planning and developing social marketing campaigns and programmes • Social Media Marketing Strategy • Social Consumers 	12

	<ul style="list-style-type: none"> • Social Media for Consumer Insight • Social Media Metrics 	
V	<p>Contemporary Issues in Social Marketing</p> <ul style="list-style-type: none"> • Ethical issues in social marketing • Criticism of power imbalance in Social Marketing • Managerial implications of Social Marketing • Case Studies: the Act – Belong – Commit Campaign promoting positive mental health <p>➤ Presentation in classroom by students</p>	9
	<p>Prescribed Text Books:</p> <ol style="list-style-type: none"> 2. Donovan, Rob & Nadine Henley 2010. Principles and Practice of Social Marketing: an international perspective, Cambridge University Press, New Delhi. 3. Jha, S. M. , 2012. Social Marketing, Himalaya Publishing House, New Delhi. 4. Deshpande, Sameer and Nancy R. Lee, 2013. Social Marketing in India, Sage Publication, New Delhi. 5. Kotler, Philip and Nancy R Lee, 2012. Social Marketing: Influencing Behaviors for Good (Fourth Edition), Sage Publication, New Delhi. 11. Tuten, Tracy L. and Michael R. Solomon, 2015. Social Media Marketing, 2e. Sage Publications India Pvt Ltd: New 	
	<p>Suggested Extra Readings</p> <ol style="list-style-type: none"> 9. Kotler, Philip; Kevin Lane Keller; Abraham Koshy and Mithileswar Jha, 2009, 13e. Marketing Management: A South Asian Perspective, Pearson Education, New Delhi. 10. R. Craig Lefebvre , 2013. Social Marketing (Six-Volume Set), Sage Publication Ltd., New Delhi. 11. Liidicke, Marius K., 2006. A Theory of Marketing Outline of a Social Systems Perspective, Deutscher Universitats-Verlag, Wiesbaden. 12. Gillin, Paul and Eric Schwartzman, 2011. Social Marketing to the Business Customer, John Wiley & Sons, Inc., New Jersey. 13. Castle, David, Cheryl Cline, Abdallah S. Daar, Charoula Tsamis and Peter A. Singer, 2007. SCIENCE, SOCIETY, AND THE SUPERMARKET: The Opportunities and Challenges of Nutrigenomics; John Wiley & Sons, Inc., New Jersey. 	
	<p>E Resources</p> <ol style="list-style-type: none"> 20. https://www.ama.org/the-definition-of-marketing-what-is-marketing/https://www.emeraldgroupublishing.com/journal/jsocm 21. http://epgp.inflibnet.ac.in/ <p>Important Websites</p> <ol style="list-style-type: none"> 44. https://en.wikipedia.org/wiki/Social_marketing 45. https://www.business-standard.com/ 46. https://economictimes.indiatimes.com/ 	

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Introduction to Social Marketing	Book – 1/ 2	Chapter – 1 /1
Lecture – 2	Defining social marketing	Book – 1/3	Chapter – 1/1
Lecture – 3	Social marketing and social change tools	Book – 1	Chapter – 1
Lecture – 4	Difference between commercial and social marketing	Book – 1/2	Chapter – 2/2
Lecture – 5	Theory in Social marketing	Handout	Classnote
Lecture – 6	Why social marketers care about behavior change	Handout	Classnote
Lecture – 7	Three theories that interest social marketers	Handout	Classnote
Lecture – 8	Stages of change theory	Handout	Class-note
Lecture – 9	Social cognitive theory	Handout	Class
Lecture – 10	Exchange theory	Handout	Class
Lecture – 11	Case Studies: 1. SEWA	Handout	Case Discussion
Lecture – 12	Case Studies: 2. Bangladesh Grameen Bank	Handout	Case Discussion
Lecture –13	Case Studies :3 Smoking is injurious to health	Handout	Case Discussion
Lecture – 14	Case Studies :4 Pratham	Handout	Case Discussion
Lecture – 15	Activity Field observation and report writing by individual student	Field observation	Report submission
Lecture – 16	Activity Field observation and report writing by individual student	Field observation	Report submission
Lecture – 17	Environmental determinant of health and wellbeing	Book – 1/3	Chapter – 3/2
Lecture – 18	Social class and self efficacy	Book – 1	Chapter – 3
Lecture – 19	Social capital	Book – 1	Chapter – 3
Lecture – 20	social ecology	Book – 1	Chapter – 3
Lecture – 21	Advocacy and environmental change	Book – 1/2	Chapter – 4/2
Lecture – 22	Social Marketing for social good	Handout	Classnote
Lecture –23	Models of attitude and behaviour change	Book – 1/2	Chapter – 6/2
Lecture –24	Models of attitude and behaviour change	Book – 1/2	Chapter – 6/2
Lecture – 25	Case Study 1: AIDS prevention	Handout	Case Discussion

Lecture – 26	Case Study 2: Family Planning, segmentation, targeting and positioning	Handout	Case Discussion
Lecture – 27	Case Study 3: De-addiction campaign and positioning	Handout	Case Discussion
Lecture – 28	Case Study 4: Beti Padhao, Beti Bachao initiative of Government of India	Handout	Case Discussion
Lecture – 29	Case Study 5: Sarv Siksha Abhiyan	Handout	Case Discussion
Lecture – 29	Social Marketing: Segmenting and Targeting	Book – 1/3	Chapter – 10/3
Lecture – 30	Social Marketing: Segmenting and Targeting	Book – 1/3	Chapter – 10/3
Lecture – 31	Social Marketing: the marketing mix	Book – 1/3	Chapter – 11/4
Lecture – 32	Social Marketing: the marketing mix	Book – 1/3	Chapter – 11/4
Lecture – 33	Social Marketing: the competition	Book – 1	Chapter – 9
Lecture – 34	Social Marketing: research and evaluation	Book – 1	Chapter – 7
Lecture – 35	Social Marketing: research and evaluation	Book – 1	Chapter – 7
Lecture – 36	Social Marketing Research Activity	Field observation	Report submission
Lecture – 37	Social Marketing Research Activity	Field observation	Report submission
Lecture – 38	Social Marketing Research Activity	Field observation	Report submission
Lecture – 39	Social Marketing Research Activity	Field observation	Report submission
Lecture – 40	Principles of Communication & persuasion	Book – 1	Chapter – 5
Lecture – 41	Using media in social marketing	Book – 1	Chapter – 12
Lecture – 42	Using sponsorship to change the people, place and policies	Book – 1/3	Chapter – 13/5
Lecture – 43	Planning and developing social marketing campaigns and programmes	Book – 1/2	Chapter – 14/3
Lecture – 44	Planning and developing social marketing campaigns and programmes	Book – 1/2	Chapter – 14/3
Lecture – 45	Social Media Marketing Strategy	Book – 5	Chapter – 2
Lecture – 46	Social Media Marketing Strategy	Book – 5	Chapter – 2
Lecture – 47	Social Consumers	Book – 5	Chapter – 3

Lecture – 48	Social Media for Consumer Insight	Book – 5	Chapter – 9
Lecture – 49	Social Media Metrics	Book – 5	Chapter – 10
Lecture – 50	Case Study	Handout	Case Discussion
Lecture -51	Case Study	Handout	Case Discussion
Lecture – 52	Ethical issues in social marketing	Book – 1	Chapter – 8
Lecture –53	Criticism of power imbalance in social marketing	Book – 1	Chapter – 8
Lecture –54	Managerial implications of Social Marketing	Handout	Handout
Lecture – 55	Case Studies: the Act – Belong – Commit Campaign promoting positive mental health	Book – 1	Chapter – 15
Lecture – 55 to 60	Presentations, Activity, Group Task	Group Task	Group Task

