



# PERIYAR UNIVERSITY

*Periyar Palkalai Nagar,*

*Salem-636011*

*(Reaccredited with 'A++' Grade by the NAAC)*

**DEPARTMENT OF MANAGEMENT STUDIES**

**MASTER OF BUSINESS ADMINISTRATION**

**GENERAL MANAGEMENT**

**[CHOICE BASED CREDIT SYSTEM (CBCS)]**



**OBE REGULATIONS AND SYLLABUS**

**(Effective from the Academic year 2023-2024 onwards)**

## **PREAMBLE**

Department of Management Studies is one of the upcoming management institutes in the Southern region of the country. Department of Management Studies offers two-year full-time MBA program in General Management and Export Management with a difference (CBCS – Choice Based Credit Systems) since its inception in 2005. The institute also offers M.Phil. full-time and Ph.D. both full-time and part-time programmes to promote research activities. Department of Management Studies is an active Institutional member of All India Management Association.

Students are selected for MBA Programme based on their performance in Graduation, Group Discussion, Personal Interview and TANCET/MAT Score as per Government Norms. The academic, professional practice and performance standards of the Institute match with the world class business schools. Students of Department of Management Studies are being imparted management education in a very cohesive, disciplined and professional environment. The institute leaves no stone unturned to prepare its students as perfect decision-makers and path finding managers.

The institute is located in a separate spacious, lush green campus in the Salem-Bangalore national highway and is equipped with sprawling infrastructure and instructional facilities. The institute has separate hostel facilities for boys and girls within the University premises.

The institute provides the contemporary Audio-Visual learning equipment's for lectures and has developed its enduring relationship with the industries for providing practical training to the students through industrial visits, summer placement and guest lectures of executives from corporate world.

The University has employed highly experienced and professionally qualified young faculty members with background from industries and education who are dynamic and possess management skills as a trainer.

The interactive and participating methods of learning have been introduced and the students are assessed for the comprehensive skills at the end of each semester. The students Are encouraged to make maximum use of library and computer lab which are available to them round the clock. The learning environment is always continuous and inculcates in the students the best skills of communication and personality development.

The faculty members of Department of Management Studies are actively involving themselves in research and extension activities, paper and book publications. Attending and presenting papers at national and international level seminars, conferences and taking up consultancy services.

The students are provided assistance for the Summer Training and Job Placement in leading organizations.

The Institute strongly emphasis on quality education, effective teaching pedagogies and real industry interface to propel to a better career. The institute will ever look for long term benefits where it equips the students with required employable skills and Managerial traits.

### **VISION**

Imparting the knowledge to the society through formal and informal modes and contributing to nation building.

### **MISSION**

- To institute specialized research centres of Excellence.
- To design courses and to train students to improve academic excellence.
- To enhance academia-industry interaction.
- To involve in extension and outreach programmes.
- To make the University globally known academic and research institution.
- To inculcate values, ethics, scientific temper and environmental awareness.

### **MBA–PROGRAMME OUTCOME (PO)**

After the successful completion of M.B.A. Program, the student is expected to,

- ✚ Making students acquire a comprehensive foundation in the fundamentals of business, the global environment in which they will function, and the analytical tools for managerial decision-making.
- ✚ Training students to acquire required theoretical and relational abilities and feeling of social reasons for administrative leadership.
- ✚ Developing initiative capacities among students to go about as change specialists and be a well spring of inspiration in the business organizations they work in.

- ✚ Enabling the students to become through professionals to fulfil and exceed expectations of Corporate, Government and Society at large without compromising the uprightness, trust worthiness and moral values.
- ✚ Equipping students to become rational decision makers and take decisions based on the factual information by applying appropriate managerial tools and techniques.
- ✚ Enabling students to have research related skills.
- ✚ Equipping students with digital literacy.
- ✚ Have problem solving skills.
- ✚ Express moral and ethical awareness.
- ✚ Have good critical thinking.

### **PROGRAMME PATTERN**

This programme is offered under Choice Based Credit system (CBCS). Students can earn more credits than the stipulated minimum of 90 credits, through Extra Credit Courses via Interdisciplinary (Supportive) Courses).

### **CANDIDATE'S ELIGIBILITY FOR ADMISSION**

A pass in a recognized Bachelor's Degree of Minimum of 3 years duration and obtained at least 50% marks (45% in the case of candidates belonging to reserved category) in the qualifying degree examination and TANCET/MAT/CAT Score/Entrance Examination specifically conducted from the Department of Management Studies or any other equivalent admission test score (For above said exam scores, only the latest entrance exam test score will be considered), Group Discussion and Personnel Interview.

**MASTER OF BUSINESS ADMINISTRATION  
GENERAL MANAGEMENT (FULL-TIME)**

**Choice Based Credit System**

**Program Educational Outcomes:**

- PEO 1 – Employability:** To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public sector undertaking through competitive examinations.
- PEO 2 – Entrepreneur:** To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and Decision-making skills.
- PEO 3 – Research and Development:** To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field Research and Development.
- PEO 4 – Contribution to Business World:** To produce ethical and innovative business professionals to enhance growth of the business world.
- PEO 5 – Contribution to the Society:** To work and contribute towards holistic development of society by producing competent MBA professionals.

**Program Outcomes:**

- PEO 1 – Problem Solving Skill:** Application of tools & techniques relevant to management theories and practices in analysing & solving business problems.
- PEO 2 – Decision Making Skill:** Fostering analytical and critical thinking abilities for data-based decision making.
- PEO 3 – Ethical Value:** Ability to develop value-based leadership attributes.
- PEO 4 – Communication Skill:** Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.
- PEO 5 – Individual and Team Leadership Skill:** Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

**PEO 6– Employability Skill:** Foster and enhance employability skills through relevant industry subject knowledge.

**PEO 7 – Entrepreneurial Skill:** Equipped with skills and competencies to become a global entrepreneur.

**PEO 8 – Contribution to Society:** Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.

### PEO – PO MAPPING

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>PEO 1</b>	Y	Y	Y	Y	Y	Y	Y	Y
<b>PEO 2</b>	Y	Y	Y	Y	Y	Y	Y	Y
<b>PEO3</b>	Y	Y	Y	Y	Y	Y	Y	Y
<b>PEO 4</b>	Y	Y	Y	Y	Y	Y	Y	Y
<b>PEO 5</b>	Y	Y	Y	Y	Y	Y	Y	Y

**Y – Yes**

### CBCS-STRUCTURE OF THE PROGRAMME

The programme structure comprises of two parts.

Course Component	No. of. Courses	Credits
Core Courses	17	58
Elective Courses (Optional)	06	18
Practical Course (Soft-Skills)	04	08
Supportive Courses (Optional)	01	03
Project (Experiential Learning)	01	12
Internship	01	-
Swayam Course	01	02
Human Rights	01	01
<b>Total</b>	<b>32</b>	<b>102</b>

SEMESTER-I												
COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks	
23UPMBA1C01	Management Principles and Business Ethics	Core	4	-	-	-	60	4	25	75	100	
23UPMBA1C02	Quantitative Techniques and Research Methods in Business	Core	3	1	-	-	60	4	25	75	100	
23UPMBA1C03	Managing Organizational Behaviour	Core	4	-	-	-	60	4	25	75	100	
23UPMBA1C04	Accounting for Managers	Core	3	1	-	-	60	4	25	75	100	
23UPMBA1C05	Managerial Economics	Core	4	-	-	-	60	4	25	75	100	
23UPMBA1C06	Legal Systems in Business	Core	4	-	-	-	60	4	25	75	100	
23UPMBA1C07	Entrepreneurship Development	Extra-Disciplinary	3	-	-	-	45	3	25	75	100	
23UPMBA1S01	Soft Skills I – Executive Communication	Soft Skills	-	-	2	-	30	2	40	60	100	
SEMESTER-II												
23UPMBA1C08	Applied Operations Research	Core	3	1	-	-	60	4	25	75	100	
23UPMBA1C09	Human Resource Management	Core	3	-	-	-	60	3	25	75	100	
23UPMBA1C10	Marketing Management	Core	3	-	-	-	60	3	25	75	100	
23UPMBA1C11	Operations Management	Core	3	1	-	-	60	4	25	75	100	
23UPMBA1C12	Financial Management	Core	3	1	-	-	60	4	25	75	100	
23UPMBA1C13	Strategic Management	Core	3	-	-	-	60	3	25	75	100	
23UPMBA1C14	International Business	Extra Disciplinary	3	-	-	-	45	3	25	75	100	
23UPMBA1SW1	Swayam Course	Swayam	-	-	-	-	-	2	-	-	-	
23UPPGC1HO1	Human Rights	-	2	-	-	-	30	1	25	75	100	
23UPMBA1S02	Soft Skills II – Business Etiquette	Soft Skills	-	-	2	-	30	2	40	60	100	
23UPMBA1S03	Soft Skills III – Computing Skills	Soft Skills	-	-	2	-	30	2	40	60	100	
SEMESTER-III												
23UPMBA1C15	Information Systems for Business	Core	4	-	-	-	60	4	25	75	100	
	Elective-I	Elective	3	-	-	-	45	3	25	75	100	
	Elective-II	Elective	3	-	-	-	45	3	25	75	100	
	Elective-III	Elective	3	-	-	-	45	3	25	75	100	
	Elective-IV	Elective	3	-	-	-	45	3	25	75	100	
	Elective-V	Elective	3	-	-	-	45	3	25	75	100	
	Elective-VI	Elective	3	-	-	-	45	3	25	75	100	
23UPMBA1C16	Employability skills	Extra Disciplinary	3	-	-	-	45	3	25	75	100	
23UPMBA1S04	Soft Skills IV – Leadership and Team Building Skills	Soft Skills	-	-	2	-	30	2	40	60	100	
23UPMBA1I01	***Summer Internship	Internship	-	-	-	1	-	3	100	-	100	
23UPMBA1S01	Supportive Courses Offered to Non-MBA's	Supportive	3	-	-	-	45	3	25	75	100	

\*\* Students should choose **Six Elective Course** from the **Two Streams of Specialization** in consultation with the Head of the Department.

\*\*\* Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the University and the same will be included in the Third Semester Marks Statement.

LIST OF ELECTIVE PAPERS												
SPECIALIZATION: FINANCIAL MANAGEMENT												
COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks	
23UPMBA1EF1	Security Analysis and Portfolio Management	Elective	3	-	-	1	45	3	25	75	100	
23UPMBA1EF2	Merchant Banking and Financial Services	Elective	3	-	-	1	45	3	25	75	100	
23UPMBA1EF3	Banking and Insurance	Elective	2	-	1	-	45	3	25	75	100	
SPECIALIZATION: HUMAN RESOURCE MANAGEMENT												
23UPMBA1EH1	Organizational Development	Elective	3	-	-	1	45	3	25	75	100	
23UPMBA1EH2	Emotional Intelligence for Managerial Effectiveness	Elective	3	-	-	1	45	3	25	75	100	
23UPMBA1EH3	Learning and Development	Elective	3	-	-	1	45	3	25	75	100	
SPECIALIZATION: MARKETING MANAGEMENT												
23UPMBA1EM1	Brand Management	Elective	3	-	-	1	45	3	25	75	100	
23UPMBA1EM2	Service Marketing	Elective	3	-	-	1	45	3	25	75	100	
23UPMBA1EM3	International Marketing	Elective	3	-	-	1	45	3	25	75	100	

SEMESTER-IV												
COURSE CODE	COURSE TITLE	CATEGORY	L	T	P	O	Inst. Hours	Credits	Internal	External	Total Marks	
23UPMBA1P01	Project Work & Viva- Voce	Core	-	-	-	Y	-	12	50	150	200	

L-Lecture

T-Tutorial

P- Practical

O-Project

# The Project Work will be evaluated jointly by Two Examiners  
(i.e. one Internal and the other External) for a Maximum of **150 Marks (8 Credits)**.

# The Viva- Voce will be conducted with Two Examiners  
(i.e. one Internal and the other External) for a Maximum of **50 Marks (4 Credits)**.



## **GUIDELINES FOR INTERNSHIP TRAINING**

The guidelines to be followed for preparing Internship training report are as follows:

The Internship training report should be presented in the following format only

- (a) Chapters should be numbered as 1,2,3 etc.
- (b) The Internship training report should be a minimum of 50 pages.
- (c) Students should submit 3 (one for the student, one for the Institute, one for the guide)
- (d) One for the Organization – If organization asks

### **Contents/Sequence**

- 1. Title page
- 2. Acceptance Letter of the Company
- 3. Certificate of Internship Training duly signed letterhead.
- 4. Declaration
- 5. Acknowledgement

<b>Chapter No</b>	<b>Chapterisation</b>	<b>Page No</b>
1	Introduction	
2	Industrial Sector Profile	
3	Company Profile	
4	Department Details	
5	Learning's & Value Addition	
6	Recommendations & Suggestions	
7	Annexure	

- 6. Contents/Index (Followed by Chapterisation as below)

## **CONTENTS / SEQUENCE**

<b>Chapter 1</b>	<b>Introduction</b>
	1.1 Summary of whole report (Should not be more than 3 pages)
<b>Chapter 2</b>	<b>Industry Sector Profile</b>
	2.1 Breif Description of Particular industry sector i.e, Automobile, Construction, Information technology, Education, FMCG, Telecommunication Etc.,
	2.2 Different Companies in that industry sector.
	2.3 Growth & Opportunities in industry sector.
<b>Chapter 3</b>	<b>Company Profile</b>
	3.1 Review of company i.e. Name of the company, complete address, e-mail id.
	3.2 Company pictures & Logo.
	3.3 Company Mission & Vision.
	3.4 History of company.
	3.5 Size (in terms of manpower & turnover) of the company.
	3.6 Market share and positions of the company in the industry.
<b>Chapter 4</b>	<b>Department Details</b>
	4.1 Organizational Chart showing different departments.
	4.2 Pictures of various departments.
	4.3 Specify the area in which training has been taken.
	4.4 Roles and responsibilities of that particular area (i.e. Human Resource, Marketing, Finance, Admin, Recruitment, Training, Talent Acquisition etc).
<b>Chapter 5</b>	<b>Learning's &amp; Value Addition</b>
	5.1 Learning's during training
	5.2 Difference between practical exposure and theoretical work.
	5.3 Challenges faced by you during your internship.
<b>Chapter 6</b>	<b>Recommendations &amp; Suggestions</b>
	6.1 The suggestions which you must give to company related to: <ul style="list-style-type: none"> <li>a) Their HR functions. (if you do internship in HR)</li> <li>b) The techniques and methodology to improve the workforce</li> </ul>
<b>Chapter 7</b>	<b>Annexure</b>
	7.1 Geo Tag Photos
	7.2 Other Supporting Document related to Internship Training

# **MBA PROJECT WORK GUIDELINES**

## **GENERAL MANAGEMENT**

1. Each student should undergo a project work in a reputed organization by obtaining permission in the prescribed process. Or the student can do a project specified by the project guide (A Certificate shall be provided by the guide at the end of the project)
2. Maximum three students will be allowed in any organization for doing the project.
3. The students must adhere the joining procedure and weekly reporting procedure in the prescribed formats through courier/online (Email submission)
4. The project period will be 10 Weeks – 12 weeks in Fourth semester.
5. The student should join the project work within one week immediately after the third semester examination
6. Periodical reviews, model Viva-Voce examination will be done Physically in the department as per the following schedule:

<b>First Review</b>	<b>At the end of first month of joining</b>
<b>Second Review</b>	<b>At the end of second month of joining</b>
<b>Final Review</b>	<b>End of the project period</b>
<b>Model Viva-Voce</b>	<b>Two days prior to Final Viva -voce Examination</b>

7. Based on the performance in the review meetings the internal marks will be awarded by the guides
8. The students should strictly follow the organizational rules/regulations/guidelines while doing the project. Any issues related to this will be viewed seriously
9. The students should visit the organization with proper dress code and formal dressings
10. Periodical surprise visits and confidential reports would be collected by the faculty members from the organization which may reflect in internal marks.
11. The rough draft of the project report should be submitted one week before the final project report and final report should be submitted one week before the final examination (Circular will be issued regrading this)
12. The students should obtain a project completion certificate in the company letter head duly signed by authorized person and enclose in the final report
13. The Project Work will be evaluated jointly by Two Examiners (i.e. one Internal and one External) for a Maximum of 150 Marks (8 Credits).
14. # The Viva- Voce will be conducted with Two Examiners (i.e. one Internal one External) for a Maximum of 50 Marks (4 Credits).

15. The students should compulsorily attend one national/international seminar/conference and publish a paper in the proceedings along with the project guide before the submission of the final project work. The Seminar/conference may be chosen by the student or recommended by the guide.
16. It is desirable to publish a paper in Peer Reviewed journal/UGC CARE listed journal in consultation with the guide.
17. The final project work preparation and submission guidelines will be provided from time to time.

<b>INTERNAL ASSESSMENT</b>	
Particulars	Marks
Model Examination	10
Assignment (Minimum 2 – 1.5 Marks Each) / Seminar – 1 Mark / Case Analysis – 1 Mark	5
Unit Test – 2	5
Attendance	5
Total	25

### **QUESTION PAPER PATTERN**

Time:3 Hours

Max.Marks:75

Sec	Approaches	Mark Pattern	CO Coverage
A	One word (Answer all questions)	20X1=20 (Multiple Choice Questions)	CO1–20%, CO2–20%, CO3–20%, CO4–20 % and CO5–20%
B	100 to 200 words (Answer Any three out of Five questions)	3X5=15	CO1–20%, CO2–20%, CO3–20%, CO4–20 % and CO5–20%
C	500 to1000 words (Essay type questions)	5X8=40	CO1–20%, CO2–20%, CO3–20%, CO4–20 % and CO5– 20%

**FIRST SEMESTER**

23UPMBA1C01 MANAGEMENT PRINCIPLES AND BUSINESS ETHICS			
COURSE OBJECTIVES			
C1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization function.		
C2	To provide insights on Planning & Decision Making		
C3	To throw light on Organizing, Managing Change and Innovation		
C4	To elucidate on Leadership, Communication and Controlling.		
SYLLABUS			
UNIT	DETAILS	No. of Hours	Course Objectives
I	<b>Introduction:</b> Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture - Environment – Systems Approach to Management – Levels in Management – Disaster Management	12	C1
II	<b>Planning &amp; Decision Making:</b> Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models	12	C2
III	<b>Nature of Organizing:</b> Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.	12	C3
IV	<b>Leadership and Control:</b> Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) –	12	C4
V	<b>Business Ethics:</b> Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.	12	C5
	<b>Total</b>	<b>60</b>	
READING LIST			

1.	<a href="https://deb.ugc.ac. In">https://deb.ugc.ac. In</a>
2.	<a href="http://www.managementconcepts. Com">http://www.managementconcepts. Com</a>
3.	International journal of Management Concepts and Philosophy
4.	Journal of Management, Sage Publications
<b>REFERENCES BOOKS</b>	
1.	Mukherjee, K., Principles of Management, 2 <sup>nd</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2009
2.	S. K. Mandal., Management Principles and practice, 3 <sup>rd</sup> Edition, Jaico Publishing House, Jan.2011.
3.	Griffin, R. W., Management, 11 <sup>th</sup> Edition, South-Western College Publication, January 2018.
4.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11 <sup>th</sup> Edition, Tata McGraw Hill Education Private Ltd., July 2020
5.	Certo, S C. and Certo, T, Modern Management, 13 <sup>th</sup> Edition, Prentice Hall, January 2014.
6.	Robbins, S and Coulter, M, 11 <sup>th</sup> Edition, Management, Prentice Hall, 11 <sup>th</sup> edition, January 2012
7.	Shaikh Ubaid, Disaster Management, Technical publications, 1 <sup>st</sup> edition, 2020

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

**3-Strong 2-Medium 1-Low**

**23UPMBA1C02**  
**QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS**

**COURSE OBJECTIVES**

1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.
2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.
3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.
4	To recognize the principles and characteristics of the multivariate data analysis techniques.
5	To become familiar with the process of drafting a report that poses a significant problem

**SYLLABUS**

UNIT	DETAILS	No. of Hours	Course Objectives
I	<b>Introduction:</b> Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.	17	C1
II	<b>Research Methods:</b> Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis - Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination	10	C2
III	<b>Data Preparation and Analysis:</b> Data Preparation - Editing – Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.	15	C3
IV	<b>Multivariate Statistical Analysis:</b> Exploratory and Confirmatory Factor Analysis -Discriminant Analysis- Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis	09	C4
V	<b>Report Writing and Ethics in Business Research:</b> Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterisation -Framing the Title of the Report- Different Styles Of Referencing - Academic Vs Business Research Reports - Ethics In Research.	09	C5



		<b>Total</b>	60	
<b>READING LIST</b>				
1.	<a href="https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf">https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf</a>			
2.	<a href="https://study.com/academy/topic/probability.html">https://study.com/academy/topic/probability.html</a>			
3.	<a href="https://onlinecourses.nptel.ac.in/noc18_ma07/preview">https://onlinecourses.nptel.ac.in/noc18_ma07/preview</a>			
4.	<a href="https://hbr.org/1964/07/decision-trees-for-decision-making">https://hbr.org/1964/07/decision-trees-for-decision-making</a>			
<b>REFERENCES BOOKS</b>				
1.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.			
2.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.			
3.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGrew Hill, 12th Edition, 2012.			
4.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.			
5.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.			
6.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017			

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	3	3				3	3	
<b>CO 2</b>				3		3		
<b>CO 3</b>				2		2		
<b>CO 4</b>				2		2		
<b>CO 5</b>				2		3		

**3-Strong 2-Medium 1-Low**

23UPMBA1C03 MANAGING ORGANIZATIONAL BEHAVIOUR			
COURSE OBJECTIVES			
1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.		
2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation		
3	To throw light on Group Dynamics and Interpersonal Communication		
4	To elucidate on Leadership, Politics, Conflicts and Negotiation.		
5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.		
SYLLABUS			
UNIT	DETAILS	No. of Hours	Course Objectives
I	<b>Introduction to Organizational Behaviour:</b> Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour	12	C1
II	<b>Individual Difference</b> - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. <b>Perception:</b> Meaning Process – Factors influencing perception – Attribution theory <b>Learning:</b> Classical, Operant and Social Cognitive Approaches – Managerial implications. <b>Attitudes and Values:</b> – Components, Attitude – Behaviour relationship, formation, values. <b>Motivation:</b> Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.	12	C2
III	<b>Group Dynamics</b> – Foundations of Group Behaviour – Group and Team - Stages of Group Development– Factors affecting Group and Team Performance - Group Decision making <b>Interpersonal Communication</b> – Communication Process – Barriers to Communication– Guidelines for Effective Communication	12	C3
IV	<b>Leadership</b> – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and <b>Politics:</b> Sources of Power – Political Behaviour in Organizations – Managing Politics. <b>Conflict and Negotiation:</b> Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.	12	C4

V	<b>Work Stress:</b> Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. <b>Emotional Intelligence</b> , Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.	12	C5
	<b>Total</b>	60	
<b>READING LIST</b>			
1.	<a href="http://www.himpub.com">www.himpub.com</a>		
2.	<a href="https://iedunote.com/organisational-behaviour">https://iedunote.com/organisational-behaviour</a>		
3.	<a href="http://www.yourarticlelibrary.com/organisation/">www.yourarticlelibrary.com/organisation/</a>		
4.	Journal of Organizational Behaviour – wiley Online Library		
<b>REFERENCES BOOKS</b>			
1.	Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019		
2.	C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,2019		
3.	K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.		
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.		
5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.		
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2				
<b>CO 2</b>			3			3		
<b>CO 3</b>		3		3	3			
<b>CO 4</b>					3			
<b>CO 5</b>						3		2

**3-Strong 2-Medium 1-Low**

23UPMBA1C04 ACCOUNTING FOR MANAGERS			
COURSE OBJECTIVES			
1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting		
2	To enable the students to prepare, analyses and interpret financial statements		
3	To acquaint the students with the tools and techniques of financial analysis		
4	To enable the students to take decisions using management accounting tools.		
5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (Problems); International Accounting Standards - IFRS	12	C1
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem.	12	C2
III	Marginal Costing - Definition - distinction between marginal costing and absorption costing - Breakeven point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.	12	C3
IV	Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.	12	C4
V	Cost Accounting: meaning – Objectives - Elements of Cost – Cost Sheet (Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source.	12	C5
Total		60	
READING LIST			

1.	<a href="http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf">http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf</a>
2.	<a href="http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf">http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf</a>
3.	<a href="http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf">http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf</a>
4.	<a href="https://www.researchgate.net/publication/313477460_concept_of_working_capital_management">https://www.researchgate.net/publication/313477460_concept_of_working_capital_management</a>
<b>REFERENCES BOOKS</b>	
1.	Dr.V.R.Palanivelu, Financial Accounting for Management
2.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.
3.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8thEdition, Tata McGraw Hill Education Pvt. Ltd., 2021.
4.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited
5.	Horngren, C.T.,Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013
6.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
7.	Rustagi,R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1						2		2
CO 2	3	3		3		3	2	
CO 3	3	3	3			3	2	
CO 4	3	3				3	3	
CO 5		3	3	3		3	2	2
<b>3-Strong</b>			<b>2-Medium</b>		<b>1-Low</b>			

**23UPMBA1C05**  
**MANAGERIAL ECONOMICS**

**COURSE OBJECTIVES**

1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.
2	To understand the concept of utility and demand analysis and demand forecasting
3	To know about production function and market structure
4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.
5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.

**SYLLABUS**

UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.	12	C1
II	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behaviour-Consumer Equilibrium	12	C2
III	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Is cost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.	12	C3
IV	Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning	12	C4
V	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.	12	C5

	<b>Total</b>	<b>60</b>	
<b>READING LIST</b>			
1.	<a href="http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economictools-todays-decision-makers6e-6/9788131733530">http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economictools-todays-decision-makers6e-6/9788131733530</a>		
2.	<a href="http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207">http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207</a>		
3.	<a href="https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics76225857">https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics76225857</a>		
4.	The Indian Economic Journal - SAGE Journals		
<b>REFERENCES BOOKS</b>			
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.		
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.		
3.	R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.		
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9 <sup>th</sup> Edition (2021)		
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.		
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9 <sup>th</sup> Edition, 2020.		

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		2		3				
<b>CO 2</b>				3		2	2	
<b>CO 3</b>						3	3	
<b>CO 4</b>								2
<b>CO 5</b>							2	

**3- Strong      2-Medium      1-Low**

23UPMBA1C06 LEGAL SYSTEMS IN BUSINESS			
COURSE OBJECTIVES			
1	To create knowledge and understanding on law of contracts		
2	To describe about sale of goods and Negotiable instrument act		
3	To have an overall understanding about partnership act and company law.		
4	To familiarize various labour laws for effective administration of Human Resource of an organization.		
5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	<b>The Law of Contracts:</b> Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.	12	C1
II	<b>Sale of Goods Act:</b> Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller. <b>Negotiable Instruments Act:</b> Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics	12	C2
III	<b>Partnership Act:</b> Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. <b>Company Law:</b> Evolution of Company Form of organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.	12	C3
IV	<b>Labour Law:</b> Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of	12	C4



	Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act,1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition)Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules-RTI Act 2005.		
V	Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.	12	C5
	<b>Total</b>	<b>60</b>	
<b>READING LIST</b>			
1.	<a href="http://www.legalserviceindia.com/article/">http://www.legalserviceindia.com/article/</a>		
2.	<a href="http://www.freebookcentre.net/Law/Law-Books.html">http://www.freebookcentre.net/Law/Law-Books.html</a> 2		
3.	<a href="https://www.mooc-list.com/course/business-law-wma">https://www.mooc-list.com/course/business-law-wma</a>		
4.	<a href="https://ilj.law.indiana.edu/">https://ilj.law.indiana.edu/</a>		
<b>REFERENCES BOOKS</b>			
1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.		
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.		
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.		
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.		
5.	Intellectual Property Laws, Universal Law Publishing, 2012.		
6.	Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2 <sup>nd</sup> Edition, 2015.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2						2		
CO 3						2	2	
CO 4					2	2	2	
CO 5								2

**3-Strong 2- Medium 1- Low**

23UPMBA1C07 ENTREPRENEURSHIP DEVELOPMENT			
COURSE OBJECTIVES			
1	To introduce students to entrepreneurship and its growth in India.		
2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.		
3	To orient the students on new venture creation		
4	To enable students to prepare a feasible business plan		
5	To give inputs on various types of financing available for new ventures.		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.	9	C1
II	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms	9	C2
III	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels	9	C3
IV	Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and ecommerce Start-ups. Business Model Canvas	9	C4
V	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship	9	C5
	<b>Total</b>	<b>45</b>	
READING LIST			
1.	<a href="http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf">http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf</a>		
2.	<a href="https://www.cengage.com/highered">https://www.cengage.com/highered</a>		
3.	<a href="https://roadmapresearch.com/entrepreneurship-beyond-curriculum">https://roadmapresearch.com/entrepreneurship-beyond-curriculum</a>		

4.	The International Journal of Entrepreneurship and Innovation
<b>REFERENCE BOOKS</b>	
1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
6.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018  Pearson

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3			3	
CO 2							3	2
CO 3						2	3	
CO 4							3	2
CO 5							3	3

**3-Strong 2-Medium 1-Low**

23UPMBA1S01 SOFT SKILLS I – EXECUTIVE COMMUNICATION			
COURSE OBJECTIVES			
1	To acquire communication awareness, they are going to get for the industry.		
2	To make the customer realize that you can provide them with information and other essential things		
3	To explore the skill of writing business proposals		
4	To develop a plan for the meetings and interviews		
5	To analyse the skills required for non-verbal communication		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	<b>Communication:</b> Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.	6	C1
II	<b>Business Correspondence:</b> Planning Business Messages: Analysing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, inviting tenders, claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.	6	C2
III	<b>Business Reports and Proposals:</b> Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.	6	C3
IV	<b>Conducting Meetings and Interviews:</b> Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences - Procedure of Regulating Speech - Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.	6	C4
V	<b>Non-verbal Communication:</b> Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.	6	C5

	<b>Total</b>	<b>30</b>	
<b>Reading List</b>			
1.	<a href="https://www.skillsyouneed.com/ips/communication-skills.html">https://www.skillsyouneed.com/ips/communication-skills.html</a>		
2.	<a href="https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-andcommunication-skills-infants-and-toddlers">https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-andcommunication-skills-infants-and-toddlers</a>		
3.	<a href="http://skillopedia.com">http://skillopedia.com</a>		
4.	<a href="https://www.habitsforwellbeing.com/9-effective-communication-skills">https://www.habitsforwellbeing.com/9-effective-communication-skills</a>		
<b>REFERENCES BOOKS</b>			
1.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.		
2.	Chaturvedi, Business Communication, Person, 2 edition, 2011		
3.	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.		
4.	American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.		
5.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008		

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				3		3		
<b>CO 2</b>				3		3		
<b>CO 3</b>				3		3		
<b>CO 4</b>				3		3		
<b>CO 5</b>				3		3		

**3-Strong      2-Medium      1-Low**

**SECOND SEMESTER**

23UPMBA1C08 APPLIED OPERATIONS RESEARCH		
Course Objectives		
C1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.	
C2	To understand the concept of linear programming models in determining profit maximization and cost minimization	
C3	To learn about various methods adopted in transportation and Assignments models.	
C4	To educate about job sequencing and networking models	
C5	To throw light on game theory and the application of pure and mixed strategies and decision making under uncertainty.	
SYLLABUS		
UNIT	DETAILS	Course Objectives & No. of Hours
I	<b>Introduction:</b> Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management – Advantages and Disadvantages	C1 & 15 Hrs
II	<b>Linear Programming Problem:</b> Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable – Primal & Dual.	C2 & 9 Hrs
III	<b>Transportation and Assignment Models:</b> Transportation – Initial Basic Feasible Solution – North- West corner, LCM, VAM – Degeneracy - Optimal Solution – Stepping stone method –MODI method – Assignment model: Hungarian method – Traveling salesmen problem.	C3 & 12 Hrs
IV	<b>Job Sequencing and Project Network Management:</b> Job Shop Scheduling – Johnson Algorithm – Sequencing N Jobs with two machines – Sequencing N jobs with Three machines. Networking Models: Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling	C4 & 12 Hrs
V	<b>Game Theory and Decision Theory:</b> Games theory – two player zero sum game theory – Saddle Point –Mixed Strategies for games without saddle points – Dominance method – Algebraic & Graphical Methods. Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making	C5 & 12 Hrs
<b>Total</b>		<b>60 Hrs</b>
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	The students will understand the insights on the origin and nature of OR and also the application of various models of OR.	PO4, PO6
CO2	The students will Learn about the linear programming and its application for maximization and minimization using various methods.	PO1, PO2, PO6, PO7
CO3	They will be aware of transportation and assignment and solution methods for various business applications	PO1, PO2, PO6, PO7
CO4	They will have better understanding on job shop scheduling using Johnson's algorithm and Project Network models	PO1, PO2, PO6, PO7

<b>CO5</b>	The students will be imparted the knowledge on game theory and decision theory with their basic applications	PO2, PO7
<b>Reading List</b>		
<b>1.</b>	<a href="http://www.cbom.atozmath.com">www.cbom.atozmath.com</a>	
<b>2.</b>	<a href="http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf</a>	
<b>3.</b>	<a href="http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf">http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf</a>	
<b>4.</b>	<a href="https://www.journals.elsevier.com/operations-research-perspectives">https://www.journals.elsevier.com/operations-research-perspectives</a>	
<b>Reference Books</b>		
<b>1.</b>	Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14 <sup>th</sup> Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019	
<b>2.</b>	Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014	
<b>3.</b>	Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11 <sup>th</sup> Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021	
<b>4.</b>	J.K.Sharma: Operations Research, Theory and Applications, MacMillan Publications, 6th Edition, 2017	
<b>5.</b>	Taha, H.A., Operations Research: An Introduction, 10 <sup>th</sup> Edition, Pearson, 2019	
<b>6.</b>	VK.Kapoor: Operations Research Techniques for Management, Sultan Chand & Sons, 2013	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2		
<b>CO 2</b>	3	2				2	2	
<b>CO 3</b>	3	3				3	2	
<b>CO 4</b>	3	3				2	2	
<b>CO 5</b>		3					2	

**3-Strong      2-Medium    1-Low**



**23UPMBA1C09**  
**HUMAN RESOURCE MANAGEMENT**

**Course Objectives**

<b>C1</b>	To embark importance of HRM role, functions and need
<b>C2</b>	To assimilate theoretical and practical implications of HRP
<b>C3</b>	To critically use appropriate training tools
<b>C4</b>	To analyze and implement an effective performance management
<b>C5</b>	To extrapolate and design compensation management techniques

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	<b>Introduction:</b> Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy.	C1 & 12 Hrs
<b>II</b>	<b>Human Resource Planning (HRP):</b> Human Resources Planning: Long- and Short-term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management	C2 & 12 Hrs
<b>III</b>	<b>Training, Development &amp; Career Management:</b> Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.	C3 & 12 Hrs
<b>IV</b>	<b>Performance Management:</b> Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback. Human Resource Information System; International Human Resource Management; Employee separation- Types of employee separation –Requirement of Effective Control Systems Grievances	C4 & 12 Hrs
<b>V</b>	<b>Employee Welfare:</b> Employee Benefits-Types of Employee Benefits–Workers Participation in Management, functions, nature and benefits. Factors attributing to increased awareness for work life balance–Work life balance intervention–Types of provisions	C5 & 12 Hrs
<b>Total</b>		<b>60 Hrs</b>

**Course Outcomes**

<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
<b>CO1</b>	Gain an understanding of HRM policies and importance.	PO4, PO6
<b>CO2</b>	Implement appropriate HRP in workplace.	PO6

<b>CO3</b>	Apply feasible Training method and manage career progressions.	PO5, PO6, PO7
<b>CO4</b>	Demonstrate managing performance of human resources.	PO6, PO7
<b>CO5</b>	Design and justify compensation framework.	PO4, PO6, PO7

### Reading List

<b>1.</b>	<a href="https://businessjargons.com/performance-management.html">https://businessjargons.com/performance-management.html</a>
<b>2.</b>	<a href="https://www.hr-guide.com/data/G400.htm">https://www.hr-guide.com/data/G400.htm</a>
<b>3.</b>	<a href="https://www.managementstudyguide.com/training-development-hr-function.htm">https://www.managementstudyguide.com/training-development-hr-function.htm</a>
<b>4.</b>	<a href="https://www.tandfonline.com/toc/rjih20/current">https://www.tandfonline.com/toc/rjih20/current</a>

### Reference Books

<b>1.</b>	Ashwathappa, K., Human Resource Management, 9 <sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.
<b>2.</b>	Seema Sanghi-Human Resource Management Macmillan Publishers India Ltd 2 <sup>nd</sup> Edition, 2012.
<b>3.</b>	Gary Dessler & Biju Varrkey, Human Resource Management, 16 <sup>th</sup> Edition, Pearson India Pvt. Ltd., 2020.
<b>4.</b>	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11 <sup>th</sup> Edition, Wiley India Pvt. Ltd., 2015.
<b>5.</b>	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 <sup>th</sup> Edition 2019.
<b>6.</b>	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 <sup>th</sup> Edition 2017.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				M		M		
<b>CO 2</b>						M		
<b>CO 3</b>					S	S	M	
<b>CO 4</b>						M	M	
<b>CO 5</b>				M		M	M	

**3-Strong      2-Medium      1-Low**

**23UPMBA1C10**  
**EXPORT MARKETING MANAGEMENT**

**Course Objectives**

<b>C1</b>	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.
<b>C2</b>	To provide with opportunities to analyze marketing activities within the firm.
<b>C3</b>	To analyze and explore the buyer behaviour pattern in marketing situations.
<b>C4</b>	To understand the branding, pricing and strategies in marketing a product.
<b>C5</b>	To upgrade the knowledge and awareness of Consumer Rights in the Market.

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	Introduction - export marketing – Features – Importance - Difference between Domestic marketing and International marketing influencing export marketing - Prospect and Challenges of Export Marketing in India.	C1 & 12 Hrs
<b>II</b>	Global market - tariffs and non-tariffs - WTO and its implications of international marketing. Methods of payment in Export marketing - procedures to open letter of credit (LC) - Export and foreign trade market.	C2 & 12 Hrs
<b>III</b>	International marketing-Digital Marketing-Social media marketing-Export marketing opportunities-Marketing research process-Marketing Channels-Export marketing mix.	C3 & 12 Hrs
<b>IV</b>	Export costing and pricing-Buyer Behaviour-Factors influencing foreign customer behaviour- Competitive marketing strategies-Competitive analysis.	C4 & 12 Hrs
<b>V</b>	Product policies – New product development and product lifecycle. Advertising and sales promotion- Export distribution channel marketing – Multi-channel system consumer protection. Awareness of consumer rights in the marketplace-Channel control – Global markets and Multinational marketing- Promotion for foreign markets.	C5 & 12 Hrs
<b>Total</b>		<b>60 Hrs</b>

**Course Outcomes**

<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
<b>CO1</b>	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7
<b>CO2</b>	Understand the organization's marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6
<b>CO3</b>	Understand the buyer behaviour and market segmentation and competitive marketing strategies.	PO4, PO6, PO7
<b>CO4</b>	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7
<b>CO5</b>	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8

**Reading List**

<b>1.</b>	<a href="https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/">https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/</a>
<b>2.</b>	<a href="https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html">https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html</a>
<b>3.</b>	<a href="https://www.ama.org/ama-academic-journals/">https://www.ama.org/ama-academic-journals/</a>
<b>4.</b>	<a href="https://www.emerald.com/insight/publication/issn/0736-3761">https://www.emerald.com/insight/publication/issn/0736-3761</a>

Reference Books	
1.	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.
2.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1 <sup>st</sup> Edition, 2017
3.	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16 <sup>th</sup> Edition, Pearson, 2022
4.	<u>Warren J. Keegan</u> , Global Marketing Management, 8thEdition, Pearson, 2017.
5.	Mullins, Marketing Management: A Strategic Decision Making Approach, 7 <sup>th</sup> Edition, McGraw-Hill, 2010.
6.	Philip Kotler and <u>Keven Lane Keller</u> , Marketing Management, 15 <sup>th</sup> Edition, Pearson, 2015

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				3		3		
CO 3				2		2	2	
CO 4			2	2		2	2	
CO 5						2		2

3-Strong      2-Medium      1-Low

**23UPMBA1C11**  
**OPERATIONS MANAGEMENT**

**Course Objectives**

<b>C1</b>	To understand the production function, production design & capacity planning,
<b>C2</b>	Exploring the Make or Buy decision, and thus understanding the role of inventory management
<b>C3</b>	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.
<b>C4</b>	To elucidate the importance and usefulness of work-study and quality control tools
<b>C5</b>	To provide insights on service operations management and waiting line analysis.

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	<b>Introduction:</b> Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Systems- Plant Capacity-Capacity Planning- Make or Buy Decisions- Value Analysis – Objectives and Procedure-Types of Charts used in Operations Management.	C1 & 12 Hrs
<b>II</b>	<b>Facility Design:</b> Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.	C2 & 12 Hrs
<b>III</b>	<b>Inventory Control And Maintenance:</b> Basic Inventory Models- Economic Order Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Maintenance of Cost Balance- Procedure for Maintenance.	C3 & 12 Hrs
<b>IV</b>	<b>Design Of Work Systems And Quality Control:</b> Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement-Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	C4 & 12 Hrs
<b>V</b>	<b>Service Operations Management:</b> Introduction to Services Management- Nature of Services- Types of Services- Service Encounter-Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting- Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	C5 & 12 Hrs
<b>Total</b>		<b>60 Hrs</b>

**Course Outcomes**

<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
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CO1	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4
CO2	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7
CO3	Understand the Inventory models and the importance of maintenance techniques.	PO6, PO7
CO4	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7
CO5	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7
Reading List		
1.	<a href="http://www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt">www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt</a>	
2.	<a href="http://zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf">zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf</a>	
3.	<a href="https://www.emerald.com/insight/publication/issn/0144-3577">https://www.emerald.com/insight/publication/issn/0144-3577</a>	
4.	<a href="https://www.inderscience.com/jhome.php?jcode=ijaom">https://www.inderscience.com/jhome.php?jcode=ijaom</a>	
Reference Books		
1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.	
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.	
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.	
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.	
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3 <sup>rd</sup> Edition, McGraw Hill, 2022.	
6.	Prof. K C Jain, Production and Operations Management, 1 <sup>st</sup> Edition, Wiley, 2022.	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		2		2				
<b>CO 2</b>		2					2	
<b>CO 3</b>						2	2	
<b>CO 4</b>	2	2				2	2	
<b>CO 5</b>		2				2	2	

**3-Strong      2-Medium      1-Low**

**23UPMBA1C12**  
**FINANCIAL MANAGEMENT**

**Course Objectives**

<b>C1</b>	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.
<b>C2</b>	To create awareness on the various investment techniques on the investment decision making.
<b>C3</b>	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.
<b>C4</b>	To educate on the concept of capital structure and the create understanding on the concept of dividend.
<b>C5</b>	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	<b>Introduction:</b> Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Long term – International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.	C1 & 12 Hrs
<b>II</b>	<b>Investing Decision –</b> Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques – Net Present Value, Profitability Index and Internal Rate of Return- Problems - Introduction to Fintech – Digital Currency – Cryptocurrency.	C2 & 12 Hrs
<b>III</b>	<b>Cost of Capital –</b> Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis -	C3 & 12 Hrs
<b>IV</b>	<b>Capital structure –</b> Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - Dividend policy general, determinants of dividend policy.	C4 & 12 Hrs
<b>V</b>	<b>Working Capital Management –</b> Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Receivables Management - Working Capital Financing - Sources of Working Capital - Financial Analytics.	C5 & 12 Hrs
<b>Total</b>		<b>60 Hrs</b>

**Course Outcomes**

<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
<b>CO1</b>	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7

CO2	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7
CO3	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7
CO4	Have learnt the concept of capital structure and dividend	PO6, PO7
CO5	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1,PO2, PO4, PO7
Reading List		
1.	<a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>	
2.	<a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>	
3.	Journal of International Financial Management & Accounting	
4.	The Management Accountant Journal - icmai-rnj.in	
Reference Books		
1.	S.N.Maheswari, Finanacial Management, Sulthan Chand & Sons, 15th Edition, 2019	
2.	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.	
3.	Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.	
4.	Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019	
5.	Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.	
6.	Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		2	2	
<b>CO 2</b>	2	3				2	2	
<b>CO 3</b>		2					3	
<b>CO 4</b>						2	3	
<b>CO 5</b>	2	2		3			2	

**3-Strong      2-Medium      1-Low**



**23UPMBA1C13**  
**STRATEGIC MANAGEMENT**

**Course Objectives**

<b>C1</b>	To enable the students, understand the importance of vision and mission in framing corporate strategy.
<b>C2</b>	To provide insights on how business is responsible socially and ethically.
<b>C3</b>	To highlight on the environmental analysis framework.
<b>C4</b>	To throw light on strategic formulation and strategic choice.
<b>C5</b>	To understand strategic implementation and strategic control.

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	<b>Introduction:</b> Strategy – Strategic Management Process – Developing a Strategic Vision – Mission - Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.	C1 & 12 Hrs
<b>II</b>	<b>Corporate Policy and Planning in India:</b> Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies-Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.	C2 & 12 Hrs
<b>III</b>	<b>Environmental Analysis:</b> Environmental Scanning - Macro-environmental Analysis (PESTEL Framework)– Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.	C3 & 12 Hrs
<b>IV</b>	<b>Strategy Formulation and Analysis:</b> Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) - Portfolio Analysis – TOWS Matrix– Corporate Strategies (Expansion, Stability and Retrenchment) – Business Level Strategies- Functional Strategies– Generic, Competitive Strategies	C4 & 12 Hrs
<b>V</b>	<b>Strategy Implementation:</b> Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Strategic Leadership – Resource Allocation - Strategic Control: Measurement of Performance- Problems in Measurement of Performance- Strategy Audit - Du Pont's Control Model – Balanced Score Card – Michael Porter's Framework for Strategic Management – Future of Strategic Management – Strategic Information System.	C5 & 12 Hrs
<b>Total</b>		<b>60 Hrs</b>

**Course Outcomes**

<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
<b>CO1</b>	Be able to frame vision and mission statements.	PO3, PO4, PO7
<b>CO2</b>	Be social and ethically responsible.	PO3, PO8
<b>CO3</b>	Possess insights on making environmental analysis.	PO3, PO8
<b>CO4</b>	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7
<b>CO5</b>	Understanding strategic implementation and control.	PO4, PO5, PO7

<b>Reading List</b>	
<b>1.</b>	Strategic Management Journal – Wiley online Library
<b>2.</b>	Journal of strategy and Management – Emerald Insight
<b>3.</b>	Mastering Strategic Management – <a href="http://WWW.opentextbooks.org.hk">WWW.opentextbooks.org.hk</a>
<b>4.</b>	Mastering Strategic Management – <a href="http://WWW.saylor.org">WWW.saylor.org</a> .
<b>Reference Books</b>	
<b>1.</b>	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.
<b>2.</b>	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.
<b>3.</b>	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.
<b>4.</b>	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.
<b>5.</b>	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.
<b>6.</b>	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>			3	2			3	
<b>CO 2</b>			3					3
<b>CO 3</b>			2					3
<b>CO 4</b>		2			3			2
<b>CO 5</b>				3	3			3
<b>3-Strong</b>			<b>2-Medium</b>		<b>1-Low</b>			

**23UPMBA1C14**  
**INTERNATIONAL BUSINESS**

**Course Objectives**

<b>C1</b>	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.
<b>C2</b>	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.
<b>C3</b>	To throw light on international trade theories and the management of business functional operations in an international context.
<b>C4</b>	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.
<b>C5</b>	To know about regional economic integration and contemporary issues in international business.

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	<b>Introduction:</b> Introduction to International Business: Importance, nature and scope of International Business-International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account. Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.	C1 & 12 Hrs
<b>II</b>	<b>International Business Environment and Cultural Differences:</b> International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analysing International Business environment. Differences in Culture: Introduction -Social Structure - Religion-Language-Education-Culture and the Workplace-Cultural Change-Cross-cultural Literacy - Culture and Competitive Advantage.	C2 & 12 Hrs
<b>III</b>	<b>International Trade Theory:</b> Introduction-Mercantilism,Neo-Mercantilism -Theory of Absolute Advantage - Theory of Comparative Advantage-Heckscher-Ohlin Theory-The New Trade Theory - National Competitive Advantage-Porter's Diamond - General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA-Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).	C3 & 12 Hrs
<b>IV</b>	<b>Global Trading and Investment Environment:</b> Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports-	C4 & 12 Hrs

	Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.	
V	<b>Contemporary Issues:</b> Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	C5 & 12 Hrs
<b>Total</b>		<b>60 Hrs</b>
<b>Course Outcomes</b>		
<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
CO1	Be able to frame vision and mission statements.	PO3, PO4, PO7
CO2	Be social and ethically responsible.	PO3, PO8
CO3	Possess insights on making environmental analysis.	PO3, PO8
CO4	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7
CO5	Understanding strategic implementation and control.	PO4, PO5, PO7
<b>Reading List</b>		
1.	Strategic Management Journal – Wiley online Library	
2.	Journal of strategy and Management – Emerald Insight	
3.	Mastering Strategic Management – <a href="http://WWW.opentextbooks.org.hk">WWW.opentextbooks.org.hk</a>	
4.	Mastering Strategic Management – <a href="http://WWW.saylor.org">WWW.saylor.org</a> .	
<b>Reference Books</b>		
1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.	
2.	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.	
3.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018	
4.	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.	
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.	
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		3			2	
CO 2				M			2	
CO 3				3		3	3	
CO 4		3		3			3	
CO 5						3	3	3

**3-Strong**

**2-Medium**

**1-Low**

**23UPMBA1S02**  
**SOFT SKILLS II - BUSINESS ETIQUETTE**

**Course Objectives**

<b>C1</b>	To analyze the Business etiquette at workplace
<b>C2</b>	To determine the Principles of exceptional work behaviour
<b>C3</b>	To explore Tech etiquette in using various telecommunication devices and channels
<b>C4</b>	To successfully handle Multi-cultural challenges
<b>C5</b>	To ascertain sensitivity to new and emerging issues in etiquette

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence the principles of exceptional work behaviour - What is the role of Good Manners in Business? -Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.	C1 & 6 Hrs
<b>II</b>	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.	C2 & 6 Hrs
<b>III</b>	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette-Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines	C3 & 6 Hrs
<b>IV</b>	Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment- Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.	C4 & 6 Hrs
<b>V</b>	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India.	C5 & 6 Hrs
<b>Total</b>		<b>30 Hrs</b>
<b>Course Outcomes</b>		

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Learn using business etiquette at work place	PO4, PO6, PO7
CO2	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7
CO4	Get familiarized with the Successful handling of Multi-cultural challenge	PO4, PO6, PO7
CO5	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7
Reading List		
1.	<a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>	
2.	<a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>	
3.	Journal of International Financial Management & Accounting	
4.	The Management Accountant Journal - icmai-rnj.in	
Reference Books		
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noulia: HarperCollins	
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.	
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.	
5.	Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.	
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>				2		2	2	
<b>CO 2</b>				2		2	2	
<b>CO 3</b>				2		2	2	
<b>CO 4</b>				2		2	2	
<b>CO 5</b>				2		2	2	

**3-Strong      2-Medium      1-Low**

**23UPMBA1S03**  
**SOFT SKILLS III – COMPUTING SKILLS**

**Course Objectives**

1	To create awareness and understanding on the basic functions of MS Excel
2	To elucidate the students on the various advanced functions of MS Excel
3	To educate the students on MS Access and its application in database management
4	To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs
5	To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.

**SYLLABUS**

UNIT	Details	No. of Hours	Course Objectives
I	MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.	6	C1
II	MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct. Functions: Mathematical - Financial - logic – Text - Statistical	6	C2
III	MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.	6	C3
IV	Cloud based apps – Google Drive, Google Sheets, Google Docs,	6	C4
V	Cloud based apps - Google Forms, Google Slides – Google Cloud Print	6	C5
	<b>Total</b>	<b>30</b>	

**Course Outcomes**

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Have awareness and understanding on the basic functions of MS Excel	PO4, PO6, PO7
CO2	Know the advanced functions of MS Excel	PO4, PO6, PO7
CO3	Possess knowledge on MS Access and its application in database management	PO2, PO4, PO6, PO7
CO4	Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs	PO4, PO5, PO6, PO7
CO5	Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.	PO4, PO6, PO7

**Reading List**

1.	Humphrey M.L., Excel For Beginners, Kindle Edition, 2017
2.	Richard Rost, Learning MS Access Kindle Edition, 2013
3.	<b>Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021</b>

4.	<b>Valarie Lestourgeon, A Beginner's Guide to GCP, Kindle Edition, 2021</b>
<b>References Books</b>	
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Nouna: HarperCollins
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.



**THIRD SEMESTER**

**24UPMBA1C15**  
**INFORMATION SYSTEMS FOR BUSINESS**

**Course Objectives**

<b>C1</b>	To enable students to understand the fundamentals of information system and its role of information in managerial decision making
<b>C2</b>	To throw light on fundamentals of information systems like TPS, DSS, and EIS.
<b>C3</b>	To manage system applications and data to best support functional areas of business
<b>C4</b>	To provide insights in securely managing database and information using the process of
<b>C5</b>	To elucidate the need and importance of ERP, its selection and implementation in workplace

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	Introduction to information system-The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.	C1 & 12 Hrs
<b>II</b>	Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System (KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.	C2 & 12 Hrs
<b>III</b>	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.	C3 & 12 Hrs
<b>IV</b>	Business Application Software–Objectives–Importance–Areas of Application –Developing Business Application Software – Difference Between Ready to Use and Customer Oriented Softwares.	C4 & 12 Hrs
<b>V</b>	Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages, Need for ERP, ERP components, Selection of ERP Package, ERP implementation, Functional Application Softwares – Market research Softwares – Open Access Softwares–Project Management Softwares– Features and Uses of above Softwares.	C5 & 12 Hrs
<b>Total</b>		<b>60 Hrs</b>

**Course Outcomes**

<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
<b>CO1</b>	Learn the importance of data and information in managerial decision making.	PO1, PO2, PO6
<b>CO2</b>	Possess on the various IS and the its relevance to Organizational environment	PO3, PO5, PO8,
<b>CO3</b>	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR	PO1, PO3, PO5, PO8
<b>CO4</b>	To study the various models and new technologies	PO1, PO2, PO6, PO7
<b>CO5</b>	Be exposed on the importance of selecting the appropriate ERP and its implementation	PO1, PO2, PO5, PO8

**Reading List**

<b>1.</b>	Information Systems for Business and Beyond – open textbooks. site.
<b>2.</b>	Management Information Systems: Managing the Digital firm– www.textbooks.com



**24UPMBA1C16**  
**EMPLOYABILITY SKILLS**

**Course Objectives**

<b>C1</b>	To learn about the employability skills
<b>C2</b>	To understand dimensions of task-oriented skills
<b>C3</b>	To study on critical problem-solving techniques
<b>C4</b>	To develop employability skills
<b>C5</b>	To understand the logical and reasoning skills

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	<b>INTRODUCTION TO EMPLOYABILITY SKILLS</b> Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.	C1 & 9 Hrs
<b>II</b>	<b>UNPACKING EMPLOYABILITY SKILLS</b> Embedded employability skills – Dimensions of competency – Task skills – Task Management skills – Contingency Management skills – Job/Role Environment skills.	C2 & 9 Hrs
<b>III</b>	<b>INTER – RELATIONSHIPS OF EMPLOYABILITY SKILLS</b> Communication – Team work – Problem solving – Initiative and Enterprise – Planning and Organizing – Self management – Learning – Technology.	C3 & 9 Hrs
<b>IV</b>	<b>RESUME WRITING</b> Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.	C4 & 9 Hrs
<b>V</b>	<b>BUSINESS PRESENTATION:</b> Written and oral presentation–work–team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation	C5 & 9 Hrs
<b>Total</b>		<b>45 Hrs</b>

**Course Outcomes**

<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
<b>CO1</b>	Acquire employability skills	PO4, PO6, PO7
<b>CO2</b>	understand dimensions of task-oriented skills	PO4, PO6, PO7
<b>CO3</b>	study on critical problem-solving techniques	PO4, PO6, PO7
<b>CO4</b>	develop employability skills	PO4, PO6, PO7
<b>CO5</b>	understand the business presentation	PO4, PO6, PO7

**Reading List**

<b>1.</b>	<a href="https://www.jobjumpstart.gov.au/article/what-are-employability-skills">https://www.jobjumpstart.gov.au/article/what-are-employability-skills</a>
<b>2.</b>	<a href="https://www.simplilearn.com/why-are-employability-skills-important-article">https://www.simplilearn.com/why-are-employability-skills-important-article</a>
<b>3.</b>	<a href="https://blog.hubspot.com/marketing/employability-skills">https://blog.hubspot.com/marketing/employability-skills</a>
<b>4.</b>	<a href="https://www.indeed.com/career-advice/finding-a-job/employability-skills">https://www.indeed.com/career-advice/finding-a-job/employability-skills</a>

**Reference Books**

<b>1.</b>	Scot Ober, “Contemporary Business Communication”, Cengage Learning (5th Edition), 2007
<b>2.</b>	Lesikar “Basic Business Communication: Skills for empowering the internet generation”, TataMcGrawHill,2005
<b>3.</b>	Jaishri Jethwaney, “Corporate Communication: Principles and Practice”, Oxford University Press, 2010
<b>4.</b>	Fafinski, S., Finch, E. (2014). Employability Skills for Law Students. United Kingdom: OUP

	Oxford.
5.	Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited.
6.	Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3		
CO 2				3		3		
CO 3		2		3		3		
CO 4				3	2	3	1	
CO 5				3		3		

**3-Strong      2-Medium      1-Low**

**24UPMBA1S04**  
**SOFT SKILLS IV – LEADERSHIP & TEAM BUILDING SKILLS**

**Course Objectives**

<b>C1</b>	To understand the characteristics, style, traits of leaders, and theories of leadership.
<b>C2</b>	To learn more about self-leadership and developing team-building skills through case studies and examples.
<b>C3</b>	To understand how to form, manage and lead the team.
<b>C4</b>	To understand the measures of conflict in a team
<b>C5</b>	To explore team roles & processes in developing and managing a team

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	<b>Leadership Theories:</b> Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership	C1 & 6 Hrs
<b>II</b>	<b>Leadership Styles:</b> Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility.	C2 & 6 Hrs
<b>III</b>	<b>Leadership Skills:</b> Leadership skills - Leadership & management - transactional & transformational in leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate-listening to out group members- communication and conflict resolution skills.	C3 & 6 Hrs
<b>IV</b>	<b>Team Work:</b> Working in group & teams - characteristics of effective team-types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.	C4 & 6 Hrs
<b>V</b>	<b>Exploring team roles &amp; processes:</b> mapping the stages of group development -Building: and developing teams-overcoming resistance coping and conflict and Ego-leading a team managing meetings.	C5 & 6 Hrs
<b>Total</b>		<b>30 Hrs</b>

**Course Outcomes**

<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
<b>CO1</b>	Critical understanding of theories and concepts of leadership and teamwork in organizations	PO4, PO5, PO6, PO7
<b>CO2</b>	Critical awareness of the importance of teamwork and development of the skills for building effective teams	PO4, PO5, PO6, PO7
<b>CO3</b>	Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills.	PO2, PO4, PO5, PO6, PO7
<b>CO4</b>	Development of skills in effective leadership and professional communication	PO4, PO5, PO6, PO7
<b>CO5</b>	Demonstrate effective written communication skills for plans, strategies and outcomes.	PO4, PO6, PO7

**Reading List**

<b>1.</b>	Uday Kumar Halder, Leadership and Team Building,
<b>2.</b>	D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2014

<b>3.</b>	<b>International Journal on Leadership, Publishing India Group</b>
<b>4.</b>	<b>International Journal of Organizational Leadership, CIKD</b>
<b>Reference Books</b>	
<b>1.</b>	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
<b>2.</b>	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Nouna: HarperCollins
<b>3.</b>	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
<b>4.</b>	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
<b>5.</b>	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3	3	3	3	
CO 2				3	3	3	3	
CO 3		3		3	3	3	3	
CO 4				3	3	3	3	
CO 5				3		3	3	

**3-Strong      2-Medium      1-Low**

**ELECTIVES**  
**HUMAN RESOURCE**  
**MANAGEMENT**



24UPMBA1EH1 ORGANIZATIONAL DEVELOPMENT		
Course Objectives		
C1	To generalize a fair comprehension of basic concepts on OD.	
C2	To assimilate design elements of OD.	
C3	To summarize the effects of Organizational culture and reinforcing techniques.	
C4	To illustrate the effectiveness of working in teams.	
C5	To interpret constructs of well-being and approaches to achieving a balance.	
SYLLABUS		
UNIT	DETAILS	Course Objectives & No. of Hours
I	<b>Introduction:</b> Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD - managing the phases of OD- Organizational diagnosis – OD Techniques - Questionnaire, interview, work task force- collecting, analysing- feedback of diagnostic information.	C1 & 9 Hrs
II	<b>Approaches:</b> Key Organizational Designs – Procedures-Differentiation & Integration - Basic Design – Dimensions Determination of Structure- Forces Reshaping Organization – Life Cycles in Organization.	C2 & 9 Hrs
III	<b>Organizational culture:</b> Key Role of Organizational Culture - Functions & Effects of Organizational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture.	C3 & 9 Hrs
IV	<b>Groups &amp; teams:</b> Work Groups & Teams - Preparing for the world of work Group Behaviour - Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder.	C4 & 9 Hrs
V	<b>Wellbeing:</b> Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications.	C5 & 9 Hrs
Total		45 Hrs
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Comprehend and justify basic concepts on OD.	PO2, PO6
CO2	Assimilate and design OD process.	PO4, PO8
CO3	Summarize Organizational culture and use reinforcing techniques.	PO3
CO4	Illustrate effectiveness of working in teams.	PO1, PO5
CO5	Interpret constructs of wellbeing and approaches to achieving a balance.	PO1, PO3, PO5
Reading List		
1.	Laslo Bock, ‘Work Rules-Insights from inside Google’	
2.	Edgar H Schein, ‘Organisational Culture and Leadership	
3.	Kirk Blackard, James W Gibson, ‘Capitalizing on conflict’	
4.	Peter S Cohan, ‘Value Leadership’	
Reference Books		
1.	Anderson, D., Organization Development: The Process of Leading Organizational Change, 5 <sup>th</sup> Edition, Sage Publication 2019.	
2.	W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learning and Changing 3 <sup>rd</sup> Edition, Pearson FT Press, 2015.	
3.	French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6 <sup>th</sup> Edition, Pearson Higher Education, 2017.	

<b>4.</b>	Cummings, T., Theory of Organization Development and Change, 9 <sup>th</sup> Edition, South-Western, 2011.
<b>5.</b>	Cheung-Judge, M. and Holbeche, L., Organization Development: A Practitioner's Guide for OD and HR, Kogan Page, 2 <sup>nd</sup> Edition, 2015.
<b>6.</b>	Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2 <sup>nd</sup> Edition, Sage India, 2011.

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>		M				M		
<b>CO 2</b>				M				M
<b>CO 3</b>			M					
<b>CO 4</b>	M				S			
<b>CO 5</b>	M		M		S			

**S-Strong      M-Medium      L-Low**

23UPMBA1EH2 EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS		
Course Objectives		
C1	To familiarize the students to the basic concepts of Emotional Intelligence	
C2	To provide insights on Emotional Competencies	
C3	To throw light on Emotional literacy	
C4	To elucidate on significance of Emotional Intelligence	
C5	To create awareness and importance of Emotional Learning in organizations	
SYLLABUS		
UNIT	DETAILS	Course Objectives & No. of Hours
I	<b>Introduction to Emotional Intelligence:</b> Emotional Brain, Theories of Emotion, Emotional Intelligence, concept and its evolution, Differences between emotional quotient and intelligent quotient.	C1 & 9 Hrs
II	<b>Emotional Competencies:</b> Emotional Intelligence (EI)-4 skills of EI-Six Principles of Emotional Intelligence-The Way Emotions Motivate Us Now-Why Is Identifying Emotions Important? -An Emotional Blueprint-How Do We Identify Emotions?	C2 & 9 Hrs
III	<b>Emotional literacy:</b> Emotional intelligence and emotional literacy, managing aggression and depression, Emotional literacy training-developing emotional skill (awareness), cognitive skills and behavioural skill.	C3 & 9 Hrs
IV	<b>Emotional Intelligence at work place:</b> The role of EI in leadership, EI and Leadership styles, Need of EI in Building Teams.	C4 & 9 Hrs
V	<b>Emotional Learning in organizations:</b> Training of EI in organization, developing emotional competencies through relationship at work and implementing EI programs.	C5 & 9 Hrs
Total		45 Hrs
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Recognize and apply basic concepts of Emotional Intelligence	PO4, PO6, PO7
CO2	Enumerate and chart Emotional Competencies	PO3, PO6, PO8
CO3	Annotate and signify Emotional literacy	PO6, PO7
CO4	Be aware of using Emotional Intelligence tools	PO1, PO7, PO8
CO5	Hypothesize and assimilate importance of Emotional Learning in organizations	PO1, PO6, PO7
Reading List		
1.	Goleman, Richard Boyatzis, Annie McKee, ‘ <i>Primal Leadership</i> ’.	
2.	Travis Bradberry, Greaves, ‘ <i>Emotional Intelligence 2.0</i> ’	
3.	Colleen Stanley, ‘ <i>Emotional intelligence for sales success: Connect with customers and get results</i> ’	
4.	David R. Caruso, Peter Salovey, ‘ <i>The Emotionally Intelligent Manager</i> ’.	
Reference Books		
1.	Daniel Goleman, Emotional Intelligence, Bloomsbury Publishing India Private Limited, 25 <sup>th</sup> Anniversary Edition 2020.	
2.	Rajagopalan Purushothaman, Emotional Intelligence, SAGE Essentials, 2021.	
3.	Dalip Singh ,Emotional Intelligence at Work :A Professional Guide, SAGE, 1 <sup>st</sup> Edition 2015.	
4.	M S Battacharya, Emotional Intelligence, Excel Publications, 1 <sup>st</sup> Edition 2007.	

5.	Deepa R, Unearthing your Emotional Intelligence, Notion Press, 1st Edition, 2020.
6.	Sumner Redstone , Peter Knoble ,A Passion to Win: An Autobiography , Simon & Schuster, 1 <sup>st</sup> Edition 2001.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S		S	M	
CO 2			M			S		S
CO 3						S	M	
CO 4	M						M	S
CO 5	M					S	M	

S-Strong      M-Medium    L-Low

**23UPMBA1EH3**  
**LEARNING AND DEVELOPMENT**

**Course Objectives**

<b>C1</b>	To introduce L&D Organisations, Models, Practices and Experiential Learning Cycles.
<b>C2</b>	To assimilate arguments towards designing L&D framework, Mapping organizational learning maturity and Skill Gap Analysis.
<b>C3</b>	To introspect the ethical implications and L&D delivery and Design Thinking.
<b>C4</b>	To demonstrate coaching and implementation of L&D strategies.
<b>C5</b>	To evaluate the L&D approaches, Learning theories, Learning Analytics and redesign continuous learning

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	<b>Introduction:</b> Learning & Development Foundation: The Design & Dynamics of Learning- Contemporary Skills for Efficient Facilitation- Contemporary Frameworks & Tools to Evaluate L&D Programs- Leadership & Management Development- Organizational Design & Development-Learning Vs Training, Training Cycle, Experiential Learning Cycles-Creating Learning ecosystems.	C1 & 9 Hrs
<b>II</b>	<b>Learning and Development Strategy:</b> Objectives and learning outcomes-Sequencing learning content-Training & Learning Methods-Monitoring, Assessing and Evaluation-Building a Culture of Learning- Learning Strategy- Setting Up the Learning Landscape-Mapping organizational learning maturity, setting up learning programs and strengthening the informal learning landscape; Skill Gap Analysis- Learning Key Techniques.	C2 & 9 Hrs
<b>III</b>	<b>Delivery:</b> Delivery Styles, L&D activities, Physical Environment – Tools & Techniques, digital learning content, Delivery and Evaluations; Role of Learning and Development Practitioners-Issues, Design Thinking; Ethics in Learning and Development.	C3 & 9 Hrs
<b>IV</b>	<b>Coaching Strategy:</b> Introduction to Coaching -Evidence-Based Coaching-Coaching Process- Models-Benefits; Mentoring Process- Models- Benefits; Social Media and Collaborative Learning; Learning & Development In Organisations: Strategy, Evidence And Practice.	C4 & 9 Hrs
<b>V</b>	<b>Learning Engagement, Evaluation and Learning Analytics:</b> Learner Engagement, Factors affecting Learning, Psychology and Neuroscience of Learning-Strategies for learning enhancement and engagement. Learning Evaluation theory and thinking -process and practice-Evaluation Methods, Approaches, Tools- Analysing and reporting recommendations. Learning Analytics: Collecting Learning Data -Implementing Learning Analytics.	C5 & 9 Hrs
<b>Total</b>		<b>45 Hrs</b>

**Course Outcomes**

<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
<b>CO1</b>	Comprehend the importance of L&D Organisations and design Models, Practices and Experiential Learning Cycles.	PO1, PO2, PO6

CO2	Assimilate arguments towards designing L&D framework and Mapping Organisational Learning.	PO1, PO6, PO8
CO3	Introspect the ethical implications of L&D delivery.	PO6, PO8
CO4	Illustrate implementation of coaching and implementation of L&D strategies.	PO1, PO6, PO8
CO5	Design and evaluate the L&D approaches for continuous learning and development.	PO1, PO2, PO6

### Reading List

1.	Boller, Fletcher, 'Design Thinking for Training and Development'
2.	Sharon Boller, Karl Kapp, 'Play to Learn: Everything You Need to Know About Designing Effective Learning Games'
3.	Michelle Weise, 'Preparing for Jobs That Don't Even Exist Yet'
4.	Jaime Roca, Sari Wilde, 'The Connector Manager: Why Some Leaders Build Exceptional Talent – and Others Don't'

### Reference Books

1.	Rebecca Page-Tickell, Learning and Development: A Practical Introduction (HR Fundamentals Book 15), 2 <sup>nd</sup> edition, 2018 by Kogan Page.
2.	Kathy Beevers, Andrew Rea, David Hayden, Learning and Development Practice in the Workplace 2019, CIPD - Kogan Page; 4th edition.
3.	Michelle R. Weise, Long Life Learning, Preparing for Jobs that Don't Even Exist Yet, 1 <sup>st</sup> Edition, Wiley 2020.
4.	Sharon Boller, Laura Fletcher, Design Thinking for Training and Development: Creating Learning Journeys That Get Results, ATD Press, 1 <sup>st</sup> edition, 2020.
5.	Thomas Garavan, Carole Hogan, Amanda Cahir-O'Donnell & Claire Gubbins, Learning & Development in Organisations: Strategy, Evidence and Practice, 1 <sup>st</sup> edition, Oak Tree Press, 2020.
6.	Andrew Mayo, Creating a Learning and development strategy, 2 <sup>nd</sup> edition, Viva CIPD, 2017.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M	M				S		
CO 2	M					S		M
CO 3						S		M
CO 4	M					M		M
CO 5	M	M				M		

**S-Strong      M-Medium      L-Low**

**ELECTIVES  
FINANCE  
MANAGEMENT**

23UPMBA1EF1 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT		
Course Objectives		
C1	To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market.	
C2	To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges.	
C3	To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision.	
C4	To analyze stock price behaviour in market, that is affected by various factors by calculating various technical indicators using Technical Analysis.	
C5	To enable the students with a basic introduction to portfolio theory and study various methods of modelling the risk associated with stock investment.	
SYLLABUS		
UNIT	DETAILS	Course Objectives & No. of Hours
I	<b>Investment</b> - Concept of investment-importance-alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate- Gold and Silver- Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.	C1 & 9 Hrs
II	<b>Securities Market</b> - Investment Environment; Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology.	C2 & 9 Hrs
III	<b>Fundamental Analysis</b> - Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.	C3 & 9 Hrs
IV	<b>Technical Analysis</b> - Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.	C4 & 9 Hrs
V	<b>Portfolio Management</b> -Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation	C5 & 9 Hrs
<b>Total</b>		<b>45 Hrs</b>
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.	PO2, PO6, PO7



CO2	Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market	PO2, PO4, PO6, PO7
CO3	Analyze the investment decisions with the help of fundamental analysis techniques.	PO2, PO4, PO7, PO8
CO4	Appraise the stock price movements and its behaviour with the help of technical analysis techniques.	PO4, PO6 PO7
CO5	Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.	PO6, PO7

#### Reading List

1.	Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015
2.	Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009
3.	The Journal of Portfolio Management, Springer
4.	Financial Markets and Portfolio Management, SC imago Journal and Country Rank

#### Reference Books

1.	Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.
2.	Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.
3.	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.
4.	Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014.
5.	Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2ndEdition, Pearson, 2015.
6.	Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		3				3	3	
CO 2		3		2		3		
CO 3		3		3		2		
CO 4				2		3	3	
CO 5						2	3	

**3-Strong    2-Medium    1-Low**

**23UPMBA1EF2**  
**MERCHANT BANKING AND FINANCIAL SERVICES**

**Course Objectives**

<b>C1</b>	To enable a better understanding of the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market.
<b>C2</b>	To familiarize the students with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities.
<b>C3</b>	To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating.
<b>C4</b>	Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation.
<b>C5</b>	Students can understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	<b>Merchant Banking:</b> Introduction–An Overview of Indian Financial System–Merchant Banking in India–Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework –Relevant Provisions of Companies Act- SERA- SEBI Guidelines - FEMA, etc. –Relation with Stock Exchanges and OTCEI.	C1 & 9 Hrs
<b>II</b>	<b>Issue management:</b> Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building – Preparation of Prospectus – Selection of Bankers – Advertising Consultants etc.- Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option–E-IPO, Private Placement–Bought out Deals–Placement with FIs, MFs, FIIs, etc. Off-Shore Issues.–Issue Marketing–Advertising Strategies – NRI Marketing–Post Issue Activities.	C2 & 9 Hrs
<b>III</b>	<b>Fee based financial services:</b> Mergers and Acquisitions-Portfolio Management Services – Credit Syndication –Credit Rating – Business Valuation.	C3 & 9 Hrs
<b>IV</b>	<b>Fund based financial services:</b> Leasing and Hire Purchasing Basics of Leasing and Hire purchasing–Financial Evaluation.	C4 & 9 Hrs
<b>V</b>	<b>Other fund based financial services:</b> Consumer Credit – Credit Cards – Real Estate Financing–Bills Discounting – factoring and Forfeiting–Venture Capital.	C5 & 9 Hrs
<b>Total</b>		<b>45 Hrs</b>

**Course Outcomes**

<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
CO1	Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations governing the Indian securities market.	PO4, PO6
CO2	Identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.	PO2, PO6

CO3	Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating.	PO2, PO4, PO6
CO4	Estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation.	PO2, PO6
CO5	Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	PO4, PO6

#### Reading List

1.	Swati Dawan, Merchant Banking and Financial Services, McGraw Hill Education, 2011
2.	Pathak Barthi, Indian Financial System, 5 <sup>th</sup> Edition, Pearson Education, 2018
3.	Indian Journal of Finance, ISSN: 0973-8711, Research Gate
4.	Journal of Corporate Finance, Elsevier

#### Reference Books

1.	M.Y.Khan, Financial Services, Tata McGraw-Hill, 12 <sup>th</sup> Edition, 2012
2.	Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
3.	Machiraju, Indian Financial System, Vikas Publishing House, 2 <sup>nd</sup> Edition, 2010.
4.	J.C. Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
5.	Varshney P.N. & Mittal D.K. Indian Financial System, Sultan Chand & Sons, New Delhi.
6.	Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		
CO 2		2				2		
CO 3		2		2		2		
CO 4		2				2		
CO 5				2		2		

**3-Strong**

**2-Medium**

**1-Low**

**23UPMBA1EF3**  
**BANKING AND INSURANCE**

**Course Objectives**

<b>C1</b>	To provide a basic understanding of the insurance mechanism and principle of insurance.
<b>C2</b>	To provide an overview of Indian insurance industry.
<b>C3</b>	To understand the basics of Banking and the emergence of Banking in India.
<b>C4</b>	To get acquainted with the functionality of the Banks.
<b>C5</b>	To know the meaning and use of commonly used technologies in Banking.

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	<b>Indian Financial System:</b> Introduction to Financial System – Business of Banking - Organizational Structure of Indian Financial System - Role of Government & Reserve Bank of India As Regulators of Banks - Role & Functions of Banks - Various Committees on Banking & Their Impact - Recent Developments in Indian Financial System - Self Help Groups, Financial Inclusion- Jan Dhan Yojana Accounts- NBFCs - Micro Finance Institutions.	C1 & 9 Hrs
<b>II</b>	<b>Basics of Banking:</b> Basic Concepts in Banking - Banker-Customer Relationships – Know Your Customer, Anti Money Laundering - Guidelines - Negotiable instruments – Bankers’ Duties and Responsibilities - DICGC - Types of Customers & Various Types of Accounts - Deposit Products – Services Rendered by Banks - Principles of Lending - Approach to Lending & Steps in Lending - Priority Sector Lending in Banks- Lending to Agriculture, Micro, Small & Medium Enterprises.	C2 & 9 Hrs
<b>III</b>	<b>Electronic Banking:</b> Current Trends and Role of information & Communication Technology in Banking - Banking Technology –ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc. - Cheque Truncation System of cheque clearance, UPI, BHIM (Bharath Interface for money), Products and Impact - Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) – <b>NACH</b> Global Trends in Banking Technology - Marketing of Banking Services; Marketing of Banking Services – Meaning, Importance and Functions - Market Research & Product Development - Factors influencing Marketing of Banking Products Third Party Products in Banking, One stop shop Financial solutions in Banks - Financial Advisory Services (FAS)	C3 & 9 Hrs
<b>IV</b>	<b>Insurance:</b> Meaning – Nature and Importance – Risk Management; Identification – Measurement – Diversification –Sum of Large Numbers Theory of Probability Insurance Regulation; IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors.	C4 & 9 Hrs
<b>V</b>	<b>General Insurance:</b> Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance - House +Articles insurance- Overseas Travel Insurance– Medical Insurance – Group Medi claim- Jewellery Insurance, Social Security Insurance. Life Insurance; Principles –Death and Survival Classifications – Traditional Salary Savings Scheme – Employees Deposit Linked Insurance –	C5 & 9 Hrs

Total		45 Hrs
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand, analyze and communicate on the Indian Financial System	PO4, PO6
CO2	Explain the basics of Banking and the emergence of Banking in India and its lending practices	PO2, PO6
CO3	Analyze the Digital Banking and the current trend in banking and new banking products and services	PO2, PO4, PO6
CO4	Summarize the basics of the insurance mechanism and principle of insurance and acquire knowledge on Indian insurance industry.	PO2, PO6
CO5	Categorize the knowledge and understanding on Marine, fire, home and medical insurances	PO4, PO6
Reading List		
1.	Swati Dawan, Merchant Banking and Financial Services, McGraw Hill Education, 2011	
2.	Pathak Barthi, Indian Financial System, 5 <sup>th</sup> Edition, Pearson Education, 2018	
3.	Indian Journal of Finance, ISSN: 0973-8711, Research Gate	
4.	Journal of Corporate Finance, Elsevier	
Reference Books		
1.	M.Y.Khan,FinancialServices,TataMcGraw-Hill,12thEdition,2012	
2.	Nalini Prava Tripathy, Financial Services, PHI Learning,2011.	
3.	Machiraju, Indian Financial System, Vikas Publishing House, 2 <sup>nd</sup> Edition,2010.	
4.	J.C.Verma,AManualofMerchantBanking,BharathPublishingHouse,NewDelhi,	
5.	Varshney P.N.& Mittal D.K. Indian Financial System, Sultan Chand & Sons, New Delhi.	
6.	Sasidharan, Financial Services and System, Tata Mcgraw Hill, NewDelhi.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3	3	
CO 2				2		3	3	
CO 3				3		3	3	
CO 4				3		3	3	
CO 5				3		3	3	

**3-Strong    2-Medium    1-Low**

**ELECTIVES  
MARKETING  
MANAGEMENT**

**23UPMBA1EM1  
BRAND MANAGEMENT**

**Course Objectives**

<b>C1</b>	Understand brand equity & assess the equity of a brand by applying brand equity models
<b>C2</b>	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model
<b>C3</b>	Ability to develop a comprehensive go to market strategy for a brand
<b>C4</b>	Evaluate various architecture types & examine brand extension strategies for success
<b>C5</b>	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	<b>Introduction:</b> Definition of Brand - Importance of Brands – Branding Challenges and Opportunities – Brand Equity Concept – Brand Equity Models – Kepler Brand Identity Model - Brands vs. Products Constituents of a Brand: Brand Elements – Brand Identity - Image and Personality – Brand DNA, Kernel, Codes and Promises – Point of Distribution and Point of Purchase	C1 & 9 Hrs
<b>II</b>	<b>Brand Positioning:</b> Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity – Points of Difference – Brand Building: Designing Marketing Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term.	C2 & 9 Hrs
<b>III</b>	<b>Brand Image:</b> Image Dimensions, Brand Associations & Image, Brand Identity; Perspectives, Levels and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands	C3 & 9 Hrs
<b>IV</b>	<b>Brand Valuation:</b> Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management	C4 & 9 Hrs
<b>V</b>	<b>Branding in Practice:</b> Handling Name Changes and Brand Transfer – Brand Revitalisation and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.	C5 & 9 Hrs
<b>Total</b>		<b>45 Hrs</b>

**Course Outcomes**

<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
CO1	Understand brand equity & assess the equity of a brand by applying brand equity models	PO4, PO7
CO2	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model	PO1, PO2, PO6
CO3	Possess the ability to develop a comprehensive go to market strategy for a brand	PO4, PO6, PO7

CO4	Evaluate various architecture types & examine brand extension strategies for success	PO1, PO4
CO5	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods	PO5, PO6, PO7

### Reading List

1.	Kevin Lane Keller, Mats Georgson, & Tony Aperia, Strategic Brand Management, Kindle 2 <sup>nd</sup> Edition, 2013
2.	Brand Management, Palgrave Mcmillan, 2021
3.	Journal of brand management, Palgrave Macmillan
4.	Journal of Product & brand Management ,Emerald Publishing

### Reference Books

1.	Aaker, D., Building Strong Brands, Simon & Schuster, 2010.
2.	Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2nd Edition, John Wiley and Sons, 2012.
3.	Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 2012.
4.	Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011.
5.	Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition, Kogan Page, 2012.
6.	Keller, K.L., Strategic Brand Management, 3rd Edition, Pearson, 2011.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S			S	
CO 2	M	S				S		
CO 3				M		S	S	
CO 4	M			S				
CO 5					S	M	M	

**S-Strong      M-Medium      L-Low**



**23UPMBA1EM2  
SERVICES MARKETING**

**Course Objectives**

<b>C1</b>	To familiarize the students to the basic concepts of Services marketing and Service Sector
<b>C2</b>	To provide insights on Marketing Mix in Service Marketing
<b>C3</b>	To throw light on Effective Management of Service Marketing
<b>C4</b>	To elucidate on Quality of Services, GAPS and factors influencing Services Marketing
<b>C5</b>	To create awareness and importance of various service sectors like Health, Hospitality, travel, hotels and Tourism ,Professional Service, Public Utility Services & Educational Services

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	<b>Marketing Services:</b> Introduction - Growth of the service sector - The Concept of Service - Characteristics of Service – Classification of Service – Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.	C1 & 9 Hrs
<b>II</b>	<b>Marketing Mix in Service Marketing:</b> The Seven Ps: Product Decision, Pricing, Strategies and Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension in Services Marketing – People, Physical Evidence And Process.	C2 & 9 Hrs
<b>III</b>	<b>Effective Management of Service Marketing:</b> Marketing Demand and Supply through Capacity Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy.	C3 & 9 Hrs
<b>IV</b>	<b>Delivering Quality Service:</b> Causes of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors and Techniques to Resolve This Gap Customer Relationship Management. Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality	C4 & 9 Hrs
<b>V</b>	<b>Marketing of Service with Special Reference:</b> Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.	C5 & 9 Hrs
<b>Total</b>		<b>45 Hrs</b>

**Course Outcomes**

<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
CO1	Possess knowledge and understanding on the basic concepts of managing Services marketing and Service Sector	PO4,PO7
CO2	Possess knowledge on Marketing Mix in Service Marketing	PO6
CO3	Have insights on Effective Management of Service Marketing	PO6,PO7
CO4	Learn Quality of Services, GAPS and factors influencing Services Marketing	PO6

CO5	Have better understanding on various service sectors like Health, Hospitality, travel, hotels and Tourism, Professional Service, Public Utility Services & Educational Services	PO4, PO5, PO6, PO7
<b>Reading List</b>		
1.	R. Srinivasan, Services Marketing: The Indian Context 4th Edition, PHI, Edition, 2014	
2.	Jayantha Chatterjee Christopher Lovelock, Pearson, 2017, Kindle	
3.	Journal of services marketing, Emerald Insight	
4.	Journal of service management, Emerald Group Publishing Ltd	
<b>Reference Books</b>		
1.	Bateman, J.E. and Hoffman, D., Services Marketing, 4th Edition, Cengage Learning, 2011.	
2.	Gronoos, C., Service Management and Marketing: Customer Management in Service Competition, 3rd Edition, Wiley India, 2011.	
3.	Jauhari, V. and Dutta, K., Services: Marketing, Operations and Management, Oxford University press, 2009.	
4.	Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing, 7th Edition, Pearson, 2019.	
5.	Srinivasan, R., Services Marketing: Indian Context, PHI Learning, 2012.	
6.	Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5th Edition, Tata McGraw-Hill, 2017	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M			S	
CO 2						S		
CO 3						S	M	
CO 4						M		
CO 5				S	S	M	M	

**S-Strong      M-Medium      L-Low**

**23UPMBA1EM3**  
**INTERNATIONAL MARKETING**

**Course Objectives**

<b>C1</b>	To increase globalization by integrating the economies of different countries.
<b>C2</b>	To assist developing countries in their economic and industrial growth by inviting them to the international market thus eliminating the gap between the developed and the developing countries.
<b>C3</b>	To assure sustainable management of resources globally.
<b>C4</b>	To propel export and import of goods globally and distribute the profit among all participating countries.
<b>C5</b>	To enhance free trade at global level and attempt to bring all the countries together for the purpose of trading.

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	<b>International Marketing Environment:</b> Factors/Dimensions influencing International Marketing – Controllable and Uncontrollable factors in International Marketing.	C1 & 9 Hrs
<b>II</b>	<b>Product Policy</b> – International Product Life Cycle – Export Pricing. <b>International Marketing Decision:</b> Marketing Decision – Market Selection Decision – Market Entry Decision – Marketing Mix Decision. International Marketing Research: Marketing Information System – Market Research – Marketing Research – Methodology for Marketing Research – International Research Strategy – Desk Research and Filed Research – Market Oriented Information – International Marketing Intelligence – Competitive Intelligence.	C2 & 9 Hrs
<b>III</b>	<b>International Sales Contract:</b> Major Laws – INCO Terms – Standard clauses of International sales Contract – Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. <b>International Trade Liberalization:</b> General Agreement on Tariff and Trade (GATT) – World Trade Organization (WTO) – GATS – UNCTAD – Trade Blocks: Customs Union – EU – Intra – African Trade: Preferential Trade Area (PTA) – European Free Trade Area (EFTA) – Central American Common Market (CACM) – Latin American Free Trade Association (LAFTA) – North American Free Trade Agreement (NAFTA) – Association of South East Asian Nations (ASEAN) – CARICOM – GSTP – GSP – SAPTA – Indian Ocean RIM initiative – BIM ST – EC – World Bank, IMF, International Finance Corporation – Multinational Investment Guarantee Agency (MIGA). World Trade in Services – Counter Trade – World Commodity Markets and Commodity Agreements.	C3 & 9 Hrs
<b>IV</b>	<b>India's Foreign Trade:</b> Recent Trends in India's Foreign Trade – India's Commercial Relations and Trade Agreements with other countries – Institutional Infrastructure for Export Promotion in India – Export Assistance – Export Finance – Export Processing Zones (EPZs) – Special Economic Zones (SEZs) – Exports by Air, Post and Sea – Small Scale Industries (SSI) and Exports – Role of ECGC - Role of EXIM Bank of India – Role of Commodity Boards – Role of State Trading Agencies in Foreign Trade – STC, MMTC, etc. <b>Export Regulations:</b> Procedure for export of goods – Quality control and Pre-shipment Inspection – Excise Clearance – Customs Clearance – Port Formalities – Exchange Regulations for Export	C4 & 9 Hrs

	– Role of Clearing and Forwarding Agents. Procedure for Executing an Export Order – Export and Import Documentation - Export Packing – Containerisation – World Shipping – Liners and Tramps – Dry ports-Project Exports – Joint Ventures - Marine Insurance and Overseas Marketing - Export Payment – Different Modes of Payment and Letters of Credit.	
V	<b>World Trade and India:</b> - Globalisation and Role of Multinational Enterprises (MNEs) - Overview of Export – Import Policy of India – Basic Objectives, Role and Functions of Export Promotion Councils.	C5 & 9 Hrs
<b>Total</b>		<b>45 Hrs</b>
<b>Course Outcomes</b>		
<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
CO1	Identify and analyse opportunities within international marketing environments	PO4, PO7
CO2	Utilise cases, readings and international business reports to evaluate corporate problems/opportunities in an international environment; Select, research, and enter a new international market;	PO4, PO7
CO3	Prepare an international marketing plan; Develop a comprehensive course of action for a business firm using formal decision-making processes;	PO2, PO4
CO4	Possess understanding and knowledge on Export trade	PO4, PO6, PO7
CO5	Have comprehensive knowledge and understanding on the role and functions of Export Promotion Councils	PO4, PO6
<b>Reading List</b>		
1.	R.Srinivasan, International Marketing, PHI Learning Pvt. Ltd., 2008	
2.	Roger Bennett, Jim Blythe, International Marketing: Strategy Planning, Market Entry & Implementation, Kogan Page, 2002	
3.	Journal of International Marketing, SAGE Publications	
4.	Journal of International Business Studies, Palgrave MmMillan	
<b>Reference Books</b>		
1.	Baack, D., Harris, E. and Baack, D., International Marketing, Sage Publications, 2012.	
2.	Cateora, P., Graham, J. and Salwan, P., International Marketing, 13 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2008.	
3.	Czinkota, M. and Ronkainen, I., International Marketing, 8 <sup>th</sup> Edition,South- Western, 2007.	
4.	Onkvisit, S. and Shaw, J., International Marketing: Analysis and Strategy, 3 <sup>rd</sup> Edition, PHI Learning, 2009.	
5.	Paul, J. and Aserkar, R., Export Management, Oxford University Press, 2008.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M			M	
CO 2				M			M	
CO 3		S		M				
CO 4				M		S	M	
CO 5				M			M	

**S-Strong**

**M-Medium**

**L-Low**

**SUPPORTIVE PAPER**

**23UPMBA1S01**  
**ENTREPRENEURSHIP DEVELOPMENT**

**Course Objectives**

<b>C1</b>	To introduce students to entrepreneurship and its growth in India.
<b>C2</b>	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.
<b>C3</b>	To orient the students on new venture creation
<b>C4</b>	To enable students to prepare a feasible business plan
<b>C5</b>	To give inputs on various types of financing available for new ventures.

**SYLLABUS**

<b>UNIT</b>	<b>DETAILS</b>	<b>Course Objectives &amp; No. of Hours</b>
<b>I</b>	<b>Introduction:</b> The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.	C1 & 9 Hrs
<b>II</b>	<b>Innovation in Business:</b> Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms	C2 & 9 Hrs
<b>III</b>	<b>New Venture Creation:</b> Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods –	C3 & 9 Hrs
<b>IV</b>	<b>Business Plan Preparation:</b> Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Start-ups and e-commerce Start-ups.	C4 & 9 Hrs
<b>V</b>	<b>Family Business:</b> Definition, key point in family business- classic systems (Types) of family enterprise- Enterprise Governance-Family governance – Owner Governance- Characteristics of Family Enterprises-Challenges in family enterprise-Comparisons of Family Systems and Enterprise Systems-Differences in family enterprise.	C5 & 9 Hrs
<b>Total</b>		<b>45 Hrs</b>

**Course Outcomes**

<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	<b>Program Outcomes</b>
<b>CO1</b>	Be able to know about growth of entrepreneurship in India	PO4, PO7
<b>CO2</b>	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	PO7, PO8
<b>CO3</b>	Obtain knowledge on new venture creation	PO6, PO7
<b>CO4</b>	Be able to prepare a business plan	PO7, PO8
<b>CO5</b>	Gian knowledge on various types of financing available for new ventures.	PO7, PO8

**Reading List**

<b>1.</b>	<a href="http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf">http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf</a>
<b>2.</b>	<a href="https://www.cengage.com/highered">https://www.cengage.com/highered</a>
<b>3.</b>	<a href="https://roadmapresearch.com/entrepreneurship-beyond-curriculum">https://roadmapresearch.com/entrepreneurship-beyond-curriculum</a>
<b>4.</b>	<b>The International Journal of Entrepreneurship and Innovation</b>

Reference Books	
1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
6.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018  Pearson

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3			3	
CO 2							3	2
CO 3						2	3	
CO 4							3	2
CO 5							3	3
3-Strong			2-Medium		1-Low			