



ST. XAVIER'S UNIVERSITY, KOLKATA

SYLLABUS FOR MBA [ODD SEMESTER]

Academic Year (AY)[2023-24]

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COURSE OUTLINE: MBA

Batch	Sem.	Paper Code	Rev. No.	Paper Title	Full Marks	CIA			End Sem.		Credits
						WT	OTH	Pass Marks	Marks	Pass Marks	
2023 - 25	I	MBR1010T	3	Quantitative Techniques	100	60	—	30	40	20	4
		MBR1020T	2	Accounting for Managers	100	60	—	30	40	20	4
		MBR1030T	1	Business Communicati on	50	30	—	15	20	10	2
		MBR1040T	3	Managerial Economics	100	60	—	30	40	20	4
		MBR1050T	3	Cost Management	50	30	—	15	20	10	2
		MBR1060T	3	Computer Applications In Business & Management Information System	100	60	—	30	40	20	4
		MBR1070T	3	Organization al Behaviour	100	60	—	30	40	20	4
		MBR1080T	3	Business Ethics and Legal Environment	100	60	—	30	40	20	4
Total					700	Total Credit:					28

Sem	Paper Code	Course Title	Full Marks	End Sem	Pass Marks	CIA	Pass Marks	Credits
III	MBR3010T	Entrepreneurship Development and New Venture Creation	100	40	20	60	30	4
	MBR3020T	Organizational Development and Change Management	100	40	20	60	30	4
	MBR3011T*	Advanced Cost and Management Accounting	100	40	20	60	30	4
	MBR3021T*	Banking and Insurance	100	40	20	60	30	4
	MBR3031T*	Investment Analysis and Portfolio Management	100	40	20	60	30	4
	MBR3041T*	Taxation	100	40	20	60	30	4
	MBR3051T*	Financial Institutions and Markets	100	40	20	60	30	4

Sem	Paper Code	Course Title	Full Marks	End Sem	Pass Marks	CIA	Pass Marks	Credits
	MBR3061T*	Financial Statement Analysis and Reporting	100	40	20	60	30	4
	MBR3012T*	Integrated Marketing Communications	100	40	20	60	30	4
	MBR3022T*	Consumer Behaviour	100	40	20	60	30	4
	MBR3032T*	Sales and Distribution Management	100	40	20	60	30	4
	MBR3042T*	Product and Brand Management	100	40	20	60	30	4
	MBR3052T*	Services Marketing	100	40	20	60	30	4
	MBR3062T*	Business to Business Marketing	100	40	20	60	30	4
	MBR3013T*	Manpower Planning, Recruitment and Selection	100	40	20	60	30	4
	MBR3023T*	Leadership and Team Dynamics	100	40	20	60	30	4
	MBR3033T*	Industrial Relations	100	40	20	60	30	4
	MBR3043T*	Training and Development	100	40	20	60	30	4
	MBR3053T*	Performance Management System	100	40	20	60	30	4
	MBR3063T*	Compensation and Benefits Management	100	40	20	60	30	4
	MBR3070J	Project Work	150	150	75	–		6
	MBR3080V	Project Viva	50	50	25	–		2
TOTAL			800	TOTAL				32

ACRONYMS (AS APPLICABLE)

T = Theory; WT = Written Test; P = Practical; O = Others (seminar/ presentation/class room activity, etc.);
V = Viva voce

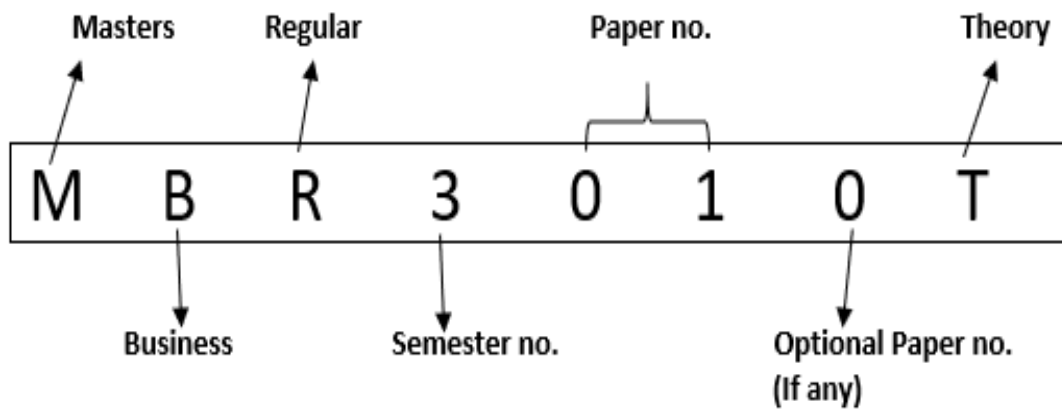
*** Optional Paper [Students need to choose Any 4 out of 6 papers of the specialization]**

Optional / Specialization Code No. – 1 : Finance;
Code No. – 2 : Marketing
Code No. – 3 : Human Resource

Colour Code Illustration :

Finance	Marketing	Human Resource
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PAPER CODE ILLUSTRATION:



SEMESTER : I

MBR1010T

2 MBR1010T: [Quantitative Techniques], [4 credits], [Semester I]

2 Course Outcomes(CO)

CO1: To recall student's ability to deal with numerical and quantitative issues in business.

CO2: To summarizing the use of statistical, graphical, and algebraic techniques wherever relevant.

CO3: To apply the quantitative models and statistical tool and techniques to solve business problems

CO4: To examine the decision-making process under certainty, uncertainty and risk using quantitative and statistical tools.

CO5: To Develop and employ various quantitative and statistical tools, techniques, and models to make informed decisions within complex systems.

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Data and Descriptive Statistics	Types of Data; Grouping and displaying of data using chart , graphs and plots; Measure of Central Tendency, measure of Dispersion; Covariance and Correlation coefficients, Scatter Plot; Descriptive statistics using excel.	Introduction to Statistics	5	5(CIA written) 2 (End sem)	0.5	CO1
II	Probability Theory and Probability Distributions	Axioms of probability; Probability Rules, Joint and Conditional probability and Bayes' theorem; Discrete and Continuous Probability Distributions: Binomial, Poisson, Exponential, Normal, and its problems.	Introduction to Probability	7	5(CIA written) 7(End sem)	0.7	CO2, CO3
III	Inferential Statistics and Hypothesis Testing	Role of inferential statistics in business decision-making; Populations, samples, and sampling distributions; Central Limit theorem; Null and	Introduction to Inferential statistics	10	12(End sem)	1	CO3, CO4, CO5

		alternative hypotheses ; Type I and Type II errors ; Confidence intervals; Chebyshev's Theorem; Test statistics and p-values; One-sample and two-sample hypothesis tests; Chi-square test for testing independence; simple linear regression and its interpretation using excel					
IV	<i>Linear Programming and Game theory</i>	Formulating business problems as mathematical models, Objective functions and constraints; Introduction to linear programming (LP), LP formulation and graphical solution of business problems; Duality, Sensitivity analysis. Introduction to game theory Game theory and strategic decision-making, Nash Equilibrium.	Optimization technique-I	10	12 (End sem)	1	C02,C03 , C04, C05
V	<i>Optimization in Operations Management</i>	Transportation & Transshipment problem; Assignment problem; Basics of queuing systems; Queuing models: M/M/1, M/M/c, M/M/∞; Introduction to Goal Programming	Optimization technique-II	8	10 (CIA written) 7(End sem)	0.8	C03, C04, C05

Suggested Readings:

TEXT BOOKS :

1. Statistics for Management, Levin & Rubin
2. Quantitative Techniques for Managerial Decisions- Vol-I, L. C. Jhamab
3. Quantitative Techniques for Managerial Decisions- Vol-II, L. C. Jhamab

REFERENCE BOOKS:

4. Operation Research, Gupta & Hira .
5. Fundamental of Mathematical Statistics, Gupta& Kapoor.
6. Applied Statistics for Business and Management using Microsoft Excel, Herkenhoff, Fogli, and Ohlmann
7. Business Statistics: A First Course, Levine, Szabat, and Stephan.
8. Operations Research: An Introduction, Taha
9. Introduction to Operations Research, Hillier and Lieberman

CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO1	L	L						
CO2	L	L						
CO3	L	M						
CO4	M	H						L
CO5	M	H						L

**** H means High relevance, M means Medium relevance, L means Low relevance**

CIA PLAN (out of 60 marks)			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>CO (for Rubrics)</u>
<u>Surprise Quiz1 (tentatively after 10th session)</u>	<u>Individual</u>	<u>5</u>	<u>CO1, CO2</u>
<u>Mid Semester Exam (University Schedule)</u>	<u>Individual</u>	<u>20</u>	<u>CO1, CO2, CO3</u>
<u>Individual Assignment or Group Project (tentatively after 20th session)</u>	<u>Individual /Group</u>	<u>15</u>	<u>CO3, CO4</u>
<u>Case Study Presentation (tentatively after 35th session)</u>	<u>Group</u>	<u>20</u>	<u>CO4, CO5</u>
<u>TOTAL</u>		<u>60</u>	

END SEMESTER EXAMINATION (Out of 40 marks)			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>CO (for Rubrics)</u>
<u>End Semester Exam</u>	<u>Individual</u>	<u>40 (10 marks compulsory question in the form of case let or situation based)</u>	<u>C01, C02, C03, C04, C05</u>

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Section 02

MBR1020T: [BASICS OF ACCOUNTING FOR MANAGERS], [credits], [Semester], [Nature of the Course:]

❏ Course Outcomes(CO)

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

C01. Understand the components of a financial statement i.e. balance sheet, profit and loss, cash flow.

C02. Determine specific values of all assets of a company at certain stages in their development and production

C03. Learn how to relate quantitative data and financial statements to decode and determine the long term and short term solvency .

C04. Prepare analyses of various special decisions, using relevant management techniques.

C05. Build and understanding of how to measure operating , investing and financial performance of a company , that will help in managerial decision making.

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome(CO)
I	Basics of Accounting	Concept of Accounting, Accounting equation, Accounting Concepts and Principles, Accounting Process, Journal, Ledger, Trial Balance, Understanding the format of Balance Sheet and Profit and Loss Statement.	Accounting Basics	12	20	12	C01
II	Accounting for Inventories	Inventory valuation and its impact on profits.	AS2 IND AS 2	4	15	4	C02, C04

III	Valuation of fixed assets and accounting for depreciation	Accounting for Fixed Assets, Concept of Depreciation, Straight line and Diminishing Balance method of charging depreciation, Definition of Intangible Assets and accounting of such.	AS 10 IND AS 16	4	15	4	CO2, CO4
IV	Ratio Analysis	Concept of Ratio Analysis, Analysis of Financial Statements of various FMCG/ Engineering/other companies to verify the growth rate, profits and profitability, liquidity, capital structure, asset efficiency, market perception parameters, current and long-term liability, transactions affecting equity, accounting for investments, auditor's report and notes on accounts.	Comprehensive discussion on Financial Statement Analysis	10	25	10	CO3, CO4, CO5
V	Analyzing Financial Statements	Analyzing financial statements of various companies like FMCG/Engineering/Indian Oil Companies (like IOC, BPCL, HPCL,HUL).	Practical Application of FSA	10	25	10	CO4, CO5

Suggested Readings :

1. Financial Accounting: A Managerial Perspective, R. Naranaswamy, PHI PublishingHouse.
2. Introduction to Financial Accounting, Horngren, PearsonIndia.
3. Financial Accounting, Hanif and Mukherjee, McgrawHill HigherEd.
4. Managerial Accounting – Sanjay Dhameja PHI.

CO-POmapping

CO / PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H					H		M
CO 2	H	M				H		M
CO 3	H	H				H	M	M
CO 4	H	H				H	M	M

CO 5	M	H				L		L
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*** H means High relevance, M means Medium relevance, L means Low relevance*

CIA PLAN (out of 60 marks)			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>PO (for Rubrics)</u>
<u>Surprise Quiz 1</u>	<u>Individual</u>	<u>10</u>	<u>PO1, PO2, PO8</u>
<u>Mid Semester Exam</u>	<u>Individual</u>	<u>20</u>	<u>PO1, PO6</u>
<u>Case study</u>	<u>Group</u>	<u>10</u>	<u>PO2</u>
<u>Assignment</u>	<u>Group</u>	<u>20</u>	<u>PO7, PO8</u>
<u>TOTAL</u>		<u>60</u>	

END SEMESTER EXAMINATION (out of 40 marks)			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>PO (for Rubrics)</u>
<u>End Semester Exam</u>	<u>Individual</u>	<u>40</u>	<u>PO1, PO2, PO6, PO8</u>

Lecture plan/Lesson plan for all the lectures

Sl.No	Unit	Session No.	Content	Pedagogy* (Activities/Exercise/Case Studies/etc)
1	I	1	Concept of Accounting	Lecture
2		2	Accounting equation	Lecture
3		3	Accounting Concepts and Principles	Lecture
4		4	Accounting Concepts and Principles Cont..	Lecture & Exercise
5		5	Accounting Process	Lecture & Exercise
6		6	Journal, Ledger	Lecture & Exercise
7		7	Trial Balance	Lecture & Exercise
8		8	Understanding the format of Balance Sheet	Lecture & Exercise
9		9	Concept of Balance Sheet Contt..	Lecture
10		10	Concept of Balance Sheet Contt..	Lecture
11		11	Concept of Profit and Loss Statement	Lecture
12		12	Concept of Profit and Loss Statement Cont..	Lecture
13	II	13	Accounting for Inventories	Lecture & Exercise
14		14	Accounting for Inventories Cont..	Lecture & Exercise
15		15	Inventory valuation	Lecture & Exercise
16		16	Valuation and its impact on profits	Lecture & Exercise
17		17	Surprise Quiz	Test
18		18	Accounting for Fixed Assets	Lecture
19		19	Concept of Depreciation	Lecture
20		20	Straight line Method	Lecture & Exercise
21		21	Diminishing Balance method	Lecture & Exercise
22		22	Definition of Intangible Assets and its accounting	Lecture & Exercise
23	III	23	Concept of Ratio Analysis	Lecture & Exercise
24		24	Analysis of Financial Statements	Lecture & Exercise

25		25	profits and profitability of Company from FSA	Lecture & Exercise
26		26	liquidity, capital structure of Company	Lecture & Exercise
27		27	Understanding asset efficiency, market perception parameters	Lecture & Exercise
28		28	Understanding current and Long term liability	Lecture & Exercise
29		29	accounting for investments	Lecture & Exercise
30		30	auditor's report and notes on accounts	Lecture & Exercise
31		31	Case Study on Ratio Analysis	Exercise
32		32	Assignment-1	Exercise
33	IV	33	Analyzing financial statements	Lecture & Exercise
34		34	FSA of Manufacturing Company	Lecture & Exercise
35		35	FSA of Manufacturing Company Cont..	Lecture & Exercise
36		36	FSA of Service Industry	Lecture & Exercise
37		37	FSA of Service Industry Cont..	Lecture & Exercise
38		38	Surprise Quiz	Lecture & Exercise
39		39	Presentation by students	Lecture & Exercise
40		40	Presentation by students	PPT
41		41	Presentation by students	PPT

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❏ **MBR1030T: [Business Communication], [2 credits], [Semester I], [Nature of the Course: Core Course]**

❏ **Course Outcomes (CO)**

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

1. Apply business communication strategies and principles to prepare effective communication for workplace situations.
2. Analyse ethical, legal, cultural, and global issues affecting business communication.
3. Analyze the implementation of appropriate organizational formats and channels in business communication.
4. Analyze information sources and compile information using appropriate technology and information systems.
5. Design organizational communication that effectively uses presentations, reports, and mass communication.

❏ **Course Content**

Module No.	Module Name	Topic(s)	Description	No.of Hours allotted	Marks Allotted	Credit of each Module	Associated Course Outcome
1	I. Basics of Communication	Significance; Process of communication; Essential Communication Skills – LSRW; Verbal and Non-verbal Communication; Formal Vs Informal Communication; Oral and Written Communication; Barriers to effective communication; Communication and Culture	Overview, Models and application	6	30%	0.3	C01, C02, C03
2.	II. Written Communication in Organizations	<p>The Seven Cs of Communication</p> <p>Writing Effective E-mails, Writing Business Letter; Format, Styles- Types of Letters; Drafting the Minutes of a Meeting; Preparing a professional resume and cover letter.</p> <p>Internal communication through circulars, notices, Memos; Media management: Press Release; Press Report.</p> <p>Types of Reports; Report Writing; Kinds and objectives</p>	Concept, Types and application	6	30%	0.3	C01, C03, C04, C05
3.	III. Presentation Skills	Elements of presentation; designing a Presentation; Advanced visual support for business presentation types of visual aid	Concept and application	4	20%	0.2	C01, C03, C04, C05

4.	IV. Interpersonal Skills	Interpersonal Communication: Verbal and Non Verbal communication, Communicating through body language. Business Etiquettes and Networking	Concept and application	4	20%	0.2	C01, C02, C03, C04,
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Suggested Readings

1. Shirley Taylor, *Communication for Business; A Practical Approach* (2005), Shirley Taylor, (4th ed.) Pearson Education
2. Bisen & Priya, *Business Communication, New Age International Publication*

CO-PO mapping

CO/ PO	P01 Knowledge of Business	P02 Critical & Problem Solving Skills	P03 Ethical orientation	P04 Global perspective & Communication Skills	P05 Leadership & Team Building Skills	P06 Entrepreneurship Skills	P07 Sustainability Perspective	P08 Lifelong learning & Research Skills
C01	H	H		H	M			
C02	H	M		H	L			
C03	H	H		M				
C04	H	M		M				
C05	H	M		M				

** H means High relevance, M means Medium relevance, L means Low relevance

CIA PLAN (out of 30 marks)			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>CO (for Rubrics)</u>
<u>Surprise Quiz1 (tentatively after 6th session)</u>	<u>Individual</u>	<u>5</u>	<u>C01, C02</u>
<u>Mid Semester Exam</u>	<u>Individual</u>	<u>10</u>	<u>C01, C02, C03</u>
<u>Assignment (tentatively after 10th session)</u>	<u>Individual</u>	<u>5</u>	
<u>Project Presentation (tentatively between 18th-20th session)</u>	<u>Group</u>	<u>10</u>	<u>C04, C05</u>
<u>TOTAL</u>		<u>30</u>	

END SEMESTER EXAMINATION (out of 20 marks)			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>CO (for Rubrics)</u>
<u>End Semester Exam</u>	<u>Individual</u>	<u>20</u>	<u>C01, C02, C03, C04, C05</u>

❑ **MBR1040T: (Managerial Economics) (4 credits) (semester 1), Nature of the Course: [Core Course]**

❑ **Course Outcomes (CO)**

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

- 1) Understand the basic concern of the subject.
- 2) Analyse the demand and supply conditions and assess the position of a company.
- 3) Understand how choices are made by the consumer.
- 4) Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
- 5) Contrast real-world business problems with a systematic theoretical framework.
- 6) Make optimal business decisions by integrating the concepts of economics, mathematics and statistics.

Course Content

Course Content							
Module No	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
Module 1	Understanding the basic economic concepts	Basic problems of decision making, Factor affecting decision making	Introduction	10	10%	1	CO1 & CO5
		Different methodologies used in economics, Concept of PPF, Economic modelling					
	Demand-Supply Analysis	Concept of demand and supply using economic modelling	Models of Demand and supply	10	15%		CO2
		Comparative study Using Demand-Supply analysis					
		Concept of elasticity					
Module 2	Consumer	Concept of Utility	Determinants of consumer	10	20%	1	CO2

	Behaviour Analysis	Budget constraint and equilibrium	choices				
		Total Price Effect					
Module 3		Understanding concept of Production	Production decision of a firm	15	20%	1	C03, C05& C06
		Stages of Production					
		Production decision in long run					
		Concept of Cost					
	The theory of Production& Cost	Optimal production decision					
Module 4		Assumptions and working of a Perfectly Competitive Market	Perfect Competition	10	35%	1	C04, C05
		Marginal Revenue, Marginal Cost & profit maximisation					
		Choosing output in short run & short run supply curve					
		Break Even point and Shut Down point					
	Market & Competitive Analysis						
		Assumptions and working of a pure monopoly market	Imperfectly competitive market	10			
		Monopolistic Competition					
		Oligopoly					

		Cartel					
		Application of Oligopoly in a game theory framework					

CO-PO mapping

CO/ PO	P01 Knowl edge of Busin ess	P02 Critical & Proble m Solving Skills	P03 Ethical orientati on	P04 Global perspective & Communicati on Skills	P05 Leadersh ip & Team Building Skills	P06 Entrepreneurs hip Skills	P07 Sustainabili ty Perspective	P08 Lifelon g learnin g & Researc h Skills
C01							L	M
C02	H	H						M
C03	H	H	M		M	H	L	M
C04	H	H		H		H		M
C05	H	H		H				M

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CIA PLAN (out of 60 marks)			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>PO (for Rubrics)</u>
<u>Group project</u>	<u>Group presentation</u>	<u>30</u>	<u>P04 & P05</u>
<u>Mid Semester Exam</u>	<u>CIA Written</u>	<u>20</u>	<u>P01</u>
<u>Assignment (tentatively after 10th session)</u>	<u>Individual</u>	<u>10</u>	<u>P02</u>
<u>TOTAL</u>		<u>60</u>	
END SEMESTER EXAMINATION (out of 40 marks)			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>PO (for Rubrics)</u>
<u>End Semester Exam</u>	<u>Individual</u>	<u>40</u>	<u>P01, P02, P08</u>

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MBR1050T : [Cost Management], [2 credits], [Semester I], [Nature of the Course: Core Course]

Course Outcomes (CO)

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

C01. Understand the basic concepts cost accounting

C02. Comprehend the various techniques of cost management

C03. Integrate the theories and appreciate challenges of actual practices

C04. Examine the application of decision making criterion of related to cost of the company

C05. Integrate the understanding of various Cost concepts to take correct business decisions

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Introduction	Cost & Management Accounting Cost types, cost centre, cost unit	Cost and management accounting	4	20%	0.4	CO 1, CO2
		Elements of cost					
		Preparation of cost sheet					
II	Material cost	Calculation of different stock levels, Bin Card Vs Stores Ledger	Inventory	4	20%	0.4	CO3
		EOQ					
		Valuation of Stock based on FIFO, LIFO, Weighted Average methods					
		Valuation of Stock based on FIFO, LIFO, Weighted Average method					
		Inventory Turnover Ratios, ABC Analysis					
III	Labour cost	Job card, Time rate system	Labour cost	2	10%	0.2	CO3
		Piece rate system, Halsey Premium system, Rowan Premium system					
		Calculation of Labour Turnover rates					
IV	Direct expenses and overheads	Direct expenses		2	10%	0.2	CO 3
		Overheads					
		Calculation of Machine Hour Rate					

V	Marginal Costing	CVP analysis		CVP & BEP	4	20%	0.4	CO4, CO5
		Contribution, PVR, margin of safety						
		Break even chart and break-even analysis						
	Case Study (to be discussed at any point as per the faculty plan)		Reflective Learning		2	10%	0.2	CO 2 & 5
	Project & presentation		Reflective & Application Learning		2	10%	0.2	CO 2 & 5

Suggested Readings:

TEXT BOOKS 1. Principles and Practices of Cost Accounting, Asish K. Bhattacharya, Wheeler Pub

REFERENCE BOOKS

1. Cost Accounting: Texts And Problems By M.C. Shukla, T. S. Grewal & Dr M. P. Gupta , S. Chand and Company Private Limited
2. Management and Cost Accounting, Cengage Learning EMEA 2007, Colin Drury.
3. Advanced Cost and Management Accounting, V.K. Saxena and C.D. Vashisht, Sultan Chand and Sons.
4. Horngren's Cost Accounting: A Managerial Emphasis, 16th Edition, Datar and Rajan, Pearson.

CO-PO mapping

CO / PO	P01 Knowledge of Business	P02 Critical & Problem Solving Skills	P03 Ethical orientation	P04 Global perspective & Communication Skills	P05 Leadership & Team Building Skills	P06 Entrepreneurship Skills	P07 Sustainability Perspective	P08 Lifelong learning & Research Skills
CO 1	H						M	
CO 2	H	H				M		
CO 3	L	H				L		
CO 4	L	H				L		
CO 5	M		M			H	M	

**** H means High relevance, M means Medium relevance, L means Low relevance**

<u>CIA PLAN (out of 60 marks)</u>			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>PO (for Rubrics)</u>
<u>Surprise Quiz1 (tentatively after 5th session)</u>	<u>Individual</u>	<u>5</u>	
<u>Mid Semester Exam</u>	<u>Individual</u>	<u>10</u>	<u>P01</u>
<u>Assignment (tentatively after 10th session)</u>	<u>Individual</u>	<u>5</u>	
<u>Project Presentation (tentatively between 35th-40th session)</u>	<u>Group</u>	<u>10</u>	<u>P04 & P05</u>
<u>TOTAL</u>		<u>30</u>	
<u>END SEMESTER EXAMINATION (out of 40 marks)</u>			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>PO (for Rubrics)</u>
<u>End Semester Exam</u>	<u>Individual</u>	<u>20</u>	<u>P01, P02, P08</u>

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**MBR1060T : [Computer Applications In Business & Management Information System.], [4 credits],
[Semester I], [Nature of the Course: Core Course]**

❓ Course Outcomes(CO)

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

CO1: Recalling the basic hardware and software and Information Technology in business.

CO2: Describe the concept of Data management and data visualization and data control for business applications.

CO3: Use business productivity software to manipulate data and find solutions to business problems in local and network environment

CO4: Analyze different management related problems and categorize them during the process of solving by different dashboards.

CO5: Justify and make gradation of above mentioned software related tools and determine the right approach to solve multidisciplinary management problems.

❓ Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)

I	Information management	Computers in Business: Types of Information Systems, Managerial Challenges of IT, System Concepts, Components of Information Systems, IS Resources		Technology driven management	4	10%	0.4	CO 1
		Impact IT in Business: Strategic IT, Competitive Forces and Strategies, Building a Customer Focused Business, Strategic Uses of IT, Reengineering Business Processes, Knowledge Management Systems,						
II	Data Management System	End User and Server Side, The concept of Data Centers, Cloud computing and services Computing		Introduction to data center and cloud and other systems	4	10%	0.4	CO1
		Types of Computer systems, Peripherals and Input Technologies, RFID. Bar and QR code, Mobility						
		Systems – Definition, scope and boundary, sources and sinks. Data – Types, lifecycle. Processing Data – OLTP vs BI systems, Real time vs Batch systems						

III	Spreadsheet Programs	Electronic Spreadsheet – Structure of spreadsheet and its applications to functions of business - Creating a dynamic / sensitive worksheet - Concept of absolute and relative cell reference – Graphs-Using built in functions	Excel proficiency for business environment	12	30%	1.2	CO2,CO4
		Probability Distribution of a Random Variable, Probability Mass Function for discrete random variables, Expected value of a random variable, Mean & Variance of a random variable using Expectation Operator, Joint distribution of two random variables (discrete).					
		Goal seeking and pivot tables- Using graphics and formatting of worksheet- Filtering and Sorting- What-If Analysis- Drawing Trend Lines-LP Formulation					
IV	Data models and Cloud services	Elements of a data model. Dimensional modeling. Facts and Dimensions, Star Schema, How to create a data model.	Hardware and Data modeling	12	30%	1.2	CO2,CO 4
		History and trends of Telecommunication and data carrying networks. Putting is all together – devices, cables, network equipment, service providers and the Internet. OTT services. Basic idea of protocols – TCP/IP, Cloud computing infrastructure and services. Use of the Internet-Intranets and extranets-Types of Networks-Telecom Media-Network Topologies, Architectures and Protocols					

V	Data Visualization and DSS	The concept and use of visualization with examples. Types of Visualizations, Deciding which visualizations to create. Create visualization using an appropriate tool	Data visualization and presentation using different software	8	20%	0.8	CO3, CO5
		OSS, Data Staging Area, Data Presentation Area, Data Access Tools					
		Components of time series, Additive and multiplicative models, Determination of trend component (linear, quadratic and exponential trend equations), computation of seasonal indices. Decomposition of time series components; Exponential smoothing models (single, double and triple).					

Suggested Readings:

1. **TEXT BOOKS** Information Systems Management in Practice – Barbara C. McNurlin & Ralph H. Sprague.
- REFERENCE BOOKS**
2. An Introduction to Information System – James O'Brien
3. Management Information Systems – Mahadeo Jaiswal & Monika Mital. OUP.
4. Information Technology for Management, Ramesh Behl, McGraw Hill
5. Data Mining: Concepts and Techniques - Jiawei Han, Jian Pei, Micheline Kamber, Elsevier Science
6. Excel 2019 Bible -Michael Alexander, Richard Kusleika, John Walkenbach, Wiley
7. Data Communications and Networking- Behrouz A. Forouzan, Sophia Chung Fegan, McGraw-Hill
8. Cloud Computing - M. N. Rao, Prentice Hall India Pvt., Limited

CO-PO mapping

CO / PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1								

CO 2	M	L				M		
CO 3	M	M				M	M	
CO 4	L	M					M	
CO 5		L						L

** H means High relevance, M means Medium relevance, L means Low relevance

CIA PLAN (out of 60 marks)			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>PO (for Rubrics)</u>
<u>Surprise Quiz1 (tentatively after 10th session)</u>	<u>Individual</u>	<u>5</u>	
<u>Surprise Quiz2 (tentatively after 25th session)</u>	<u>Individual</u>	<u>5</u>	
<u>Mid Semester Exam</u>	<u>Individual</u>	<u>20</u>	<u>P01, P02</u>
<u>Assignment on Excel (tentatively after 15th session)</u>	<u>Group</u>	<u>10</u>	<u>P02</u>
<u>Project Presentation (tentatively between 35th-40th session)</u>	<u>Group</u>	<u>20</u>	<u>P02, P06 & P08</u>
<u>TOTAL</u>		<u>60</u>	
END SEMESTER EXAMINATION (out of 40 marks)			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>PO (for Rubrics)</u>
<u>End Semester Exam</u>	<u>Individual</u>	<u>40</u>	<u>P01, P02, P08</u>

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☐ **MBR1070T : [Organizational Behaviour], [4 credits], [Semester I], [Nature of the Course: Core Course]**

☐ **Course Outcomes (CO)**

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

1. Understand the background and interpret OB as an interdisciplinary subject
2. Assess the link between individual, group and organizational behaviour in a global perspective
3. Contrast the various ethical dimensions of leadership and their approaches influenced by differing organization cultures
4. Evaluate the need and applicability of conflict resolution and negotiation
5. Determine the external and internal factors that drives or hinders organizational change and development

☐ **Course Content**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Organizational	The Pre-	Introduction	2	5%	0.2	CO 1

	Behaviour	Scientific Era (Pre-1000-1880); The Classical Era (1880-1930)					
		The Behavioural Era (1930-1960); The Modern Era (1960 onwards)					
		Models of HRM					
II	Managing Organizational Behaviour	Ethical issues in OB; Developing OB Framework	OB Model	2	5%	0.2	CO 1
		Managerial Perspectives of OB					
III	Personality and Individual Differences	Meaning of Personality; Determinants of Personality	Personality: Concept, Factors, Theories	2	5%	0.2	CO 2
		Theories of Personality ; Personality Development					
IV	Perception	Nature and Importance; Process of Perception	Perception: Concept, Factors, Errors	3	7.5%	0.3	CO 2
		Factors influencing Perception					
		Factors influencing Perception					
V	Learning and Reinforcement	Concepts of Learning; Learning about Self	Learning as a tool for Behaviour Management	3	7.5%	0.3	CO 2
		Learning Theories					
		Techniques of Reinforcement and Punishment					
VI	Attitudes and Job Satisfaction	Concepts of Attitudes; Values and Beliefs	Workplace Attitude and application	3	7.5%	0.3	CO 2
		Cognitive Dissonance Theory					
		Trust; Emotions					

VII	Motivation in Work-Situations	Meaning; Models and Theories of Motivation	Theories and Issues in Motivation	4	10%	0.4	CO 2
		Models and Theories of Motivation					
		Applications in Organizations					
		Applications in Organizations					
VIII	Work Stress	Understanding Stress; Potential sources of stress	Sources, Consequences and management of stress	2	5%	0.2	CO 2
		Consequences of Stress; Managing Stress at Work					
IX	Organizational Communication	Meaning; Functions of Communication	Functions, Methods and Barriers to communication	2	5%	0.2	CO 1 & 2
		Methods of Communication; Communication Channels; Barriers to Communication					
X	Group Dynamics and Team Building	Distinction between groups and teams; Types of Groups; Types of Teams	Groups vs. Teams, Types, Development and Cohesiveness	2	5%	0.2	CO 3
		Group Development; Group Process; Group Cohesiveness					
XI	Approaches to Workplace Leadership	Meaning; Trait Perspectives of Leadership; Behavioural Perspectives of Leadership	Theories, Issues and Approaches of Leadership	3	7.5%	0.3	CO 3
		Contingency Perspectives of Leadership					
		Transformational and Transactional Leadership; Charismatic Leadership					

XII	Organizational Conflicts and Negotiations	Meaning of Conflict; Stages of conflict	Conflict – stages, process, types & Negotiation	3	7.5%	0.3	CO 4
		Types of Conflict; Sources of Conflict					
		Managing Conflicts in the Workplace; Elements of Negotiation					
XIII	Organizational Culture	Meaning of Culture; Types of Culture	Meaning and Comparison of cultures	2	5%	0.2	CO 5
		Understanding Organizational Cultures viz.: Western Culture and Oriental Culture					
XIV	Organizational Change and Development	Meaning of Planned Change	Models and Developmental Process	2	5%	0.2	CO 5
		Models of Planned Change					
	Case Study (to be discussed at any point as per the faculty plan)		Reflective Learning	2	5%	0.2	CO 2 & 5
	Project & presentation		Reflective & Application Learning	3	7.5%	0.3	CO 2 & 5

Suggested Readings

1. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, 18th edition, 2018, Pearson Education

CO-PO mapping

CO / PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H							
CO 2	H			H				
CO 3	H		H	M	H	M		

CO 4	H	M					M	
CO 5	H	H				M		

** H means High relevance, M means Medium relevance, L means Low relevance

CIA PLAN (out of 60 marks)			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>PO (for Rubrics)</u>
<u>Surprise Quiz1</u>	<u>Individual</u>	<u>10</u>	
<u>Mid Semester Exam</u>	<u>Individual</u>	<u>20</u>	<u>PO1</u>
<u>Assignment (tentatively after 15th session)</u>	<u>Group/ Individual</u>	<u>10</u>	
<u>Project Presentation (tentatively between 35th-40th session)</u>	<u>Group/ Individual</u>	<u>20</u>	<u>PO4 & PO5</u>
<u>TOTAL</u>		<u>60</u>	

END SEMESTER EXAMINATION (out of 40 marks)			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>PO (for Rubrics)</u>
<u>End Semester Exam</u>	<u>Individual</u>	<u>40</u>	<u>PO1, PO2, PO8</u>

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MBR1080T : [BUSINESS ETHICS AND LEGAL ENVIRONMENT], [4 Credits], [Semester I], [Nature of the Course: Core Course]

○ **Course Outcomes (CO)**

At the end of this course, Students will be able to

1. Understand the concepts of Business Ethics and Legal Environment
2. Elaborate the Functions; Approaches of Business Ethics
3. Examine the concepts of laws of contracts, labour laws, and IPR.
4. Evaluate the effects of Factories Laws in relation with employees.
5. Create Newer Insights and practical applications

○ **Course Content**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Business Ethics	Nature of business ethics; Ethics and morality	Ethical Approaches	4	10%	0.4	CO 1
II	Ethical Dilemmas	Characteristics of ethical	Ethical Dilemmas and	4	10%	0.4	10%

		dilemmas	it's resolution process				
III	Business Ethics in HRM	Workplace Ethical Issues	Whistle Blowing, Insider Trading Employee Discrimination Corporate Espionage	4	10%	0.4	CO3
IV	Dynamics Of Business And Its Environment	Technological , Political, Social And Cultural Environment	Forms of Business, Global Trends In Business And Management, MNCs, Corporate Governance And Social Responsibility	4	10%	0.4	CO 2
V	Law of Contract:	Agreement, Offer, Acceptance, Consideration , Capacity of Contract	Contingent Contract, Quasi Contract, Performance, Discharge Partnership, Sale Of Goods.	4	10%	0.4	CO 3
VI	Company Law	Formation, Memorandum, Articles, Prospectus, Shares, Debentures, Directors, Appointment, Powers and Duties, Meetings, Proceedings, Management, Accounts, and Audit	Formation, Memorandum, Articles, Prospectus, Shares, Debentures, Directors, Appointment, Powers and Duties,	4	10%	0.4	CO 4
VII	Factory Act	Licensing and Registration of Factories, Health, Safety And Welfare Measures, Industrial Disputes Act, Objects, Scope and effects of the Act.	Licensing and Registration of Factories, Health, Safety And Welfare Measures, Industrial Disputes Act Minimum Wages Act, Workmen Compensation Act.	4	10%	0.4	CO 4
VIII	Constitutional and Administrative law	Law of Intellectual Property: Consumer Protection	Law of Intellectual Property: Consumer Protection Law:	4	10%	0.4	CO4

		Law: Economic Legislation: Competition and Fair Trade Practices.					
IX	Regulation related to Information: R	Right to Information Act, 2005, Information Technology Act, 2000, Electronic Governance, Secure Electronic Records and Digital Signatures.	Right to Information Act, 2005, Information Technology Act, 2000, Electronic Governance, Secure Electronic Records and Digital Signatures,	4	10%	0.4	CO4
X	Miscellaneous	Laws relating to - Patents, Trademarks, Copyright, Packaging, Shops and Establishmen ts, Banking Regulation, Insurance Regulation, Goods and Service Tax (GST)	Laws relating to - Patents, Trademarks, Copyright, Packaging, Shops and Establishments, Banking Regulation, Insurance.	4	10%	0.4	CO 5

Suggested Readings

1. Dynamics of Industrial Relations by Mamoria, Mamoria & Gankar, Himalaya Publishing House, 2006.
2. Industrial Relations: Concepts and Legal Framework by A. M. Sarma, Himalaya Publishing House, 2007.
3. Industrial Relations: Trade Unions & Labor Legislations by Sinha, Sinha & Shekhar, Pearson, 2013.

4. CO-PO mapping

CO / PO	PO1 Knowled ge of Business	PO2 Critical & Proble m Solving Skills	PO3 Ethical orientati on	PO4 Global perspective & Communicati on Skills	PO5 Leadersh ip & Team Building Skills	PO6 Entrepreneurs hip Skills	PO7 Sustainabili ty Perspective	PO8 Lifelon g learnin g & Researc h Skills
1	L	L						
2	L	L						
3	L	M						
4	M	H						

5	M	H						
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**** H means High relevance, M means medium relevance, L means Low relevance**

CIA PLAN (out of 60 marks)			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>CO (for Rubrics)</u>
<u>Surprise Quiz1 (tentatively after 10th session)</u>	<u>Individual</u>	<u>5</u>	<u>C01, C02</u>
<u>Mid Semester Exam (University Schedule)</u>	<u>Individual</u>	<u>20</u>	<u>C01, C02, C03</u>
<u>Individual Assignment or Group Project (tentatively after 20th session)</u>	<u>Individual /Group</u>	<u>15</u>	<u>C03, C04</u>
<u>Case Study Presentation (tentatively after 35th session)</u>	<u>Group</u>	<u>20</u>	<u>C04, C05</u>
<u>TOTAL</u>		<u>60</u>	

END SEMESTER EXAMINATION (Out of 40 marks)			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>CO (for Rubrics)</u>
<u>End Semester Exam</u>	<u>Individual</u>	<u>40 (10 marks compulsory question in the form of case let or situation based)</u>	<u>C01, C02, C03, C04, C05</u>

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SEMESTER : III

❑ **MBR3010T : [Entrepreneurship Development and New Venture Creation], [4 credits], [Semester III], [Nature of the Course: Core Course]**

❑ **Course Outcomes (CO)**

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

1. Understand the domain of entrepreneurship in terms of its meaning, tools, nature and significance and describe the development of entrepreneurship from historical theories to modern conceptualizations.
2. Describe the characteristics and skills of an entrepreneur, the role played by EDPs in fostering these skills as well as the various approaches employed to classify entrepreneurs.

3. Analyze the entrepreneurial environment and formulate a comprehensive business plan for creating a new venture
4. Elaborate the various steps and requirements of the start-up process and compare the different forms of business ownership.
5. Apply various principles of financial management, human resource management and marketing management for making entrepreneurial decisions.

Module No.	Module Name	Topic	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1	Entrepreneurship: An Introduction	Meaning; Tools of Entrepreneurship; Nature and Characteristics; Why Entrepreneurship; Factors affecting Entrepreneurship; Entrepreneurship & Economic development ; Barriers to Entrepreneurship; Future of Entrepreneurship	Understanding the meaning, tools and nature of entrepreneurship	4	10%	0.4	CO1
2	Theories of Entrepreneurship	Historical Perspectives of Entrepreneurship; Emergence of Entrepreneurship; Theories of Entrepreneurship;	Understanding the development of entrepreneurship from historical theories to modern conceptualizations	3	7.5%	0.3	CO1
3	The Entrepreneur	Characteristics & Skills of an Entrepreneur; Views of James J. Berne, McClelland, Kilby and Michael Armstrong on Successful Entrepreneur; How entrepreneurs think; Components of the Entrepreneurial Process	Characteristics & Skills of an Entrepreneur	3	7.5%	0.3	CO2

4	Entrepreneur: Types and Functions	Different types of Entrepreneurs; Functions of an Entrepreneur; Entrepreneur vs. Entrepreneurship; Owner-Manager vs. Entrepreneur	Classification of Entrepreneurs, Functions of Entrepreneurs	3	7.5%	0.3	C02
5	Entrepreneurship and Role of Environment	Meaning of Environment; Relation between Entrepreneurship & Environment; Entrepreneurial Environment. Startup scenario in India,	Understanding the Entrepreneurial Environment	4	10%	0.4	C03
6	Entrepreneurship Development Programs	Meaning of EDP; Need for EDP; Course Content of an effective EDP; Phases of an EDP; Evaluation of an EDP	Understanding the meaning, need and contents of EDPs	3	7.5%	0.3	C02
7	Small Scale Units and New Venture Creation:	Steps in a Start-Up Process; Legal Framework for a starting New Venture; Details of a Business Plan Development for a New Venture Creation, SSI vs. Start-ups	Steps in a Start-Up Process and Business Plan Development for a New Venture Creation	4	10%	0.4	C04
8	Forms of Ownership	Sole Proprietorship; Partnership; Joint Stock Company; Franchising	Understanding the different forms of business ownership	3	7.5%	0.3	C04
9	Financial Management for New Venture Creation:	Sources of Funding Financial Planning; Financial Statements; Break-Even Analysis; Ratio Analysis	Sources of Funding start-ups and financial planning for a new venture	3	7.5%	0.3	C05

10	Human Resource Initiatives for a New Venture:	Leading and Motivating; Communication Management	HR Initiatives for a new venture	3	7.5%	0.3	C05
11	Marketing Management for a New Venture	Pricing Policy; channels of Distribution; Advertising	Marketing Management for a New Venture	3	7.5%	0.3	C05
12	Case Discussion	Case Discussion	Case discussion	4	10%	0.4	C01, C03 C05

Suggested Texts

1. Entrepreneurship – New Venture Creation by David H. Holt, Prentice Hall of India Pvt. Ltd. New Delhi, 2004
2. Entrepreneurship by Rajeev Roy, Oxford University Press, New Delhi, 2009
3. Entrepreneurship – International Edition by Robert D. Hisrich & Michael P. Peters, McGraw Hill, New York, 2002
4. Entrepreneurship in Action by Mary Coulter, Prentice Hall of India Pvt. Ltd. New Delhi, 2003

Section 03

CO-PO mapping

CO / PO	P01 Knowledge of Business	P02 Critical & Problem Solving Skills	P03 Ethical orientation	P04 Global perspective & Communication Skills	P05 Leadership & Team Building Skills	P06 Entrepreneurship Skills	P07 Sustainability Perspective	P08 Lifelong learning & Research Skills
CO 1						H		
CO 2						H		
CO 3	M	M		H		H		
CO 4	H					H		
CO 5	H	M			L	H		

**** H means High relevance, M means Medium relevance, L means Low relevance**

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❑ **MBR3020T : [Organizational Development and Change Management], [4 credits], [Semester III], [Nature of the Course: Core Course]**

❑ **Course Outcomes (CO)**

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

1. Understand the concept, values and assumptions of OD and effective change
2. Interpret a range of organization data to gain insights into organizational effectiveness
3. Analyse activity data from organisational systems in order to frame effective OD interventions
4. Identify the key roles and responsibilities of an OD consultant needed to develop and sustain long term OD interventions
5. Evaluate the implementation of OD interventions and judge their effectiveness against other change tools and techniques.

❑ **Course Content**

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks Allotted	Credit of each Module	Associated Course Outcome
1	I. Historical Overview of OD	Meaning of OD	Overview and meaning	3	7.5%	0.075	CO1
		Historical overview of OD					
2	II. Values and Assumptions of OD	Values of OD	Basic concepts of OD and their implications	2	5%	0.05	CO1
		Assumptions of OD					
3	III. Functions of OD	Theories of OD/ Planned Change	Concepts and implications	5	12.5%	0.125	CO2
		OCTAPACE approach to organizational management					
4	IV. Managing the OD process	Action component of OD	Concepts, types and application	5	12.5%	0.125	CO3 & CO4
		Action Research and OD					
		Families of OD					
5	V. Planned Change and Action Research Approaches to OD	Application of Planned Change in OD	Models and Application	6	15%	0.15	CO3
		Application of Action Research in OD					
6	VI. Team Interventions of OD	Formal Group Interventions	Concept and techniques	5	12.5%	0.125	CO3 & CO5
		Process Consultation					
		Role Analysis Technique (RAT) and Force Field Analysis					
7	VII. Intergroup and Third Party interventions of OD	Intergroup interventions	Concept, types and their application	6	15%	0.15	CO3 & CO5
		Third-Party peace-making interventions					
		Applications in Organizations – Process Consultation					
		Applications in Organizations – Third Party interventions					
8	VIII. Comprehensive OD Interventions	Beckhard's Confrontation Meeting	Concept, types and their application	2	5%	0.05	CO3 & CO5
		Strategic management activities for OD					
9	IX. Structural	STS, QC, QWL	Concept, types and	3	7.5%	0.075	CO3 & CO5

	Interventions of OD	TQM and Organizational Transformation	their application				
10	X. Issues in Client-Consultant Relationships	Meaning and Process	Concept, process and implications	3	7.5%	0.075	CO4
		Implications					

Suggested Readings

1. Thomas Cummings, Christopher Worley (2013), *Organization Development and Change* (10th ed.) Cengage Learning.

CO-PO mapping

CO / PO	P01 Knowledge of Business	P02 Critical & Problem Solving Skills	P03 Ethical orientation	P04 Global perspective & Communication Skills	P05 Leadership & Team Building Skills	P06 Entrepreneurship Skills	P07 Sustainability Perspective	P08 Lifelong learning & Research Skills
CO 1	H	M						
CO 2	H	M					M	
CO 3	H	H			M		M	H
CO 4	H	M						
CO 5	H	H		M	M			M

**** H means High relevance, M means Medium relevance, L means Low relevance**

CIA PLAN (out of 60 marks)			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>CO (for Rubrics)</u>
<u>Surprise Quiz1 (tentatively after 10th session)</u>	<u>Individual</u>	<u>5</u>	<u>CO1, CO2</u>
<u>Surprise Quiz2 (tentatively after 25th session)</u>	<u>Individual</u>	<u>5</u>	
<u>Mid Semester Exam</u>	<u>Individual</u>	<u>20</u>	<u>CO1, CO2, CO3</u>
<u>Assignment (tentatively after 15th session)</u>	<u>Group</u>	<u>10</u>	<u>CO2</u>
<u>Project Presentation (tentatively between 35th-40th session)</u>	<u>Group</u>	<u>20</u>	<u>CO3,CO4,CO5</u>
<u>TOTAL</u>		<u>60</u>	

END SEMESTER EXAMINATION (out of 40 marks)			
<u>Evaluation Components</u>	<u>Mode</u>	<u>Full Marks</u>	<u>CO (for Rubrics)</u>
<u>End Semester Exam</u>	<u>Individual</u>	<u>40</u>	<u>CO1, CO2, CO3, CO4, CO5</u>

Faculty Signature:

Date:

Checked by:

Signature and seal of Dean

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❑ **MBR3031T: [ADVANCED COST AND MANAGEMENT ACCOUNTING], [4 credits], [Semester III], [Nature of the Course: Elective Course in Finance Area]**

❑ **Course Outcomes (CO)**

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

CO1. Apply advanced cost & management accounting and its objectives in facilitating decision making.

CO2. Analyze cost-volume-profit techniques to determine optimal managerial decisions and various activities based costing techniques.

CO3. Perform cost variance analysis and demonstrate the use of standard costs in flexible budgeting.

CO4. Prepare analyses of various special decisions, using relevant management techniques. CO5.

Prepare a master budget and demonstrate an understanding of the relationship between the components.

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Introduction	Cost unit, cost centre, concepts of cost, cost sheet. (Definition, Scope, objectives and significance of cost accounting, its relationship with financial accounting and management accounting, Cost Objects, Cost centers and Cost Units, Elements of cost, Classification of costs)	Cost and management accounting	4	10%	0.4	CO1
II	Costing System	(a) Job Costing (b) Batch Costing (c) Contract Costing (d) Process Costing – Normal and abnormal losses, equivalent production, Joint and By Products. (e) Operating Costing or Service Costing – Transport, Hotel and Hospital)	Costing System	4	10%	0.4	CO1
III	Marginal	Meaning of Marginal Cost and	Marginal	10	25%	1.0	CO4

	Costing in decision Making	Marginal Costing, Absorption Costing vs. Marginal Costing Break-even analysis, Margin of safety Application of Marginal Costing for decision making Other decision making applications	Costing & Decision making				
IV	Standard Costing	Concept of standard cost and standard costing, Advantages and limitations, Computation of variances relating to material and labour costs, overheads, profits, sales etc.	variance analysis	10	25%	1.0	C03
V	Activity Based Costing	Cost driver, cost pool, differences between traditional and ABC, Case studies.	Activity Based Costing	4	10%	0.4	C02
VI	Budgeting	Concepts, Types of Budgets (ii) Budgetary Control Vs Standard Costing (iii) Advantages and limitations (iv) Preparation of Budgets	Budget & Budgetary control	8	20%	0.8	C05

Suggested Readings:

TEXT BOOKS : Advanced Cost and Management Accounting, V.K. Saxena and C.D. Vashisht, Sultan Chand and Sons.

REFERENCE BOOKS

1. Management and Cost Accounting, Cengage Learning EMEA 2007, Colin Drury.
2. Principles and Practices of Cost Accounting, Asish K. Bhattacharya, Wheeler Pub.

CO-PO mapping

CO / PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H							
CO 2	H							
CO 3	H	H				H		M
CO 4	M	H				H		M
CO 5	M	H				L		L

**** H means High relevance, M means Medium relevance, L means Low relevance**

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❑ **MBR3021T: [Banking and Insurance], [4 credits], [Semester III], [Nature of the Course: Elective Course in Finance Area]**

❑ **Course Outcomes (CO)**

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

CO1. Compute how the loan portfolio of a Commercial Bank should be distributed among various beneficiary groups as per RBI guideline for Priority Sector Lending

CO2. Assess the Working Capital Requirement of a borrower and complete creation and registration of charge on primary and collateral securities

CO3. Quote appropriate exchange rate applicable to a customer (exporter or importer) and also discuss meaningfully with clients about LC & Bank Guarantee facilities

CO4. Classify loan assets of a Bank as per RBI guidelines and work out provisioning requirements on such assets

CO5. Examine meaningfully DPR for Project Finance to find out if the project is technically feasible as well as financially viable and, if so, how much term finance is required and whether the DSCR and FACR numbers are within acceptable range specified by the Bank

CO6. Estimate CRR and SLR requirements of a Bank and also to check if it is complying with the Capital Adequacy Requirement as per RBI guideline

CO7. Work out various relevant parameters of an Insurance company and comment on its performance of operations and compliance of required IRDAI guidelines

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Introduction	Banks and NBFCs, on- market & off-market ways for fund raising, financial intermediation, financial sector reforms and transformation of banks to universal banks, dominant role of banks in Indian financial space, principal activities of banks, types of deposits, demand & time deposits, NDTL, CASA, DICGC cover, recent developments, kinds of loans, MSME, classification of loans, priority sector lending, RBI guidelines, goals and sub-goals, priorities offered, recent developments, problems	Banks & NBFCs, Financial Reforms, Universal Banks, Principal Activities of Banks	6	15%	0.6	CO1
II	Assessment of Working Capital Loan and Security	Projected performance, projected level of holding of current assets, other current liabilities, assessment of working capital requirement,	Assessment of Working Capital Requireme				

	for Bank Loans	margin and RBI guideline, Tandon committee lending norm, problem, system of cash budget, Nayak committee recommendation, Primary & collateral security, ways of charging securities in favour of lending banks, mortgage, pledge, hypothecation, lien, assignment, importance of and process for registration of charge for corporate borrowers, non-insistence of collateral security for priority sector loans and credit guarantee scheme for sharing loan loss of banks	nt, Types of Security, Charging of Securities & Registratio nof Charge	4	10%	0.4	CO2
III	Ancillary Activities of Banks, Letter of Credit, Bank Guarantee, Foreign Exchange	<p>Ancillary activities for banks, Letter of Credit & its importance in promoting international trade, types of LCs, roles of issuing, advising, negotiating, reimbursing and confirming banks, Bank Guarantees, bid bond, advance payment and performance guarantees, deferred payment guarantees, standby letter of credit, recent instances, off balance sheet exposure and contingent liabilities</p> <p>Foreign exchange, special features of market & settlement process, settlement risk, real life case, two way quote, bid & offer, direct, indirect and inverse quotes, problems, cross rates & problems, arbitrage & problems, condition of arbitrage, 3 point arbitrage, problems, cash, TOM, spot & forward rates, forward premium and discounts, problems, inter- bank and merchant rates, computation of rates for import & export trades, problems</p>	Ancillary Activities of Banks, Letter of Credit, Types of LCs & Role of Banks, Bank Guarantee, Types of BGs & uses, DPGs, Standby LCs, Real Life Cases, Foreign Exchange & Forex Markets, Different Rates, Quotes & Deals; Premium & Discount, Rates for exporters & Importers	5	12.5%	0.5	CO3
IV	Income Recognition & Asset Classification (IRAC) Norms for Banks	Performing & non -performing assets, criteria, RBI guidelines, sub-standard, doubtful & loss assets, income recognition norms for standard assets & NPAs, provisioning norms, problem, DRT, IBC, bad bank, NARCL	Classificatio n of Loan Assets, Performing & Non – Performing Assets, Income Recognition & Provisionin g Norms	5	12.5%	0.5	CO 4
	Project	Definition of project, types of project,	Project				

V	Appraisal and Finance	conditions for acceptance of a project, detailed project report, technical feasibility and financial viability of a project, project cost, project finance, project debt: equity ratio, means of finance, capital structure for project implementing company, problem, debt service coverage ratio, net & gross DSCR, FACR , problem	Appraisal & Project Finance, Project Cost & Means of Financing, Project Evaluation Criteria	6	15%	0.6	C05
VI	Liquidity Ratios for Banks, Liquidity Adjustment Facility & Marginal Standing Facility of RBI	Liquidity ratios of a bank, cash reserve ratio, statutory liquidity ratio, RBI guidelines, measures by RBI for liquidity infusion during pandemic, recent developments, REPO and Reverse REPO rates, policy corridor, call money market and REPO in interbank market, computation of settlement amounts in 1st leg and 2nd leg of a REPO deal, clean and dirty price of a bond, day count convention in bond market and money market, repurchase/ buyback price for a REPO, problems, REPO against treasury securities & corporate bonds, haircut and attracts CRR & SLR, marginal standing facility and rate, difference from REPO	Liquidity Ratios – CRR & SLR, LAF -REPO & Reverse REPO, MSF Deals & Rates	6	15%	0.6	C06
VII	Insurance, Ratios and Parameters pertaining to Insurance Sector	Insurance, usefulness, types of insurance, life insurance, term policy, endowment policy, non-life insurance, health, property, vehicle insurance, packaging of housing loan with term policy, tax benefit of life insurance, Corona Kavach policy, Insurance penetration rate & total density rate, recent change for FDI in insurance, incurred claim ratio & claim settlement ratio, persistency ratio, solvency margin & solvency ratio, required solvency margin and available solvency margin, IRDAI guidelines for computation of solvency margin, other forms of capital permitted by IRDAI, underwriting loss ratio & expense ratio, combined ratio, problem, embedded value, government initiatives, GST rates, Recent Case Studies- biggest insurance M &A deal in India & impact on various parameters, demerger of Bharti AXA general insurance to ICICI Lombard & impact on various parameters	Insurance, Importance , Types, Rates & Ratios pertaining to the sector and individual companies, Study of Recent Cases of Restructuring Insurance Companies and its impact on various parameters of the companies	8	20%	0.8	C07

CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
C01	H							
C02	H	H				H		M
C03	H	M		M		M		M
C04	H							L
C05	H	H				H		M
C06	H	H						L
C07	H	H				L		

** H means High relevance, M means Medium relevance, L means Low relevance

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MBR3031T: [Investment Analysis & Portfolio Management], [4 credits], [Semester III], [Nature of the Course: Elective Course in Finance Area]

Course Outcomes (CO)

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

CO1. Comprehend the interrelationship between real sector and financial sector

CO2. Integrate the various theories of Investment Analysis

CO3. Examine the application of various theories in the valuation of bond and equities

CO4. Evaluate and analyse various securities fundamentally and technically

CO5. Assess the various techniques for measuring portfolio performance and also to know the techniques for portfolio management and selecting the optimum portfolio

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)

I	Introduction	Relationship between the financial sector and the real sector	Overview and Scope	4	10%	0.4	CO 1
		The decision to save and allocation of savings					
		Importance of financial literacy					
		Financial Sector Environment and the Macroeconomics of Finance					
II	Securities Market	Introduction to various financial assets	Market & Instruments	2	5%	0.2	CO1
		The Indian financial system and the different players					
		Players and Instruments					
III	Capital Market Theory	Risk & return trade off	Capital Market	8	20%	0.8	CO2
		The capital market line, The security market line. Significance of Beta and Alpha					
		The Capital Asset Pricing Model and the significance of required rate of return					
		Markowitz Model					
IV	Valuation of Equity	The dividend discount model	Equity valuation theories	4	10%	0.4	CO 3
		Constant & Variable growth model					
V	Valuation of Debt	Defining a debt instrument	Debt valuations	6	15%	0.6	CO3
		Coupon rate, rate of interest, hurdle rate, yield to maturity, holding period yield					
		Duration and convexity					
		Modified duration					
VI	Portfolio Management	Methods and criteria of portfolio selection.	Portfolio Management	8	20%	0.8	CO 5
		The steps in portfolio formation and rebalancing					
		Sharpe ratio					
		Treynor ratio					
VII	Fundamental & Technical Analysis	Economic, Industry and Company Analysis	Fundamental & Technical Analysis	4	10%	0.4	CO 4
		Ratio analysis					

		Fundamental analysis vs. technical analysis. Charts and patterns. Support, resistance, head and shoulders, moving average, momentum					
		Various Techniques					
VIII	Efficient Market Hypothesis	EMH Theory	Efficient Market Hypothesis	4	10%	0.4	CO 3 & CO5
		APT Theory					
		Case Study Analysis					

Suggested Readings:

TEXT BOOKS : 1. Investments, 11th Edition by Zvi Bodie; Alex Kane; Alan J. Marcus; Pitabas Mohanty, TMH
2. An Introduction of Financial Economics, Khatua, Majumdar & Ali, ABS, 2021.

REFERENCE BOOKS

1. Security Analysis and Portfolio Management, Ranganatham and Madhumati, Pearson.
2. Security Analysis and Portfolio Management, Fischer, Jordan and Pradhan, Pearson.
3. Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing

CO-PO mapping

CO / PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H							
CO 2	H							
CO 3		H				H		M
CO 4		H				H		M
CO 5		M				L		L

**** H means High relevance, M means Medium relevance, L means Low relevance**

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MBR3041T: [Taxation], [4 credits], [Semester III], [Nature of the Course: Elective Course in Finance Area]

Course Outcomes (CO)

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

CO1: Understand the basic concepts of tax; determine residential status of an individual, HUF and firms;

identify the incidence/charge of tax.

CO2: Compute five heads of income, i.e., salaries, income from house property, profits & gains of business or profession, capital gains, and income from other sources.

CO3: Understand the provisions and procedure in respect of clubbing & aggregation of incomes and set-off & carry forward of losses.

CO4: Identify, explain, and compute the various deductions under chapter VI A in computing total income; compute total income and net tax liability of an individual and of the firm, and understand tax planning and management.

CO5: Get an idea of Goods and Services Tax (GST) and its provisions.

Course Content

Module No.	Module Name	Topics	Description	Hours Allotted	Marks Allotted	Credits	Associated Course Outcome
1.	Introduction	Direct v. Indirect Tax, Basic concepts pertaining to Income Tax, Definitions, Residential Status, Heads of Income	<i>Basic concepts and definitions</i>	5	12.5%	0.5	C01
		Exemptions u/s 10 of the Income Tax Act	<i>Exclusions from Total Income</i>				
2.	Heads of Income - I	Different forms of salary, tax treatment of allowances, perquisites, leave encashment, contribution to PF, pension, gratuity, deductions u/s 16	<i>Income from Salaries</i>	10	25%	1.0	C02
		Computation of annual value of self-occupied and let out properties, vacancy loss and unrealized rent, deductions u/s 24, treatment of interest on housing loan	<i>Income from House Property</i>				
3.	Heads of Income - II	Basis of charge, basic principles for arriving at business income, specific business deductions/allowances, admissible and inadmissible expenses, depreciation allowance	<i>Profits and Gains of Business or Profession</i>	10	25%	1.0	C02
		Basis of charge, capital asset, transfer of capital asset, full value of consideration, cost of acquisition,	<i>Capital Gains</i>				

		computation of long term and short term capital gains, tax rates, exemptions					
		Basis of charge, general provisions u/s 56, deductions u/s 57, amounts not deductible u/s 58	<i>Income from Other Sources</i>				
4.	Clubbing of income, set-off and carry forward of losses	Transfer of income without transfer of asset, revocable transfer, consideration, when clubbing is applicable	<i>Tax implications of clubbing of income, set-off and carry forward of losses</i>	4	10%	0.4	C03
5.	Computation of tax liability and return of income	Computation of gross total income, deductions under Chapter VIA, marginal relief, tax liability, advance tax, TDS, return of income	<i>Deductions from gross total income, rebate and marginal relief, tax liability and return of income</i>	4	10%	0.4	C04
6.	Indirect Tax	Overview of Indirect Taxes, the Pre-GST regime, need for implementation of GST, types of GST, GST rates, registration	<i>Introduction to GST</i>	5	12.5%	0.5	C05
		Concept of supply, value of taxable supply, tax invoice, input tax credit, composition scheme levy of GST, reverse charge mechanism	<i>GST Law</i>				
	Case Study (to be discussed at any point as per the faculty plan)		<i>Reflective Learning</i>	1	2.5%	0.1	C03; C04
	Project & presentation		<i>Reflective & Application Learning</i>	1	2.5%	0.1	C05
				40	100%	4	

Suggested readings:

1. Indirect Taxes: Law and Practice, V.S. Datey, Taxmann Publications.
2. Direct Taxes: Law and Practice, Singhania and Singhania, Taxmann Publications.
3. Practical Approach to Direct and Indirect Tax, Gupta and Ahuja, Wolters Kluwer publications.
4. Direct Taxes, Lal and Vashist, Pearson.

5. Taxation, CA G Sekhar, Commercial Law Publishers (India) Pvt. Ltd. - Padhuka's
6. Taxation I & II, S. Mundra and V. Mundra, Law Point Publishing House.
7. Principles and Practice of Direct & Indirect Taxes, S. K. Roy, ABS
8. Direct & Indirect Taxes, C.H. Sengupta, Dey Book Concern.

CO-PO mapping

CO/ PO	P01 Knowled ge of Business	P02 Critical & Proble m Solvin g Skills	P03 Ethical orientati on	P04 Global perspective & Communicati on Skills	P05 Leadersh ip & Team Building Skills	P06 Entrepreneur ship Skills	P07 Sustainabili ty Perspective	P08 Lifelon g learnin g & Researc h Skills
1	H	L		M				
2	H	M	L			M	M	
3	H	M	L			L	L	
4	H	H	M			M	M	M
5	H	H						M

Note: 'H' means High relevance, 'M' means Medium relevance, 'L' means Low relevance

CIA PLAN (out of 60 marks)			
Evaluation Components	Mode	Full Marks	PO (for Rubrics)
<u>Surprise Quiz1 (tentatively after 10th session)</u>	<u>Individual</u>	<u>5</u>	
<u>Surprise Quiz2 (tentatively after 25th session)</u>	<u>Individual</u>	<u>5</u>	
<u>Mid Semester Exam</u>	<u>Individual</u>	<u>20</u>	<u>P01, P02</u>
<u>Assignment (tentatively after 15th session)</u>	<u>Group</u>	<u>10</u>	<u>P03</u>
<u>Project Presentation (tentatively between 35th-40th session)</u>	<u>Group</u>	<u>20</u>	<u>P04 & P05</u>
TOTAL		<u>60</u>	

END SEMESTER EXAMINATION (out of 40 marks)			
Evaluation Components	Mode	Full Marks	PO (for Rubrics)
<u>End Semester Exam</u>	<u>Individual</u>	<u>40</u>	<u>P01, P02, P06, P08</u>

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MBR3051T: [FINANCIAL INSTITUTIONS AND MARKETS], [4 credits], [Semester III], [Nature of the Course: Elective Course in Finance Area]

Course Outcomes (CO)

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

- CO1. Understand the nature and role of financial system and appreciate its role in economy
- CO2. Understand various types of markets, intermediaries and their specific roles

CO3. Understand various instruments, their roles, issue and trading process, and valuations.

CO4. Understand various financial services, their roles and valuations.

CO5. Apply the knowledge for investing, financing and working capital decisions

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Introduction to Financial System	Nature and role of financial system, linkages between financial system and economic growth, overview and functions of financial markets. Intermediation – role and benefits, moral hazard and adverse selection, types of financial markets, components of financial markets and their classifications. financial assets and financial services in the globalized financial system.	Introduction to Financial System	8	20%	0.8	CO1, CO2
II	Money Market	Money markets and their role in the economy, various instruments and their valuations, intermediaries in the money market and services provided by them, recent developments.	Money market	6	15%	0.6	CO3, CO5
III	Capital Market	Capital markets and their role in the economy, various instruments and their valuations, intermediaries in the capital market and services provided by them, Structure of Indian Capital market and functioning of stock exchanges, role of SEBI, regulation in the Indian stock capital market in the globalized system, stock market indices, recent developments.	Capital Market	8	20%	0.8	CO3, CO5
III	Financial Services	Merchant Banking, depository services, credit rating, factoring, forfeiting, housing finance, lease financing, securitization, venture capital and relevant regulatory guidelines.	Financial Services	8	20%	0.8	CO4, CO5
V	Mutual Funds	Background, diversifiable and non-diversifiable risk – market portfolio and role of mutual funds. Different types of MFs, MF industry in India and relevant	Mutual Funds	6	15%	0.6	CO2, CO4, CO5

		SEBI guidelines					
VI	Foreign Investments	Types of Foreign investments, regulatory framework and recent trends in india	Foreign Investments	4	10%	0.4	CO1, CO5

Suggested Readings:

TEXT BOOKS : Mishkin, Eakins, Jayakumar and Pattanaik; Financial Markets and Institutions; PHI

REFERENCE BOOKS

1. Bharti Pathak; Indian Financial System; Pearson
2. Saunders and Cornett; Financial Markets and Institutions; McGrawHill Publications

CO-PO mapping

CO / PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H		M	M		L		M
CO 2	H	M	L			L		M
CO 3	H	M	L			L		M
CO 4	H	M	L			L		L
CO 5	M	H	L	M		L		L

**** H means High relevance, M means Medium relevance, L means Low relevance**

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📄 **MBR3061T: [FINANCIAL STATEMENT ANALYSIS AND REPORTING], [4 credits], [Semester III], [Nature of the Course: Elective Course in Finance Area]**

📄 **Course Outcomes (CO)**

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

- CO1. Understand the generally accepted principles of financial accounting
- CO2. Understand different statements and financial reports and make use of them in decision making.
- CO3. Analyze the financial statements of a firm to judge its performance and compare the financial performance of firms.
- CO4. Understand principles of revenue recognition and credit rating.

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Understanding Financial Statements	Types of financial statements (common size, comparative, trend analysis), Stock vs flow concept, Income statement, Balance sheet, Cash flow statement, relationship among statements, detailed components of Annual Reports, an overview of IND AS.	Financial Statements and their relationship	10	25%	1.0	CO1, CO2
II	Ratio Analysis	Ratio analysis, benefit and objectives, Profitability, turnover, valuation. Solvency and liquidity ratios, Dupont Analysis	Ratio Analysis to judge and compare firm performance	8	20%	0.8	CO2, CO3
III	Cash Flow Analysis	Cash flow statement, Components and managerial implications, finding free cash flow to firm (FCFF) and to equity holders (FCFE)	Analysis of cash flows and finding free cash flow	6	15%	0.6	CO4
IV	Revenue Recognition	Revenue recognition – flow and concepts, importance and process. Need for standardization, generally accepted principles and IND AS. Percentage Completion and Compete Contract method.	Revenue recognition – principles, importance and process	4	10%	0.4	CO4
V	Credit Rating	Fundamentals of Credit Rating – Principles. Methodology of credit ratings – stability and rating through the cycle, Internal credit appraisal and due diligence. Credit rating agencies and their websites.	Credit Rating and credit appraisal	4	10%	0.4	CO4
VI	Financial Statement analysis for lending and investment decisions	Lending and investment decisions – use of ratio analysis and understanding of the financial statement of firms to arrive at their optimal Lending and investment decisions	Lending and investment decisions through fundamental analysis	4	10%	0.4	CO2, CO3
VII	Components of Annual Report	Components of Annual Reports – Management discussion and analysis, Corporate Governance Report, Auditor's Report	Read between the lines of Annual Report	4	10%	0.4	CO2, CO3

Suggested Readings:

TEXT BOOKS : Charles H Gibson; Financial Statement Analysis; Cengage Learning

REFERENCE BOOKS

1. Palepu, Healy, Bernard; Business Analysis and Valuation using Financial Statements; Cengage Publishing

CO-PO mapping

CO / PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H		L			M		M
CO 2	H	H	M			M		M
CO 3	H	H				M		M
CO 4	H	M	M			L		

*** H means High relevance, M means Medium relevance, L means Low relevance*

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MBR3012T: [Integrated Marketing Communications], [4 credits], [Semester III], [Nature of the Course: Elective Course]

Course Outcomes (CO)

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

- CO1. Explain the fundamental concepts of Communications and promotions
- CO2. Analyze the communication models to develop promotional campaigns for a brand
- CO3. Design message and media strategies using different tools and metrics
- CO4. Formulate the alternatives to decide the promotion mix elements of IMC strategies
- CO5. Assess the effectiveness and ethics of the promotional programmes

Sl.	Topic	Sub-Topic	Description	Num	Mar	Credit	Associat
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No.				ber of Hou rs	ks allot ted	of each Modu le	ed Course Outcome (CO)
1	Intro duction to Integrat ed Commu nication s	Promotional mix elements- characteristics, advantages, disadvantages, Integrated Marketing Communication approach, Relationship amongst the promotional mixes and with other marketing mix elements, History of advertising; Various forms of Advertising;	Overview of promotion Mix elements & Integration	4 hrs	5%	0.4	CO1
2	Promoti onal Plannin g	Steps of the Planning Process; Advertising Objectives: Sales approach versus communication approach; DAGMAR approach; Advertising Budget: Budgeting approaches –	IMC Planning and Objectives Setting	6 hrs	20%	0.6	CO1, CO2
Sl. No.	Topic	Sub-Topic	Description	Num ber of Hou rs	Mar ks allot ted	Credit of each Modu le	Associat ed Course Outcome (CO)
3	Foundat ions of advertis ing Design	Communication process; Communication models - traditional hierarchical response models; Alternate response hierarchies; ELM model; FCB; Cognitive Response model; Involvement and Communication, Brand value proposition and promoting desired image; corporate branding	Communicat ion process Advertising and Brand Building	8 hrs	20%	0.8	CO2
4	Designi ng an advertis ement campaig n	Message Strategies: cognitive; affective; conative; and brand strategies; Creative strategies - Message factors; message structure; message appeals- rational; emotional; scarce; message source factors - credibility; attractiveness; power; executional frameworks means-end theory; leverage points; Creative tactics for print and audio-visual media - copywriting; body copy;	Elements of Media and Message Strategies, creative strategies and tactics	10hr s	25%	1.0	CO2, CO3

		headlines; layout; visuals; Slogans; logos; signatures; storyboards; Media Strategy : Media planning process; media mix – different types of media – television; radio; print; outdoor; internet; characteristic features; advantages and limitations coverage; reach frequency; impact; Scheduling – Patterns; factors influencing choice of media					
5	Advertising Industry	Advertisers; Advertising Agencies; and Support Organizations; types of agencies; structure; role and functions of ad agencies; agency compensation and evaluation tools Advertising and Society: Social – social and cultural issues; Ethical – deceptive; offensive; economical- effect on consumer choice; competition; cost and prices; and Regulatory Aspects of Advertising – ASCI.	Client-agency relationship and ethical practices	2hrs	5%	0.2	C05
6	IMC Mix Elements	Sales Promotion: definition; reasons for rapid growth of Sales Promotion; objectives of Sales Promotion; Types of Sales Promotion; Tools and techniques of Consumer and Trade Promotion, role of sales promotion in IMC Programme; Public Relations and Corporate Advertising: definition; new role of PR; objectives; tools and techniques of Public relations with merits and demerits; Corporate advertising- scope and types; role of PR in IMC Programme; Direct Marketing: definition; reasons for growth, objectives of direct marketing; tools and techniques of direct	Sales promotion, personal selling, direct marketing, Public relation and publicity	8hrs	20%	0.8	C03, C04

		marketing; Personal selling – steps, objectives of communication, types of presentations, objection handling					
7	Promotional effectiveness	Evaluation of Promotional Effectiveness: reasons to measure effectiveness; what; when; where; how to test; Testing methods - pre-testing and post testing techniques to measure effectiveness of advertisements; Essentials of effective measures; problems with current methods; measuring effectiveness of other promotions	Measuring promotional effectiveness by pre and post tests	2hrs	5%	0.2	CO5

Suggested Readings:

Text Book:

- 1) G.E. Belch & M.A. Belch, : Advertising & Promotion, TMH
- 2) K.E. Clow & D. Baack, Integrated Advertising, Promotion, and Marketing Communications, Pearson Education

Reference Books

- 3) Advertising and Integrated Brand Promotion, T. C. O'Guinn, C.T. Allen & R. J. Semenik, Advertising, Thompson
- 4) W.Wells, J. Brunett & S. Moriarty, Advertising, Pearson
- 5) J. Jethwaney & S. Jain, Advertising Management, OUP

CO-PO mapping

CO / PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H		L			L	L	
CO 2	M	M	L	M				L
CO 3	H	H	M	M				M
CO 4	H	H		M	L			M
CO 5	H	M	H			L	L	L

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☐ MBR3022T: [Consumer Behaviour], [4 credits], [Semester III], [Nature of the Course: Specialization Course]

☐ Course Outcomes (CO)

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

- CO1. Enumerate the theories associated with Consumer Behaviour
- CO2. Identify and interpret the factors affecting the consumer behaviour
- CO3. Demonstrate the impact of internal dynamics such as attitude, learning, motivation, perception, and personality, on consumer's decision-making process
- CO4. Illustrate the shift in consumers behaviour with respect to the changing business situations
- CO5. Analyze the behaviour of consumers to create strategic consumer segments

Sl. No.	Topic	Sub-Topic	Description	Number of Hours	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1	Introduction to Consumer Behaviour	Meaning; nature and importance of Consumer Behaviour; Understanding consumers and market segments	Overview of Consumer Behaviour and its scope	2 hrs	5%	0.2	CO1

2	Consumer as an Individual	Dynamics of Motivation; Needs; Need Arousal; Goals; Maslow's Hierarchy of Needs; A Trio of Needs; Measurement of Motives	Internal Factors responsible for consumer's behaviour	6 hrs	15%	0.6	C01, C02
3	Personality and Consumer Behaviour	Nature and Theories of Personality; Freudian, Neo-Freudian, Trait Theory of Personality; Consumer Innovators and Innovativeness; Dogmatism; Inner- versus Other-Directedness; Need for Uniqueness; Optimum Stimulation Level; Sensation Seeking; Variety and Novelty Seeking; Need for Cognition; Visualizers versus Verbalizers; Consumer Materialism; Fixated Consumption; Compulsive Consumption; Consumer Ethnocentrism; Personality and Color; Self and Self-Image	Impact of Consumer Personality on their buying behaviour	6 hrs	15%	0.6	C01, C02, C03
Sl. No.	Topic	Sub-Topic	Description	Number of Hours	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
4	Consumer Perception	Elements of Perception; Sensory Input; Absolute and Differential Threshold; Perceptual Selection, Organization, Interpretation; Perceived Quality; Perceived Risk; Consumer Imagery	Formation and Impact of Consumer Perception	2 hrs	5%	0.2	C01, C02, C03
5	Consumer Learning	Elements of Consumer Learning; Motives, Cues, Responses, Reinforcement; Classical Conditioning; Instrumental Conditioning; Observational Learning; Information Processing; Cognitive Learning; Outcomes and Measures of Consumer Learning	Types and Impact of Consumer Learning	4 hrs	10%	0.4	C01, C02, C03
6	Consumer Attitude Formation and Change	Attitude-Toward-Behavior Model; Theory of Reasoned Action; Theory of Trying-to-Consume; Attitude-Toward-the-Ad Model; The Utilitarian Function; The Ego-Defensive Function; The Value-	Building blocks of consumer attitude	6 hrs	15%	0.6	C03, C04, C05

		Expressive Function; The Knowledge Function; The Elaboration Likelihood Model; Self-Perception Attributions; Types of attributions					
7	Socio-Cultural Settings of Consumers	Family and Its Social Standing; Family Decision-Making and Consumption-Related Roles; Family Life Cycle; Nontraditional Families and Non-Family Households; Reference Groups; Types of Reference Groups and their influence on products and brands; Social Standing and Consumer Behavior; Characteristics of Social Classes; Influence of Culture; Subcultures; Nationality and Ethnicity; Religious Subcultures; Regional Subcultures; Generation; Gender; Cross-Cultural Consumer Behavior;	Impact of socio-cultural setting on consumer behaviour	8 hrs	20%	0.8	C01, C02, C03
Sl. No.	Topic	Sub-Topic	Description	Number of Hours	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
8	Consumer Decision-making and Consumer Research	Consumer Decision-Making Model; Decision-Making Input; Decision-Making Process; Models of consumer decision-making: Traditional; behavioural economics; and contemporary (Howard and Sheth Model; Nicosia Model; Engle and Blackwell Model); Input; process and output model; Gifting Behavior; Diffusion and Adoption of Innovations; Types of Innovations; The Adoption Process	Consumer Decision making process	6 hrs	15%	0.6	C04, C05

Suggested Readings:

Text Book:

1. Leon G. Schiffman & Leslie Lazer Kankuk: Consumer Behaviour (Edition 6th) PHI – New Delhi

Reference Books

2. Loudon & Bitta: Consumer Behaviour, McGraw Hill International, 2000
3. Glenn Walters and Blaise J. Bergiel: Consumer Behaviour, South Western Publishing Company,

CO-PO mapping

CO / PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	L		L					
CO 2	M					M		L
CO 3	M	M				M	M	L
CO 4	M	M				M	M	L
CO 5	M	H	L			M	L	L

**** H means High relevance, M means Medium relevance, L means Low relevance**

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☐ **MBR3032T: [SALES AND DISTRIBUTION MANAGEMENT], [4 credits], [Semester III], [Nature of the Course: Discipline Specific Course]**

☐ **Course Outcomes (CO)**

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

CO1- Understanding & acquaintance with the fundamental Concept, roles & responsibilities and the structure of sales and distribution systems

CO2- Understanding of selling process and to manage, motivate and lead sales force

CO3- Designing and Framing policies and plan for sales organization and its modifications

CO4-Analysis of insight into the sales force planning and management functions

CO5- Evaluation & developing clarity on the way of managing power & channel conflicts

CO6- Application on the various aspects of distribution & supply chain management

CO7- Creating model of warehousing, inventory & transportation

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Introduction :	Concept; Objectives and Functions of Sales Management; Evolution of Sales Department; Nature and Scope of Personal	acquaintance with the fundamental	5	5 %	0.2	CO1

		Selling and Sales Management; Duties; Responsibilities; Functions of a Sales Manager	Concept				
II	Personal Selling:	Types of Selling situations; Buyer-seller dyad; Theories of selling; Steps of Selling process; Salesmanship; Product and customer knowledge; Types of objections; Negotiation; When and How to Negotiate	Theories & application	5	5 %	0.2	CO2
III	Sales Organization :	Setting up Sales organization; Different models of Sales Organization; Factors determining Sales organization structure; Problems associated with structuring the sales organization; Modifications of Sales Organization.	Creation & designing of Sales organization	5	10 %	0.4	CO2, CO3
IV	Sales Planning :	Importance of Sales Planning; Sales objectives; Strategies; Sales Forecasting; Sales Territories; procedure for designing sales territories; assigning territories; Sales Quotas ; importance; procedure; types and method of establishing Quotas; Sales budget	Sales Planning objectives	5	10 %	0.4	CO3, CO4
V	Sales Force Management and Sales Control:	Sales Force Planning; Recruitment and selection; Training and Development; Placement and Induction; Motivating Sales Force; Leading the Sales Force; Compensation and Promotion Policies. Analysis of Sales Volume; Costs and Profitability; Managing expenses of sales personnel; Evaluating Sales Force Performance.	Sales Force Management functions	5	20 %	0.8	CO4
VI	Introduction to Distribution Management	Marketing Channel structure; functions and advantages; types of channel intermediaries –	Distribution Management	5	20 %	0.8	CO6

	:	wholesalers; distributors; stockiest; sales agents; brokers; franchisers; C&F agents; and retailers.	concepts				
VII	Channel Design and Management :	channel objectives & constraints; identification; evaluation and selection of channel alternatives; channel management and control – recruiting and selecting channel members; motivating; evaluating channel arrangements , conflict management	Channel Design Management	5	15 %	0.6	CO5, CO6
VIII	Physical Distribution & Logistics:	goals; function; processing; warehousing; inventory & transportation.	Distribution & Logistics	5	15 %	0.6	CO6

Suggested Readings:

1. Cundiff, Still & Govoni : Sales Management – Decision, Strategies & Cases – PHI.
2. Johnson, Kurtz & Scheuing : Sales Management Concept, Practices & Cases – McGraw Hill.
3. Sahadev, Sales & Distribution Management, OUP
4. K.K.Havaladar & V.M.Kavale, Sales and Distribution management, TMH

CO-PO Mapping

CO / PO	P01 Knowledge of Business	P02 Critical & Problem Solving Skills	P03 Ethical orientation	P04 Global perspective & Communication Skills	P05 Leadership & Team Building Skills	P06 Entrepreneurship Skills	P07 Sustainability Perspective	P08 Lifelong learning & Research Skills
CO 1	H	M	L	H	M			L
CO 2	H	H	M	H	H			
CO 3	H	H	H	H	H			M
CO 4	H	H	M	H	M			
CO 5	H	H	M	H	H			

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❏ **MBR3042T: [Product and Brand Management], [4 credits], [Semester III], [Nature of the Course: Specialization Course]**

❏ **Course Outcomes (CO)**

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

- C01. Enumerate the classification of products and theories related to product development
- C02. Explain the basic concepts associated with brand management
- C03. Choose the alternative strategies to manage product and competition in the market
- C04. Prepare strategic alternative for different brand management scenario
- C05. Criticize different brand management strategies and devise strategies to develop sustainable brands

Sl. No.	Topic	Sub-Topic	Description	Number of Hours	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1	Introduction to Product Management	Introduction; Product Management scopes, Product Level, Classification, New Product types, Product Mix, Product Differentiation; The Product Life-Cycle Concept; New-Product Development Process; BAH model, Generic product development process, Stage-Gate process, Product roadmap; Steps in creating product roadmap; Beta programme	Overview of Product Management and steps in Product development	8 hrs	20%	0.8	C01
2	Product Market Competitiveness	Product market competition, types, Factors determining competition, Methods of determining competition, Competitor analysis, Sources of competitor information, Competitor's objectives, Differential Advantage analysis, Product category attractiveness analysis, Category competitiveness factors, Environmental Analysis,	Identification of Product Market Competitiveness and strategy formation	6 hrs	15%	0.6	C01, C03
Sl. No.	Topic	Sub-Topic	Description	Number of Hou	Marks allotted	Credit of each Modu	Associated Course Outco

				rs		le	me (CO)
3	Product Market Segmentation, Research and Strategy formation	Product Market Segmentation (consumer and industrial market segmentation); Measuring Consumer Difference; PLC and Product Strategies, Product Line Extension, Effective Marketing Mix for different stages; Product market research, Review Programmes	Identification of product market segment, product market research types and strategy formation	6 hrs	15%	0.6	C01, C03, C05
4	Introduction to Brand management	Brand concepts; Reasons for branding; Branding challenges and opportunities; Applications of branding; Concepts of Brand Personality; Brand Image; Brand identity Model; Brand Equity; Brand Essence, Brand Prism	Introduction to Branding and different concepts related to branding	8 hrs	20%	0.8	C02
5	Building the Brand	Designing marketing programmes for branding; Integrated marketing communications; Measuring brand performance; Brand positioning; Positioning guidelines; defining brand values	Learning Branding Activity	6hrs	15%	0.6	C02, C04
6	Designing Sustainable Brand	Brand Management Research, Types, Building Brand equity; Brand extensions; Reinforcing and revitalizing brands, Brand Repositioning	Brand Research and Growth and sustainability of brand	6hrs	15%	0.6	C02, C04, C05

Suggested Readings:

Text Book:

4. Managing Brand Equity: David A. Aaker, Free Press
5. Product Policy and Management: Michael J. Baker, Ronald McTavish; Macmillan Press

Reference Books

6. Strategic Brand Management: Kevn Lane Keller, Prentice Hall India
7. Expert Product Management, Brian Lawley

8. Product Management in India: Ramanuj Majumder

CO-PO mapping

CO / PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	L		L			L	L	
CO 2	M		L			M	M	L
CO 3	M	M	M			M	M	L
CO 4	M	H				M	M	L
CO 5	M	H	L			M	L	L

**** H means High relevance, M means Medium relevance, L means Low relevance**

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❏ **MBR3052T: [Services Marketing], [4 credits], [Semester III], [Nature of the Course: Marketing Specilization]**

❏ **Course Outcomes (CO)**

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

1. Understand the basic characteristics of services and the associated marketing challenges for service organizations
2. Identify and analyze the various components of the services marketing mix;
3. Identify and analyze the parameters that determine the consumer's service experience, expectation and perception.
4. Understanding the key issues concerning the management and measurement of service quality and customer satisfaction and develop solutions designed to build competitive advantage
5. Analyze and apply relevant services marketing theory, strategies and tools to contemporary case studies.

❏ **Course Content**

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks Allotted	Credit of each Module	Associated Course Outcome
1	I. Service Marketing	Introduction to services; Importance of services in the economy; Reasons for growth of services	Overview and Concepts of Services Marketing	8	20%	0.2	CO1
		Different types of service sector; Trends in service sector; Role of technology in service sector					
		Concept and characteristics of services					
		Marketing Mix of Services					
2	II. Creating the Service Product	Creating service product; Service product mix	Concepts, Models and application	6	15%	0.15	CO2, CO3
		New Service Development; Branding service product					
		Promotional Mix Elements; Challenges of service communication; Branding					
3	III. Pricing of services	Approaches to Pricing; Value-definition based pricing strategies	Concepts, Models and application	6	15%	0.15	CO2, CO3, CO4
		Distribution in service context; Strategies for effective distribution					
4.	IV. Designing and managing service process	Designing service delivery system; Service Blueprinting	Concepts, Models and application	10	25%	0.25	CO2, CO3, CO4

		Planning the service environment; Servicescape strategies					
		Managing People; Strategies for delivering service quality through people; Service leadership and culture					
5.	V. Consumer Behaviour in Services	Service experience, expectations and perceptions; Zone of tolerance; Understanding differences among customers	Concepts, Models and application	8	20%	0.2	CO3, CO4
		Service quality; GAPS Model; Measuring & improving service quality; Defining, measuring improving productivity					
6.	VI. Application of service strategies	Application of service strategies in different service sectors	Application	2	5%	0.05	CO5

Suggested Readings

1. Zeithaml, V.A., Bitner, M.J., Gremler, D.D. (2018) *Services Marketing: Integrating Customer Focus Across the Firm with Connect Access*. (7th ed.). New York: NY. McGraw-Hill Education.
2. Jochen Wirtz, C.Lovelock, J. Chatterjee (2019) *Essentials of Services Marketing* (3rd ed.) Pearson Education

CO-PO mapping

CO/ PO	PO1 Knowl edge of Busine ss	PO2 Critical & Proble m Solving Skills	PO3 Ethical orientati on	PO4 Global perspective & Communicati on Skills	PO5 Leadersh ip & Team Building Skills	PO6 Entrepreneurs hip Skills	PO7 Sustainabili ty Perspective	PO8 Lifelong learnin g & Researc h Skills
CO1	H	M						
CO2	H	H						
CO3	H	H						
CO4	H	H					L	
CO5	H	H		H				

**** H means High relevance, M means Medium relevance, L means Low relevance**

Section 03

Final PO and CO Mapping

Courses	Programme Outcome (PO)				
	P01	P02	POn
Course 01					
Course 02					
..					
..					
Course N					
Final Outcome					

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MBR306s2T: [BUSINESS TO BUSINESS MARKETING], [4 credits], [Semester III], [Nature of the Course: Discipline Specific Course]

Course Outcomes (CO)

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

1. Identify various marketing concepts involved in organizational buying.
2. Comprehend the buying process of business markets.
3. Analyse the Channel Management opportunities for business-to-business marketing
4. Apply the Business Marketing Intelligences concepts to B2B markets
5. Apply the Sales Promotion & communication strategies for B2B markets

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	B2B Overview	: Perspective on the organization buyer; Nature of Industrial Marketing. Industrial Marketing Vs. Consumer Marketing; difference between B2B and B2C offerings. Relational approach to Industrial Marketing- The Nature of Industrial Demand & Industrial Customer; Types of Industrial Products: Major	Basic concepts familiarity	7	20 %	0.8	CO1

		Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub- Assemblies; Operating Supplies; Standardized and non-standardized parts; Industrial services					
II	Dimensions of Organizational Buying	Organizational customer - Buying behavior. Environmental & organizational Influences; The Buy Grid Model; Buy phases; Buying decision making; Processes and procedures Buying Roles; buying center concept; Interpersonal Dynamics of Industrial Buying Behavior; Roles of Buying Centre; Conflict Resolution in Decision Making; Ethics in Purchasing.	Variables of Buying behavior	7	20 %	0.8	CO2
III	Business Marketing Intelligences	Segmenting the organizational Market. Organizational Demand Analysis: demand measurement techniques; Measuring Market Potential and Sales Forecasting. Measuring customer values and creating value for the customer; Value Analysis and measurement	Segmentation & Sales Forecasting	7	20 %	0.8	CO3 CO4
IV	Channel Management	Main Distribution Channels; Aspects of Contractual Arrangements; Advantages and Disadvantages of the Use of Middlemen; Factors in Channel Choice; Selling to Middlemen; Physical Distribution; Distribution Effectiveness Analysis	Logistics & Supply chain	7	15 %	0.6	CO4
V	Pricing	The Simple Pricing Models; Pricing Objectives; Industry Pricing Process. Price Monitoring; The Use of Probability in Pricing;	Industry Pricing Process	6	15 %	0.6	CO4 CO5

		Legislation and Pricing; Export Pricing;					
VI	Sales Promotion	Influencing the Buyer; Personal Selling; The COMPACT Model. Advertising; Other Forms of Sales Promotion; The Co-ordination of Promotion; Direct Marketing Strategies; CRM		6	10 %	0.4	CO4 CO5

Suggested Readings:

1. Michael D Hutt, Dheeraj Sharma, Thomas W Speh, B2B Marketing: A South-Asian Perspective Cengage Learning, 11/e, 2014
2. Sharad Sarin, Strategic Brand Management for B2B Markets : A Road Map for Organizational Transformation, Sage publications, 2010
3. Dwyer, F. Robert & Tanner, John F. Jr. Business Marketing, McGraw-Hill, 4/e., 2009

Journals:

1. Journal of Marketing Research
2. Journal of Business-to Business Marketing, Taylor & Francis Online.

CO-PO Mapping

CO / PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO1	H	H	H		M			M
CO2	H	H	H		M			
CO3	H	M	M	M	M			
CO4	H	M	M	H				M
CO5	H	H	H	H				

**** H means High relevance, M means Medium relevance, L means Low relevance**

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☐ **MBR3013T: [MANPOWER PLANNING, RECRUITMENT AND SELECTION], [4 credits], [Semester III], [Nature of the Course: Discipline Specific Elective Course]**

☐ **Course Outcomes (CO)**

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

6. Comprehend the various techniques of HRP in a global perspective
7. Integrate the theories and predict manpower requirements
8. Examine the application of job analysis and evaluation on manpower planning
9. Assess efficiency of recruitment and selection process of global organizations with suitable recommendations
10. Realise the significance of human resource accounting and audit for a business enterprise

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Introduction to Human Resource Planning	Meaning & Concept	Overview and Scope	4	10%	0.4	CO 1
		Responsibilities of modern HR					
		Objectives					
		Macro & Micro HRP					
II	Productivity, Technology and HRP	Time Scale & Wastage Analysis	HRP: process & practice	3	7.5%	0.3	CO 1
		HRP in practice					
III	Job Analysis and Job Evaluation	Job Description & Job Specification	Understanding Job details	7	17.5%	0.7	CO 3
		Job Assessment & Work Measurement					
		Ergonomics					
IV	Forecasting	Demand Forecasting	Methods of analysing manpower requirements	8	20%	0.8	CO 2
		Supply Forecasting					
V	Recruitment	Recruitment process	Recruitment practices	5	12.5%	0.5	CO 4
		Internal & External Recruitment					
		Attitude Survey					
VI	Selection	Steps in Selection Process	Selection practices	5	12.5%	0.5	CO 4
		Application Blank & Selection Tests					
		Strategic Employment Interview					
		Appointment & Induction					

		Benefits of Internal Mobility; Transfers, promotions, Demotions, Separations					
VII	HRA and Audit	Concept	Accounting & Audit	3	7.5%	0.3	CO 5
		Approaches					
		HRD Audit					
VIII	Application & Reflective Learning	Projects & Case Study	Practical applications	5	12.5%	0.5	CO 1, CO 2, CO 3, CO 4, CO 5

Suggested Readings

2. Ian Maitland, Manpower Planning and Recruiting, 2005, Infinity Books
3. D K Sharma, Manpower Planning, 2012, Centrum Press

CO-PO mapping

CO / PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H			M				
CO 2	H	H						M
CO 3	H							
CO 4	H			H				
CO 5	H						H	

*** H means High relevance, M means Medium relevance, L means Low relevance*

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MBR3033T : [Industrial Relations], [4 Credits], [Semester IV], [Nature of the Course: Specialization]

○ **Course Outcomes (CO)**

At the end of this course, Students will be able to

6. Understand the concepts of Industrial Relations and its dynamics.
7. Elaborate the Functions; Approaches of Trade Union Movement in India
8. Examine the Grievance Function in Industrial Relations of Indian Context

9. Evaluate the effects of Settlement Machinery in Industrial Relations disputes

10. Create Newer Insights and practical applications to solve IR cases.

○ **Course Content**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Industrial Labor in India	Growth of Industrial Labor Force	Labour Types	4	10%	0.4	CO 1
II	Trade Unionism	Concept Functions Approaches	Trade Union Act, 1926	4	10%	0.4	10%
III	Dynamism of Industrial Relations (IR)	Industrial Relations – Concept and Perspectives	Evolution of IR, Industrial Conflicts	4	10%	0.4	CO3
IV	Grievance Function in IR	Concept: Effects of Grievance	Grievance Redressal Procedure	4	10%	0.4	CO 2
V	Discipline in IR	Aims; Discipline Maintenance System	Causes of Indiscipline & Disciplinary Action.	4	10%	0.4	CO 3
VI	Collective Bargaining and Negotiation	Concept; Features; Importance; Principles	Coverage of Bargaining Forms of Bargaining, Negotiation	4	10%	0.4	CO 4
VII	Settlement Machinery	Conciliation, Arbitration, Adjudication.	Industrial Tribunal	4	10%	0.4	CO 4
VIII	Workers' Participation in Management (WPM)	Elements; Objectives; Levels; Forms	Practices; Causes of Failure of WPM	4	10%	0.4	CO4
IX	Elements of Industrial Relations Legislation	Industrial Employment Act, 1946	Factories Act, 1948	4	10%	0.4	CO4
X	Case Presentations	Case Analysis	Creating new knowledge of IR	4	10%	0.4	CO 5

Suggested Readings

5. Dynamics of Industrial Relations by Mamoria, Mamoria & Gankar, Himalaya Publishing House, 2006.
6. Industrial Relations: Concepts and Legal Framework by A. M. Sarma, Himalaya Publishing House, 2007.

7. Industrial Relations: Trade Unions & Labor Legislations by Sinha, Sinha & Shekhar, Pearson, 2013.

○ **CO-PO mapping**

CO/ PO	P01 Knowledge of Business	P02 Critical & Problem- Solving Skills	P03 Ethical orientation	P04 Global perspective & Communication Skills	P05 Leadershi p & Team Building Skills	P06 Entrepre neurship Skills	P07 Sustainabilit y Perspective	P08 Lifelong learning & Research Skills
C01	H			H				
C02	H					H		
C03	H			M				
C04	H	M						
C05	H	M		M				H

**** H means High relevance, M means Medium relevance, L means Low relevance.**

Section 03

1. Final PO and CO Mapping

Courses	Programme Outcome (PO)				
	P01	P02	POn
Course 01					
Course 02					
..					
..					
Course N					
Final Outcome					

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② **MBR3043T : [Training and Development], [4 credits], [Semester III], [Nature of the Course: Specialization Course]**

② **Course Outcomes (CO)**

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

11. Enumerate the meaning of TD
 12. Interpret the rational and overview of TD
 13. Classify the TNA methods
 14. Assess the various approaches to learning
 15. Criticize and review training transfer at work
 16. Contrast the approaches and methods of Training and Development
 17. Evaluate the various Training Methods
 18. Distinguish between different approaches to Training Evaluation and Monitoring
- Determine the special issues in TD

② **Course Content**

Module No	Module Name	Module SubTopic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Introduction to TD	Meaning, Forces	Introduction	5	10%	0.4	CO 1
		Snapshots of TD in enterprises					
II	Strategic Training Interventions	Evolution of TD	Evolution and Process	6	15%	0.4	CO2
		Process, Methods					
III	Training Needs Assessment	Concept and Significance of TNA	TNA	5	15%	0.7	CO3
		Process and Scope of TNA					
IV	Learning Approaches and Program Design		Learning	6	10%	0.4	CO 4
		Meaning, Theories					
		Process of learning					
		Learning Outcomes					
V	Transfer of Training	Training Design	Training Transfer	6	15%	0.8	CO 5
		Training Transfer					
VI	Training Methods	Traditional and Modern Methods of TD	Methods and Tools	8	17.5%	0.8	CO 6
		Application of Methods in specific situations					
		On-the-job and off-the-job initiatives of TD					
VII	Training Evaluation		Evaluation	7	17.5%	0.5	CO 7
		Meaning and Scope					
		Evaluation Process					
		Evaluation strategy					
VIII	Employee Development & Special Issues in TD		Employee Development	7	17.5%	0.5	CO 7, CO 8
		Employee Development					
		Special issues in TD					
IX	Case Studies and Application		Cases and Application	7	17.5%	0.5	CO 8
		Case Discussion					
		Application and Review					

Suggested Readings

- Employee Training and Development by Raymond A Noe and Amitabh Deo Kodwani, 5th Edition, McGrawHill 2012

CO-PO mapping

CO / PO	P01 Knowledge of Business	P02 Critical & Problem	P03 Ethical orientation	P04 Global perspective &	P05 Leadership & Team	P06 Entrepreneurship Skills	P07 Sustainability Perspective	P08 Lifelong learning
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		m Solving Skills		Communicati on Skills	Building Skills			g & Researc h Skills
CO 1	H			H				
CO 2			M					
CO 3	H					L	M	M
CO 4		M						
CO 5	H	M		L		H		
CO 6	H			L		H		
CO 7			L					H
CO 8						L		H

**** H means High relevance, M means Medium relevance, L means Low relevance**

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**MBR3053T: [PERFORMANCE MANAGEMENT SYSTEM], [4 Credits],
[Semester IV], [Nature of the Course: Specialization]**

○ **Course Outcomes (CO)**

At the end of this course, Students will be able to

11. Understand the Performance Management dealing with Meaning; Concept; Perspectives
12. Elaborate the Conceptual Framework of Performance Management in the context of global organizations
13. Examine the Methods of Appraisal, Measuring and Rating Performance.
14. Evaluate Factors influencing Rewards for Employee Performance in Organizations
15. Create new knowledge and apply creative solutions for IIMA cases

○ **Course Content**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Introduction to Performance Management	Meaning; Concept; Perspectives;	Pre-requisites; Philosophy; Characteristics	4	10%	0.4	CO 1
II	Overview of PMS	Components; Conceptual Framework	Model Performance Appraisal Forms	5	12.5%	0.5	CO 1

III	Performance Appraisals and Counselling	Approaches to Appraisals	Methods of Appraisal	5	12.5%	0.5	CO2
IV	Performance Planning	Setting; Performance Criteria; Methods of Performance Planning;	Competency Mapping	4	10%	0.4	CO 1
V	Performance Monitoring:	Meaning; Characteristics; Performance Monitoring Plan (PMP)	Performance Monitoring Process	5	12.5%	0.5	CO 4
VI	Measuring and Rating Performance	Understanding Measurement; Integrated PMS	Balanced Scorecard Approach to Performance Measurement	6	15%	0.6	CO 1
VII	Rewards for Employee Performance	Contingency Pay; Performance related Pay (PRP)	Total Reward Strategy; Reward Principles	4	10%	0.4	CO 1
VIII	Ethics in Performance Management	Implications, Objectives and Significance of Ethics	Code of Ethics in Performance Management	5	12.5%	0.5	CO 1
IX	Cases and Discussion	Case Based Learning	IIMA Case Components	2	5 %	0.2	CO 5

Suggested Readings:

1. Performance Management by A. S. Kohli & T. Deb, Oxford University Press, 2008.

Essentials of Performance Management by Anjali Ghanekar, Everest Publishing House, 2010.

2. CO-PO mapping

CO / PO	PO1 Knowledge of Business	PO2 Critical & Problem-Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H			H				
CO 2	H						H	
CO 3	H				M			
CO	H	M						

4								
CO 5	H	M		M				H

*** H means High relevance, M means Medium relevance, L means Low relevance*

Section 03

Final PO and CO Mapping

Courses	Programme Outcome (PO)				
	PO1	PO2	POn
Course 01					
Course 02					
..					
..					
Course N					
Final Outcome					

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MBR3063T : [Compensation and Benefits Management], [4 credits], [Semester III], [Nature of the Course: Discipline Specific Elective Course]

Course Outcomes (CO)

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

19. Differentiate different jobs in an organization and critically analyse the compensation structures
20. Explain the significance of the wage theories and understand the ethical perspective
21. Illustrate and outline a competency-based compensation design
22. Design suitable compensation systems for different jobs in a global perspective
23. Justify the legal Implications of wages and compensation

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Compensation-meaning & concept	Meaning	Introduction	4	10%	0.4	CO 1
		Linking motivation theories to compensation					
		Objectives of compensation					

II	Job Analysis and Job Evaluation	Meaning and Process	Overview & Significance	4	10%	0.4	CO 1
		Information management for Job Analysis					
		Methods of Job Evaluation					
III	Wage Theories	Wage Theories	Concepts & Types	4	10%	0.4	CO 2
		Types of wages: Minimum Wage; Fair Wage; Living Wage; Money Wage; Real Wage					
IV	Wage Policy and Wage Fixation	Wage regulatory authorities; National Wage Policy, Statutory Wage Fixation, Wage Boards, Pay Commissions; Adjudication	Concepts, scope & wage framework	4	10%	0.4	CO 2
		Factors leading to Differentials in Wages					
V	Wage Legislation	Payment of Wages Act, 1936; Minimum Wages Act, 1948	Definition, Scope & Applicability	4	10%	0.4	CO 5
		Payment of Bonus Act, 1965; Equal Remuneration Act, 1976					
VI	Wage and Salary Administration (Pay Determination)	Factors determining pay	Pay Process	3	7.5%	0.3	CO 3
		Pay problems in business					
VII	Structuring employee compensation/salary	Pay Survey	Planning executive compensation	6	15%	0.6	CO 4

		Determining Market Pay line					
		Understanding Pay Policy					
		Pay Grades/Bands; Broadbanding					
		Components of salary (executive compensation)					
VIII	Wage Incentives	Individual and Group Incentives	Types of incentives; Productivity-linked wages	5	12.5%	0.5	CO 4
		Principles for Installing Incentive Schemes					
	Application & Reflective Learning	Projects and Case Discussions	Application	6	15%	0.6	CO 1, 2, 3, 4, 5

Suggested Readings

5. Dipak Kumar Bhattacharya, Compensation Management, 2nd edition, 2014, OUP, India
6. George T Milkovich, Jerry M Newman, C S Venkata Ratnam, Compensation, 9th edition, 2017, McGrawHill Education

CO-PO mapping

CO / PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H						M	M
CO 2	H		H					M
CO 3	H	H						M
CO 4	H	H		M				M
CO 5	H		H					M

**** H means High relevance, M means Medium relevance, L means Low relevance**

