



## **St. Xavier's University, Kolkata**

### **Syllabus For MBA [Even Semester]**

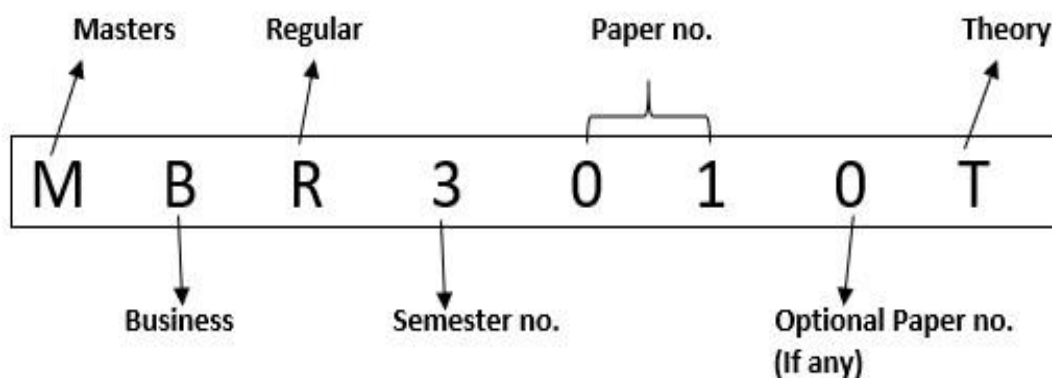
**Academic Year (AY) [2024-25]**

**Action Area IIIB**  
**New Town, Kolkata - 700160**  
**West Bengal, India**  
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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	
2024 - 26	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 Communication	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	Organizational Behaviour	100	60	–	30	40	20	4
		MBR1080T	3	Business Ethics and Legal Environment	100	60	–	30	40	20	4
<b>Total</b>					<b>700</b>	<b>Total Credit:</b>					<b>28</b>

**PAPER CODE ILLUSTRATION:**



## Section 1

### ***Department of XBS***

#### **Vision Statement of St. Xavier's University, Kolkata**

*Rooted in and inspired by the Ignatian charism of forming men and women for others, St. Xavier's University, Kolkata, as a Centre of Excellence, strives to promote a society based on love, freedom, liberty, justice, equality and fraternity.*

#### **Mission of XBS:**

The mission of XBS is driven by the ethos of NIHIL ULTRA, and it is dedicated to:

- *Nurturing competent business professional and leaders*
- *Encouraging an entrepreneurial culture*
- *Promoting a culture of critical thinking, innovation and social responsibility*
- *Nurturing Multidisciplinary approach towards management education*

#### **PEOs Statements**

**PEO 1:** To develop students with proficiency in core business disciplines

**PEO 2:** To cultivate their analytical skills and foster innovative mindset

**PEO 3:** To inculcate the students with a global perspective and the competence to implement cutting edge technology in practice

**PEO 4:** To groom value-driven business leaders who exhibit a keen awareness of their social responsibility and professional ethics

- ***Program Outcome***

- 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

## Course outline : MBA

Batch	Sem.	Paper Code	Rev. No	Paper Title	Specialization	Full Marks	CIA			End Sem.		Credits
							WT	OTH	Pass Marks	Marks	Pass Marks	
2023 - 25	IV	MBR4010T	1	Corporate Social Responsibility & Sustainability	-	100	60	-	30	40	20	4
		MBR4020T	1	Change Management	-	50	30	-	15	20	10	2
		MBR4011T	1	Financial Derivatives and Risk Management	Finance*	100	60	-	30	40	20	4
		MBR4021T	1	Strategic Financial Management		100	60	-	30	40	20	4
		MBR4031T	1	Financial Risk Analytics		100	60	-	30	40	20	4
		MBR4041T	1	Corporate Restructuring and Valuation		100	60	-	30	40	20	4
		MBR4051T	1	International Finance		100	60	-	30	40	20	4
		MBR4061T	1	Behavioral Finance		100	60	-	30	40	20	4
		MBR4012T	1	Marketing Analytics		Marketing*	100	60	-	30	40	20
		MBR4022T	1	Customer Relationship Management	100		60	-	30	40	20	4
		MBR4032T	1	Retail Management	100		60	-	30	40	20	4
		MBR4042T	1	Digital and Social Media Marketing	100		60	-	30	40	20	4
		MBR4052T	1	Rural Marketing	100		60	-	30	40	20	4
		MBR4062T	1	International Marketing	100	60	-	30	40	20	4	
		MBR4013T	1	Organizational Development	HR*	100	60	-	30	40	20	4
		MBR4023T	1	Strategic HRM		100	60	-	30	40	20	4
		MBR4033T	1	HRIS and HR Analytics		100	60	-	30	40	20	4
		MBR4043T	1	International HRM		100	60	-	30	40	20	4
		MBR4053T	1	HR Accounting and Audit		100	60	-	30	40	20	4
		MBR4063T	1	Career Planning and Talent Management	100	60	-	30	40	20	20	4
		MBR4014T	1	Business Intelligence and Advanced Forecasting Techniques	Business Analytics*	100	60	-	30	40	20	4
		MBR4024T	1	HRIS and HR Analytics		100	60	-	30	40	20	4
		MBR4034T	1	Marketing Analytics		100	60	-	30	40	20	4
		MBR4044T	1	Financial Risk Analytics		100	60	-	30	40	20	4
		MBR4054T	1	Prescriptive Analytics and Business Optimization		100	60	-	30	40	20	4
MBR4064T	1	Artificial Intelligence, ML & Deep Learning and Big Data	100	60		-	30	40	20	4		
<b>Total :</b>						<b>550</b>	<b>Total Credit :</b>					<b>22</b>

**\*Student Can Choose any 4 out of 6 papers of the specialization**

**Note: No students have opted for these papers -**

**ACRONYMS (AS APPLICABLE) :**

T=Theory

P=Practical

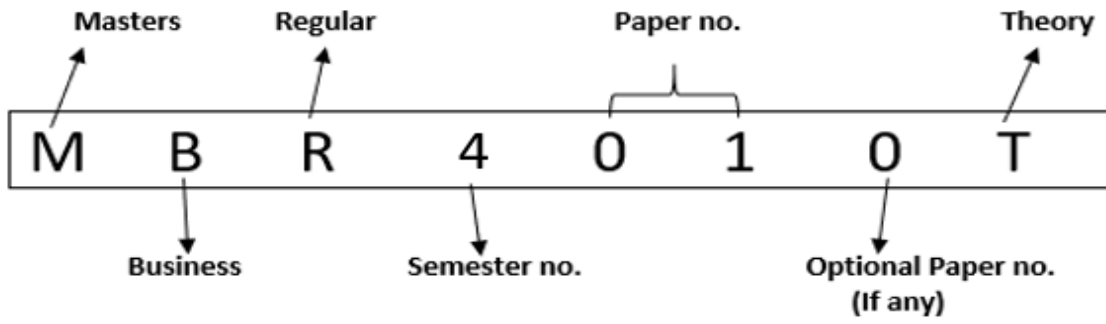
WT= Written test

A=Assignment

ATT=Attendance

OTH=Others (Seminar, Assignment, etc.)

**PAPER CODE ILLUSTRATION:**



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Signature of Dean  
(With Date)

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Controller of Examinations,  
SXUK

## Section 02

□ **MBR4010T: [Corporate Social Responsibility & Sustainability], [4 credits], [Semester IV], [Nature of the Course: Core Course]**

□ **Course Outcomes (CO)**

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

**CO1:** Understand the concept of CSR and Sustainability.

**CO2:** Describe the different theories and practices that underpin CSR and Sustainability.

**CO3:** Understand the regulatory framework guiding CSR and Sustainability.

**CO4:** Integrate and apply knowledge gained in basic courses to the formulation and implementation of green strategies relevant for various organizational functions.

**CO5:** Identify and evaluate the business processes, social responsibility, and sustainability practices of various organizations.

### Course Content:

Module No.	Module Name	Topic	Description	No. of Hours	Marks allotted	Credit for each Module	Associated Course Outcome (CO)
1.	Introduction to CSR and Sustainability	Fundamental concepts and meaning of CSR; corporate philanthropy; CSR-an overlapping concept; CSR through triple bottom line; CSR and business ethics; relation between CSR and corporate governance; environmental aspect of CSR; drivers of CSR; CSR and strategy; review of successful corporate initiatives & challenges of CSR	An overview of Social Responsibility and Sustainability	8	20%	0.8	CO1
		Introduction to Sustainability and Sustainable Development, Meaning, Conceptualization, Approaches					
2	Different Theories to CSR and Sustainability	CSR models; Carroll's model; TBL Theory; Stakeholders theory; Shareholder Value theory	Theoretical Underpinning	4	10%	0.4	CO2
		Three pillars model; Two-tiered sustainability equilibria model; Nested circles of sustainability; Prism model					

3	Regulatory mandates for CSR and Sustainability	CSR-Legislation in India & the world. Section 135 of Companies Act 2013; Scope for CSR Activities under Schedule VII; Implementing Process in India	Regulatory Framework guiding CSR and Sustainability	8	20%	0.8	CO2
		The Triple Bottom Line: Concept, Three Ps – People, Planet and Profit					
		Importance, Principles, Pillars of Sustainability, Environmental Awareness					
		Sustainability Framework of TBL					
		ESG reporting for Businesses					
4	CSR and UNIDO	UNIDO's approach to CSR, Responsible Entrepreneur's Achievement Program-(REAP)	CSR and UNIDO	8	20%	0.8	CO4
		UNIDO CSR assistance, CSR Projects, Creating shared prosperity, advancing economic competitiveness					
		Upgrading businesses and industrial infrastructure, investing in technology and innovation, supporting small and medium industry clusters Setting up export consortia, Quality and compliance infrastructure, Competitive trade capacities					
		UNIDO Experiences in India, Pakistan, Sri Lanka, Thailand, China and Croatia					
5	Green Strategies	Green Strategies in Business Operations, Vision 2030	Green Strategies, Vision 2030	6	15%	0.6	CO4
		Elements in Marketing, Human Resource Management and Finance towards Green strategies					
6	Business Process, Social Responsibility and Sustainability	Case Studies of Major CSR Initiatives	Industry Case Studies	6	15%	0.6	CO5
		Case Studies of ESG and Sustainability					

### Suggested Readings:

#### Textbooks:

1. Sri Urip, "CSR Strategies - Corporate Social Responsibility for a competitive Edge in Emerging Markets", John Wiley
2. Agarwal, S.K., "Corporate social Responsibility in India", Sage Publishing Co. India Pvt. Ltd., 2008
3. Sri Urip, "CSR Strategies - Corporate Social Responsibility for a competitive Edge in Emerging Markets", John Wiley

4. Andrew Savitz, “Triple Bottom Lines -How Today's Best-Run Companies Are Achieving”, John Wiley
5. UNIDO Report -, “Industrialization as the driver of sustained prosperity”, UNIDO,2020
6. Agarwal, S.K., “Corporate social Responsibility in India”, Sage Publishing Co. India Pvt. Ltd., 2008

**Reference Book:**

Annual CSR Reports and select online sources to handed from time to time

**Section - 03**

**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	M						H	
CO2	M		M				H	M
CO3	H		H				H	
CO4	H	M	M	H			H	L
CO5	H	M	M	M			H	H

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

<b>CIA PLAN (out of 60 marks)</b>			
<b>Evaluation Components</b>	<b>Mode</b>	<b>Full Marks</b>	<b>CO (for Rubrics)</b>
Research project	Group presentation	30	CO4, CO5
Mid Semester Exam	CIA Written	20	CO1
Assignment (tentatively after 10 <sup>th</sup> session)	Individual	10	CO2
TOTAL		60	

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



## Section 02

□ **MBR4020T: [Change Management], [2 credits], [Semester IV], [Nature of the Course: Core Course]**

□ **Course Outcomes(CO)**

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

**CO1:** Define key concepts in change management, including the nature, types, and potential resistance to change

**CO2:** Explain the implications of change on individuals and organizations, distinguish between various change types, and identify factors contributing to resistance to change.

**CO3:** Utilize change management models and frameworks to analyze real-world organizational change scenarios and develop potential solutions.

**CO4:** Critically examine the effectiveness of different change management strategies, determine root causes of resistance to change, and create strategies to overcome resistance.

**CO5:** Assess the impact of change initiatives on organizational performance, propose improvements to change management processes

### Course Content:

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks Allotted	Credit for each Module	Associated Course Outcome
1	Organizational Change	Concept and Significance	Concepts and implications	4	20%	0.4	CO1
		Managing Change					
		Scope of Change					
		Perspectives on Change					
		Resistance to Change					
		Managing Resistance to Change					
Implications of Change							
2	Types of Change	Continuous or Incremental Change	Concepts, types and implications	5	25%	0.5	CO2, CO4
		Discontinuous or Radical Change					
		Participative Change					
		Directive Change					
		Change Levers					
		Levels of Change					
3	Models of Organizational Change	Individual Behaviour Changes and Organizational Performance Change	Models and their application	6	30%	0.6	CO3
		Kurt Lewin's Model of Change					
		McKinsey's 7S Framework					
		Kotler's 8-Step Change Model					
		Kubler Ross change Curve					

4	Implementing Change	Process of Change Management	Concepts and implications	5	25%	0.5	CO4, CO5
		Approaches to implementing change					
		Sustaining change					
		Evaluating change					
		Learning Organization and change					
		Strategic convergence and Learning from Change					

### Suggested Readings

1. Waddell D.M. Cummings, T.G. & Worley, C.G. (2011), *Organizational Change: Development & Transformation*
2. Beckhanrd, Richard and Harris, Reuben T., *Organisational Transitions: Managing Complex Change*, Addison, - Wesley, Mass
3. Kanter, R.M., Stein, B.A and Jick, T.D., *The Challenge of Organisational Change*, Free Press, New York.
4. Hammer, Michael and Champy, James, *Reengineering the Corporation: A Manifesto for Business Revolution*, Harper Business, New York.
5. Hurst, David K., *Crisis and Renewal: Meeting the Challenge of Organisational Change*, Harvard University Press, Mass
6. Nilakant, V. and Ramnaryan, S., *Managing Organisational Change*, Response Books, New Delhi.
7. Thomas Cummings, Christopher Worley (2013), *Organization Development and Change* (10<sup>th</sup> ed.) Cengage Learning.

### Section - 03

#### □ 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	M						
CO2	H	H						
CO3	M	M						
CO4	H	H					M	
CO5	H	H					M	M

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

<b>CIA PLAN (out of 30 marks)</b>			
<b>Evaluation Components</b>	<b>Mode</b>	<b>Full Marks</b>	<b>CO (for Rubrics)</b>
Surprise Quiz1 (tentatively after 8 <sup>th</sup> session)	Individual	5	CO1, CO2
Mid Semester Exam	Individual	10	CO1, CO2
Assignment (tentatively after 12 <sup>th</sup> session)	Group	5	CO3
Project Presentation (tentatively between 18 <sup>th</sup> -20 <sup>th</sup> session)	Group	10	CO4, CO5
TOTAL			

<b>END SEMESTER EXAMINATION (out of 20 marks)</b>			
<b>Evaluation Components</b>	<b>Mode</b>	<b>Full Marks</b>	<b>CO (for Rubrics)</b>
End Semester Exam	Individual	20	CO1, CO2, CO3, CO4, CO5

## Section 02

- **MBR4011T: [Financial Derivatives and Risk Management], [4 credits], [Semester IV], [Nature of the Course: Elective Course in Finance Area]**

- **Course Outcomes (CO)**

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

**CO1:** get an idea about the regulatory framework of financial derivatives

**CO2:** understand the operations of derivatives exchanges, and be able to compare and contrast Exchange Traded and Over -The Counter (OTC) instruments

**CO3:** gain good knowledge about different types of forwards, futures, swaps and options, the principal differences between them, and where and how they are traded

**CO4:** identify the advantages and disadvantages of using financial instruments according to various market conditions and identify the relationship of financial derivatives with their underlying assets

**CO5:** understand the risks of all types of financial derivatives and derivatives portfolios, and efficient ways of managing those risks.

### Course Content:

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit for each Module	Associated Course Outcome (CO)
I	<b>Introduction</b>	Forward contracts, Futures contracts, Options and other derivatives.	Derivatives	4	10%	0.4	CO1, CO2
II	<b>Forward and Futures</b>	Markets; use of futures for hedging; Risk Management Using Futures and Forwards Pricing- Cost of Carry Model; interest rate futures, FRA	Forward and Futures	8	20%	0.8	CO3, CO4
III	<b>Options</b>	Markets; Payoffs; Risk Neutral Valuation Binomial Option Pricing Model; Black Scholes Option Pricing Model Put Call Parity; Uses of Options Option Strategies	Options	12	30%	1.2	CO3, CO4
IV	<b>Swap</b>	Definition, Types, Interest rate swap, Currency swap	Swap	8	20%	0.8	CO3, CO4
V	<b>Management of market risk</b>	Stop loss; Delta hedging; Theta; Gamma; Vega; Rho; Scenario Analysis; Portfolio insurance, VaR	Risk Management	8	20%	0.8	CO5

## Suggested Readings:

### Textbooks:

1. Hull: Options, Futures and Other Derivatives, Pearson Education/PHI
2. An Introduction of Financial Economics, Khatua, Majumdar & Ali, ABS, 2021.

### Reference Books:

1. Chance: Derivatives & Risk Management, Thomson Learning
2. Dufobsky & Miller: Derivatives Valuation and Risk Management, OUP
3. Kumar: Financial Derivatives, PHI
4. Stulz: Risk Management & Derivatives, Thomson Learning

## Section - 03

### □ CO-PO mapping

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

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

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

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

## Section 02

- **MBR4021T : [Strategic Financial Management], [4 credits], [Semester IV], [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 importance of strategic financial management in financial decision-making.

**CO2:** Correctly evaluate the project proposals by accommodating the factors, viz. inflation & risk in capital budgeting decisions.

**CO3:** Estimate and combine the costs of different capital components to determine the firm's WACC.

**CO4:** Discuss capital structure theories and explain the effect of capital structure on business risk and financial risk.

**CO5:** Apply the concepts of working capital management in short-term financial 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	<b>Introduction to Strategic Financial Management</b>	Concepts and Importance of Strategic Financial Management, Strategic Financial Decision-making, Financial Policy and Strategic Management	Basic Concepts and Terminologies	2	5%	0.2	CO1
II	<b>Investment Decisions</b>	Complex capital budgeting decisions, Capital Rationing, Risk Analysis in capital budgeting, Certainty Equivalent coefficient, Inflation impact on capital budgeting decisions, Economic value added, and Market value added	Advanced Capital Budgeting Decisions	10	25%	1.0	CO2
III	<b>Cost of Capital and Dividend decisions</b>	Significance, Weighted Average cost of capital, Weighted Marginal cost of capital, Divisional and Project cost of capital, Dividend decisions – Modigliani and Miller Dividend Irrelevance Theory	Cost of Capital and Dividend Policy	8	20%	0.8	CO3
IV	<b>Financing Decisions</b>	Theories of Capital Structure – Modigliani and Miller Approach, Effect of Bankruptcy costs, Agency Costs and other imperfection, Donaldson's Pecking order theory, Signaling or Asymmetric information theory, Leverage – Operating, Financial and Combined	Capital Structure & Leverage	8	20%	0.8	CO4

V	<b>Working Capital Management Decisions</b>	Operating Cycle and its relevance, Receivables Management, Inventory Management, Cash Management – Baumol’s model, Miller Orr model and Beranek model	WCM	8	20%	0.8	CO5
	<b>Case Study (to be discussed at any point as per the faculty plan)</b>	Strategic Financial Planning & Decision: Growth and External Financing (IGR & SGR)	Reflective Learning	2	5%	0.2	CO1, CO2; CO3
	<b>Project &amp; presentation</b>		Reflective & Application Learning	2	5%	0.2	CO4; CO5
				40	100%	4	

### Suggested Readings:

1. Financial Management, I.M. Pandey, Vikas Publication, New Delhi.
2. Financial Management Theory and Practice, Prasanna Chandra, TMH, New Delhi.
3. Fundamentals of Financial Management, Bhabatosh Banerjee, PHI, India.
4. Financial Management, Ravi M. Kishore, Taxman.
5. Financial Management, Khan and Jain, TMH, New Delhi.
6. Financial Management & Policy, J. VanHorne, Pearson Education, Delhi.
7. Principles of Corporate Finance, Brealey and Myers, McGraw Hill, India.
8. Financial Management, Berk and Demarzo, Pearson.

### Section - 03

#### □ 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
CO1	H	H					H	H
CO2	H	H				L	M	H
CO3	H	H				L	M	M
CO4	H	H				M		M
CO5	H	H				H	M	H

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

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

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



## Section 02

□ **MBR4041T: [Corporate Restructuring & Valuation], [4 credits], [Semester IV], [Nature of the Course: Elective Course in Finance Area]**

□ **Course Outcomes (CO)**

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

**CO1:** get an idea about the regulatory framework of advanced corporate restructuring

**CO2:** understand the operations of various financial management strategies

**CO3:** gain good knowledge about different types of strategic financial decisions

**CO4:** identify the various aspects of financial instruments according to various market conditions and identify the relationship of legal, accounting & taxation aspect

**CO5:** understand all types of valuation aspects

**Course Content:**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit foreach Module	Associated Course Outcome (CO)
I	Introduction	Corporate Restructuring: Concept and Form: Merger, Consolidation, Acquisition, Divestiture, Demerger, carve out, Joint venture, Delisting of Securities, M&A as a Growth Strategy, Takeover and Defense Tactics, Funding of Acquisition, LBO and MBO	overview	4	10%	0.4	CO1 CO2
II	Strategies	Growth strategy: Intensive, integrative and Diversification growth, Theory of M&A: Monopoly theory, Efficiency Theory, Valuation theory, Raider Theory and Empire Building Theory Friendly Vs Hostile Takeover, Takeover Tactics: Dawn Raid, Bear hug, Saturday night special, proxy fight, Successful Takeover Tactics in India - Defence Tactics: Crown jewels, blank cheque, Shark repellents, Poison pill and put, people pill, Green nail and buy-back as takeover defense tactic - Intents of Target Companies	Growth strategy and Merger & Acquisition & Takeover and Defense Tactics	12	30%	1.2	CO2 CO3

<b>III</b>	<b>Legal aspect</b>	Companies Act, 1956. SEBI (Buy -back of Securities) Regulation, 1998, SEBI (Substantial Acquisition of Shares and Takeover) Regulation, 1997, SEBI (Delisting of Securities) Guidelines, 2003 and Listing agreement clauses of NSE and BSE (40 A and 40 B)	Legal aspect	8	20%	0.8	CO3 CO4
<b>IV</b>	<b>Accounting and Taxation aspect</b>	Methods of Accounting for M&A, Accounting for Demerger, Tax issues relating to M&A: Capital Gain, Carry forward and Set off Losses	Accounting and Taxation aspect	8	20%	0.8	CO3, CO4
<b>V</b>	<b>Funding and Valuation</b>	Payment Consideration, Sources of Fund, LBO and Going Private. Valuation of Target Company: Concept of Value of a Company, Methods of Enterprise and Equity Valuation, Dividend Discount Model, DCF Model, Shareholder's Value Creation: MVA Approach and EVA Approach.	Funding and Valuation	8	20%	0.8	CO5

### Suggested Readings:

1. Nishikant Jha, "Mergers, Acquisitions and Corporate Restructuring", Himalaya Publishing House
2. Sudi Sudarshan, "Creating Value from Mergers and Acquisitions - The Challenges", Pearson
3. Damodaran, A., Investment Valuation: Tools & Techniques for determining the value of any asset, Wiley
4. Palepu, Healy, Bernard, "Business Analysis & Valuation", Cengage Learning
5. Arzac, E.R., Valuation for Mergers, Buyouts and Restructuring, Wiley

### Session - 03

#### 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
CO1	H			M				
CO2	H	M				M	M	L
CO3	H	M				M	L	L
CO4	H	M				M		
CO5	H							

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

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

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

## Section - 02

- **MBR4051T: [International Finance], [4 credits], [Semester IV], [Nature of the Course: Elective Course in Finance Area]**

- **Course Outcomes (CO)**

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

**CO1:** Select and evaluate exchange rates appropriate to different situations.

**CO2:** Appreciate different kinds of flows to a country's foreign exchange market and their impact on some critical parameters pertaining to a country's economy

**CO3:** Appreciate the basis for long term trends in exchange rates and for spotting spot- forward arbitrage opportunities

**CO4:** Evaluate different avenues for garnering foreign currency resources and costs associated therewith, as well as to discuss about credit facilities for exporters/importers

**CO5:** Explore proposals for setting up overseas projects and evaluating multinational project

### Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit for each Module	Associated Course Outcome (CO)
I	<b>Foreign Exchange Markets and Rates</b>	Financial Market, segments, foreign exchange market, function & location of market, over the counter and telephonic market, authorized dealers, buying/bid rate and selling/ask/offer rate, voice box, market brokers like Hatori Marshall, exposure limits & deal switch, exchange spread, market volatility, special features of forex market, volume of transaction, share of merchant, arbitrage & speculative trades, round the clock market, settlement/value date, settlement process and settlement risk, direct, indirect & inverse quotes, problems, cross rate, problems, cash, TOM, spot & forward rates, forward premium & discount, problems, arbitrage, condition for arbitrage, problems, TT, Bill, TC and Cash/Currency Rates, problems,	Foreign Exchange Market & Rates, Various Kinds of Rates and Trades, Arbitrage	8	20%	0.8	CO1

II	<b>Demand &amp; Supply in Foreign Exchange Market,</b>	Sources of inflow & outflow in Forex market, unilateral flows, balance of trade, visible & invisible trades, current account, capital account, FDI and FPI as defined by RBI, balance of payment, problem, foreign exchange reserve, developments during the pandemic, additional overseas borrowing by GOI, convertibility of currency, partial convertibility of rupee,	BOT & BOP, Current & Capital Accounts, FDI & FPI, Foreign Exchange Reserve, Convertibility of Currency	4	10%	0.4	CO2
III	<b>Purchasing Power Parity and Interest Rate Parity</b>	Purchasing power parity, PPP and spot exchange rate, arbitrage and market equilibrium, computation of real exchange rate, problems, impact of inflation and change of spot rate with time, problems, interest rate parity, relationship between spot & forward rates, scenarios for forward premium and discount, overvalued forward and cash & carry arbitrage, undervalued forward and reverse cash & carry arbitrage, problems, Fisher effect and four way equivalence	Purchasing Power Parity and Exchange Rate, Impact of Inflation, Interest Rate Parity and Forward Premium/Discount, Arbitrage	5	12.5%	0.5	CO3
IV	<b>Raising Fund in Foreign Currency and Cost of Capital; Export &amp; Import Credit</b>	Foreign currency fund, Debt, off -market & on-market options, foreign currency loan, external commercial borrowing, types of bonds, straight bonds, Yankee, Bull Dog, Samurai, Kangaroo, Maple, Panda, Dragon, Alpine Bonds, floating rate notes, LIBOR, TIBOR, SIBOR , inverse floaters, Orange County versus Merrill Lynch, foreign currency convertible bonds, FCCB and FCD, optional convertibility &	Foreign Currency Debt, Foreign Currency Bonds and External Commercial Borrowing; Cost of Capital, Credit for Export & Import	8	20%	0.8	CO4

		<p>compulsory convertibility, circumstances of issue, euro currency bonds, euro currency and offshore banking, real life examples, masala bonds, examples, ratings for global bond issues, global rating agencies, piercing the sovereign ceiling, examples, global equity offering, global depository receipt and American depository receipt, process of offer, example, countries of issue, red herring prospectus, road shows, book building, price discovery process and cut off price, issue structuring, domestic custodian &amp; global depository, issue of GDR/ADR, risk of foreign investors, cost of debt, problems, cost of equity, problems, export credit, pre shipment &amp; post shipment credit for export, EPC &amp; PCFC, FBD facilities, ECGC guarantee, import finance, buyer's credit &amp; supplier's credit, difference, letter of comfort, letter of undertaking, examples, PNB &amp; Nirav Modi scam</p>					
V	<p><b>Foreign Exchange Risk &amp; Exposure and Risk Management</b></p>	<p>Foreign exchange exposure and risk, difference, exposure for asset &amp; liability, combined exposure, problems, types of exposure, accounting exposure, transaction, translation &amp; operating exposure &amp; risk, gain/loss due to exposure, problems, financial forward for hedging, cash and carry arbitrage &amp; reverse cash and carry arbitrage, problems, financial futures, Indian futures market, hedging using futures, long</p>	<p>Foreign Exchange &amp; Interest Rate Exposure and Risk, Financial Derivatives &amp; other hedging mechanisms</p>	10	25%	1.0	CO5

		<p>&amp; short hedge, cross hedge, selection of futures contract, currency futures in IMM, hedging using futures. imperfect hedge, exporter's hedge &amp; importer's hedge, problems, hedging interest rate risk using Eurodollar futures, currency options, call &amp; put, European &amp; American, option premium, strike/exercise price, time to expiration, in the money, at the money &amp; out of the money options, intrinsic value &amp; time value, problems, hedging problems using currency options, cross currency swap, problems, fixed &amp; floating rates of interest, interest rate risk, floor, ceiling and collar as a series of interest rate call or put options or combination of call &amp; put, interest rate swaps, CIRCUS, problems, , lead &amp; lag, netting, money market hedge, problems</p>					
VI	<b>Multinational Capital Budgeting</b>	<p>Investment in a subsidiary abroad, surplus of subsidiary, withholding tax, time dependent exchange rates, surplus generated by parent, cost of capital for parent, computation of NPV for the parent, decision criterion, problems</p>	Mechanisms for Multinational Capital Budgeting	5	12.5%	0.5	CO6

**Textbooks:**

1. International Financial Management – By P. G. Apte

### Section - 03

#### □ 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		L		H		
CO2	H						M	
CO3	H							L
CO4	H	H		M		H		M
CO5	H	H		M		H		M
CO6	H	M		M		L		L

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

<b>CIA PLAN (out of 60 marks)</b>			
<b>Evaluation Components</b>	<b>Mode</b>	<b>Full Marks</b>	<b>CO (for Rubrics)</b>
Surprise Quiz1 (tentatively after 10 <sup>th</sup> session)	Individual	10	
Mid Semester Exam	Individual	20	CO1, CO2
Case study	Group	10	CO4, CO5
Assignment	Group	20	CO3
<b>TOTAL</b>		60	

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



## Section- 02

□ **MBR4061T: [Behavioural Finance], [4 credits], [Semester IV], [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 and critically discuss the differences between a behavioural finance perspective and a traditional finance perspective

**CO2:** Understand and critically discuss the different biases and errors of judgment that affect financial decisions

**CO3:** Critically evaluate behavioural influences involving individuals' investment decisions

**CO4:** Critically evaluate behavioural influences involving corporate (executive) financial decisions

**CO5:** Understanding the information biasness which acts on investment decision

### Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit for each Module	Associated Course Outcome (CO)
I	Introduction	Introduction to Behavioural Finance - Concept, Need and factor affecting investors' psychology	Introduction	5	12.5%	0.4	CO1
II	Understanding Capital market w.r.t Behavioural Finance	Irrelevance/relevance of Efficient Market Theory, - Informational Imperfections	Market Hypothesis	8	20%	0.8	CO2, CO5
III	Dynamics of Markets	Beliefs about Markets- Biases of Judgment-Errors of Preference-Valuation and Group Behavioural Biases - The Psychology of market Information	Biases	6	15%	0.8	CO4
IV	Utility Functions	Expected Utility Theory [EUT], Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage, Paradoxes (Allais and Others), Prospect Theory	Utility Theory	7	17.5%	0.8	CO2, CO5
V	Behavioural Investing	Style Investing - Zen Investing - Belief Bias and the Zen Investing- Value Investing-Socially Responsible Investing, Investment Decision Cycle: Judgment under Uncertainty	Individual Biases of investment	8	20%	0.8	CO2, CO3

VI	<b>Information Biases</b>	Information Processing: - Bayesian Decision Making, Heuristics and cognitive biases, Forecasting Biases, Emotion and Neuroscience, Group Behaviour: Conformism, herding, fatal attractions	Decision Making from Information	6	15%	0.4	CO3, CO4
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**Suggested Readings:**

1. J. Montier, "Behavioral Finance: Insights into Irrational Minds and markets", John Wiley
2. L. Tvede, "The Psychology of Finance: Understanding Behavioral Dynamics of Markets", John Wiley
3. M.M. Sulphery, 'Behavioural Finance', PHI

**Section -03**

□ **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						M
CO2	H	M			L	M		L
CO3	H	H						H
CO4	H	H			M	L		M
CO5	H	M						M

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

<b>CIA PLAN (out of 60 marks)</b>			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
Surprise Quiz 1 & Quiz 2	Individual	10	
Mid Semester Exam	Individual	20	CO1, CO2
Case study	Group	10	CO4, CO5
Assignment	Group	20	CO3
TOTAL		60	

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

## Section 02

□ **MBR4012T: [Marketing Analytics], [4 credits], [Semester IV], [Nature of the Course: Discipline Specific Elective]**

□ **Course Outcomes(CO)**

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

**CO1:** Explain the classification of data and identify relevant marketing data and tools for analysis

**CO2:** Describe the applications of Marketing Analytics and its advances in solving marketing related problems

**CO3:** Solve diverse marketing related problems by using data analytics process and tools

**CO4:** Analyze different marketing management scenario, explain them and provide data driven solutions

**CO5:** Explain the findings derived by using marketing analytics tools and provide help in taking marketing decisions

### Course Content:

Module No.	Module Name	Topic	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1	<b>Introduction to Marketing Analytics</b>	Marketing Decision making process, Analytics in Marketing, Rising relevance of marketing analytics	Basics ideas about use of analytics in Marketing	2	5%	0.2	CO1
2	<b>Preparation of Data for Analysis</b>	Processing of Data, Data Input Format, Coding, Variables and Variable Labels, Value Labels, Missing Data, Types of Analysis, Various types of Charts	Theoretical Concept related to preparation of Data	4	10%	0.4	CO1, CO2
3	<b>Marketing Segmentation Analytics</b>	Understanding Segments, Category based Segmentation, Demographic and Psychographic Segments and their Targeting Strategies, Targeting with more than Two Segments, Nonparametric Chi Square Test, One Sample T-Tests, Cross tab Chi-Square, Independent Samples T-Test, ANOVA, Cluster Analysis, Collaborative Filtering, Using Classification Trees for Segmentation	Use of Analytics to identify and explain marketing segments	10	20%	0.8	CO3, CO5

4	<b>Product Management Analytics</b>	Trial, Repeat Volume, Penetration, Volume Projections, Growth— Percentage, Growth—CAGR, Cannibalization Rate, Fair Share Draw Rate, Brand Equity Metrics, Conjoint Utilities and Consumer Preferences	Use of Analytics in product marketing	6	15%	0.6	CO3, CO4
5	<b>Pricing Analytics</b>	Estimating Linear and Power Demand Curves, Pricing Using Subjectively Estimated Demand Curves, Price Bundling, Nonlinear Pricing, Demand Curves and Willingness to Pay, Profit Maximizing with Nonlinear Pricing Strategies, Price Skimming and Sales, Dropping Prices Over Time, Reasons of Sales Promotion	Using analytics for pricing decisions	4	10%	0.4	CO3,CO5
6	<b>Consumer Analytics</b>	Customer Value, Calculating Lifetime Customer Value, DIRECTV, Customer Value, Estimating the Chance a Customer Is Still Active, Customers Want, Conjoint Analysis, Products, Attributes, and Levels, Full Profile Conjoint Analysis, Logistic Regression, Logistic Regression Model, Maximum Likelihood Estimate of Logistic Regression Model	Using Analytics for Consumer Management and decisions	6	15%	0.6	CO3, CO5
7	<b>Retail Analytics</b>	Market Basket Analysis and Lift, Computing Lift for Two Products, Computing Three-Way Lifts, Using Lift to Optimize Store Layout, RFM Analysis, Allocating Retail Space and Sales Resources	Using Analytics for retail related decision making	4	15%	0.6	CO3, CO4
8	<b>Advertising and Web Media Analytics</b>	Measuring the Effectiveness of Advertising, The Adstock Model, Optimizing Advertising: Pulsing versus Continuous Spending, Media Selection Models, A Linear Media Allocation Model, A Monte Carlo Media Allocation Simulation, Pay per Click (PPC) Online Advertising, Profitability Model for PPC Advertising, Google AdWords Auction	Understanding digital and social media analytics	4	10%	0.4	CO3, CO4

□ **Suggested Readings:**

**Textbook:**

1. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, Admiral Press

**Reference Books:**

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L. Winston, Wiley
2. Marketing Metrics - Manager's Guide to Measuring Marketing Performance by Neil
3. T Bendle, Paul Farris, Philip E Pfeifer, David J Reibstein, Pearson Education

### Section - 03

□ **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
CO1	H					L		M
CO2	M	M					M	M
CO3	M	M				M	M	M
CO4	M	M				M	M	M
CO5	M	M						M

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

<b>CIA PLAN (out of 60 marks)</b>			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
Surprise Quiz1 (tentatively after 10 <sup>th</sup> session)	Individual	10	CO1
Mid Semester Exam (University Schedule)	Individual	20	CO1, CO2
Individual Assignment 1 (tentatively after 20 <sup>th</sup> session)	Individual /Group	15	CO3, CO4 & CO5
Individual Assignment 2(tentatively after 35 <sup>th</sup> session)	Individual/Group	15	CO4
<b>TOTAL</b>		60	

<b>END SEMESTER EXAMINATION (Out of 40 marks)</b>			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
End Semester Exam	Individual	40 (10 marks compulsory question in the form of case let or situation based)	CO1, CO2, CO3, CO4, CO5

## Section 02

□ **MBR4022T: [Customer Relationship Management], [4 credits], [Semester IV], [Nature of the Course: Discipline Specific Elective]**

□ **Course Outcomes(CO)**

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

**CO1:** Examine the basic concepts related to Customer Relationship Management

**CO2:** Explain the ideas related to the CRM Process

**CO3:** Apply the theories of CRM and use of technology

**CO4:** Integrate the digital system with the CRM process

**CO5:** Analyze the situation and formulate CRM strategies

### Course Content:

Module No.	Module Name	Topic	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1	<b>Introduction to Customer Relationship Management</b>	Introduction, Meaning and Definition of CRM, Importance of CRM, Concept and Growth of Relationship Marketing, Scope of Relationship Marketing, concept of Lifetime Customer and Customer Loyalty, Benefits and difficulties of CRM	Overview and fundamental concept of Customer Relationship Management	6	10%	0.6	CO1
2	<b>CRM Process</b>	Customer Development Process, Customer satisfaction, Importance of customer retention, Customer Retention Strategies, Customer Life Time Value, types of Relationship Management, CRM process for B2B markets: Enterprise Resource Planning (ERP), - Supply Chain Management	CRM Process and Implementation	8	20%	0.8	CO1, CO2
3	<b>Technology in CRM</b>	Technological Applications in CRM, Customer Databases and Information Systems, Database Marketing Strategies, CRM Software Solutions for B2C and B2B Markets, Accounting Systems for	Applications of Technology in CRM	8	20%	0.8	CO2, CO3

		Customer Acquisition and Retention Costs, Customer Loyalty and Profitability through Technology					
4	<b>e- CRM</b>	Importance of e - CRM in Service Marketing, Challenges involved in formulating and implementing e - CRM strategies, e - CRM architecture and its components, Five engines of e - CRM, Evolution of e-customer and e-marketing, e-CRM for personalized services	Understanding e - CRM	10	25%	0.6	CO2, CO3, CO4
5	<b>Analytics in CRM</b>	Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering	Fundamental Concepts of Analytics in CRM	8	25%	0.4	CO4,CO5

### Suggested Readings:

#### Textbooks:

1. Anderson, K., and Kerr, C., "Customer relationship Management", McGraw Hill, 2002
2. Payne, A., "Handbook of CRM", Butterworth- Heinmann (Elsevier), 2005

#### Reference Books:

1. V. Kumar & Werner J., Customer Relationship Management, Willey India, 2008
2. Francis Buttle and Stan Maklan, Customer Relationship Management: Concepts and Technologies" (Routledge), 2019

### Section 03

#### ☐ 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	M		L	L		L	L	
CO2	M	L	L	L			L	
CO3	M	M	L	L				
CO4	M	M		L			L	
CO5	M	M				L	L	

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

<b>CIA PLAN (out of 60 marks)</b>			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
Surprise Quiz1 (tentatively after 10 <sup>th</sup> session)	Individual	10	CO1
Mid Semester Exam (University Schedule)	Individual	20	CO1, CO2
Individual Assignment 1 (tentatively after 20 <sup>th</sup> session)	Individual	15	CO3, CO4 & CO5
Case Study Analysis/Presentation (tentatively after 35 <sup>th</sup> session)	Individual/Group	15	CO3, CO4 & CO5
TOTAL		60	

<b>END SEMESTER EXAMINATION (Out of 40 marks)</b>			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
End Semester Exam	Individual	40 (10 marks compulsory question in the form of case let or situation based)	CO1, CO2, CO3, CO5



## Section 02

□ **MBR4032T: [Retail Management], [4 credits], [Semester IV], [Nature of the Course: Marketing Specialization]**

□ **Course Outcomes (CO)**

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

**CO1:** Understand the nature and importance of Retail Management in national & global perspective.

**CO2:** Understand the different types of retail formats and retail marketing mix elements.

**CO3:** Apply the various functions of retailing like store planning, store management, operations, financial management, merchandise management, RIS (Retail Information System) and human resource management to achieve the overall strategic objectives.

**CO4:** Apply retail strategies for integration of merchandise management and supply chain strategies leading to excellent customer service.

**CO5:** Develop a retail marketing strategy to achieve sustained competitive advantage.

□ **Course Content**

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks Allotted	Credit for each Module	Associated Course Outcome
1.	Introduction to Retailing	Concept, definition and functions; Global Retail Scenario; Indian Retail Scenario	Introduction & Basic Concepts	6	15%	0.6	CO1, CO2
		Factors Influencing growth of organized retail in India					
		Basic Retail Models					
		Modern Retail Formats					
		Retailing in rural India					
2.	Strategic Planning in Retail & Retail Formats	Elements of Retail Strategy	Concept, process and types	8	20%	0.8	CO1, CO2
		Consumer Behaviour in Retail; Identifying & Understanding Retail Consumers; Factors affecting retail consumer behaviour					
		Store Based Retail Formats					
		Non-Store based Retail Formats					
3.	Store Location Planning & Store Operations	Site selection and Evaluation	Concept, process and application	10	25%	1	CO2, CO3 CO5
		Trading Area Analysis; Huff Law, Radial studies, Gravity Models, & Drive-time analysis.					

		Store Design and Layout: Exterior and Interior element, Space planning					
		Visual Merchandising and atmospherics					
4.	Merchandise Management	Developing Merchandise plans	Concept, process and methods	6	15%	0.6	CO3, CO4, CO5
		Implementing Merchandise Plans					
		Financial Merchandise Management					
5.	Retail Supply Chain Management and Retail Information System	Issue in managing retail supply chain	Concept, methods and overview	2	5%	0.2	CO3, CO4, CO5
		Concept and recent trends in Retail Information system					
6.	Retail Pricing and Promotions	Factors affecting Retail Pricing; Developing a retail pricing strategy; types of pricing strategies in retail	Concept, process and methods	6	15%	0.6	CO2, CO3, CO5
		Retail Promotion: concept of retail image, classification of the elements of retail promotional mix, Planning a retail promotional strategy					
7.	Retail HRM	Identifying Manpower requirements, Recruitments, Selection & training	Concept and Overview	2	5%	0.2	CO3, CO5

### Suggested Readings:

1. Berman, Evans and Chatterjee, Retail Management: A Strategic Approach, 13<sup>th</sup> Edition, Pearson Education India
2. Michael Levy, Barton Weitz, Dhruv Grewal, Retailing Management, 9<sup>th</sup> Edition, McGraw Hill, India

### Section - 03

#### □ 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	M		H				M
CO2	H	M		M			L	M
CO3	H	H		L				H
CO4	H	H		L			L	M
CO5	H	H		M		M	M	M

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

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

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

## Section 02

□ **MBR4042T : [Digital and Social Media Marketing], [4 credits], [Semester IV], [Nature of the Course: Discipline Specific Elective]**

□ **Course Outcomes(CO)**

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

**CO1:** Describe the digital marketing context in terms of its evolution, significance, key characteristics; and differentiate it from the traditional marketing context.

**CO2:** Review the different elements of the digital marketing environment and its impact on digital marketing strategies.

**CO3:** Apply the digital marketing mix and various promotional techniques on digital platforms to formulate an integrated and comprehensive digital marketing plan

**CO4:** Formulate suitable digital marketing strategies by integrating various concepts of digital marketing.

**CO5:** Understand electronic customer relationship management (e-CRM) and apply analytics techniques for understanding consumer behaviour as well as monitoring the performance of digital marketing.

### Course Contents

Module No.	Module Name	Topic	Description	No of Hours allotted	Marks allotted	Credit for each Module	Associated Course Outcome (CO)
1	<b>Introduction to Digital Marketing</b>	Definition, Significance, Evolution of internet, Role of the Internet in transforming marketing, Building a consensual marketing relationship with customers, Buy and sell side ecommerce Business or Consumer Model, Generic digital marketing strategy development process, Difference between digital and traditional marketing communications	Understanding Digital Marketing context	2	5%	0.2	CO1
2	<b>The Digital Marketing Environment</b>	Different elements of the digital environment that impact on an organisation's digital marketing strategy Competitor, customer and intermediary assessment, Impact of the Internet on the five competitive forces, Evaluation of changes in trading patterns, Business models enabled by e-commerce. Microenvironment, Macro Environment, Value chain partners, New Channel Structure	Understanding Elements of Digital Marketing Environment	6	15%	0.6	CO2

3	<b>Planning Digital Marketing Campaigns</b>	'Personal' joins the marketing 'Ps'; The effect on 'price', 'product' and 'place', Creating brand consistent digital promotions; Secure personal information across digital networks; Building digital marketing models;	Planning Integrated Digital marketing campaigns	6	15%	0.6	CO3
4	<b>Digital Marketing Strategy Development</b>	Digital Marketing strategy; Scope of digital marketing strategy; An integrated Internet marketing strategy; Need of separate digital marketing plan; A generic strategic approach; Situation review; Internal audit or analysis; External audits or analysis; Channel marketing strategy; Strategic goal setting; Frameworks for objective setting; Strategy formulation; Strategy implementation	Formulating Digital Marketing strategies	8	20%	0.8	CO4
5	<b>Digital Marketing Mix</b>	Introduction; Product; The long tail concept; The Internet and branding; The importance of brand online; Price; Increased price transparency; Downward pressure on price; New pricing approaches (including auctions); Alternative pricing structure or policies; Place; Place of purchase; New channel structures; Channel conflicts; Virtual organisations; Promotion; People, process and physical evidence	Understanding Marketing Mix in digital platforms	4	10%	0.4	CO3
6	<b>Digital CRM</b>	Benefits of relationship marketing; Differentiating customers by value; Key concepts of electronic customer relationship management (e-CRM); Benefits of e-CRM; Marketing applications of CRM; Customer lifecycle management; Permission marketing; Personalisation and mass customisation; Online and multi-channel service quality; Approaches to implementing e-CRM; The IDIC approach to relationship building; Techniques for managing customer activity and value; Lifetime value modelling; Loyalty schemes; Virtual communities	Understanding CRM in Digital Marketing Platform	6	15%	0.6	CO5

7	<b>Online Promotion Techniques</b>	Search engine marketing; Search engine optimisation (SEO); Pay-per-click (PPC) search marketing; Trusted feed; Online PR; Online PR activities; Online partnerships; Affiliate marketing; Online sponsorship; Interactive advertising; Fundamentals of online advertising; Purpose of interactive advertising; Measurement of interactive ad effectiveness; Interactive ad targeting options; Interactive ad formats; Making banner advertising work; Buying advertising; E-mail marketing; Viral marketing; On-site promotional techniques	Digital Marketing Promotional Techniques	6	15%	0.6	CO3
8	<b>Maintaining and monitoring the online presence</b>	Introduction; Performance management for Internet marketing; The maintenance process	Advertising Analytic, Web analytics and monitoring digital marketing performance	2	5%	0.2	CO5

**Suggested Readings:**

**Textbook:**

1. e-Marketinge Xcellence Planning and optimizing your digital marketing by Dave Chaffey and PR Smith, Elsevier

**Reference Books:**

2. Digital Marketing by Will Rowan, Kogan Page
3. Understanding digital marketing: marketing strategies for engaging the digital generation by Damian Ryan, Calvin Jones, Kogan Page
4. Marketing to the Social Web: How Digital Customer Communities Build Your Business by Lary Weber, Kogan Page

**Section 03**

**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	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO1	H			M				
CO2	H			M				
CO3	H	M				M		
CO4	H	M				M		
CO5	H	M						

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

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

<b>END SEMESTER EXAMINATION (Out of 40 marks)</b>			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
End Semester Exam	Individual	40 (10 marks compulsory question in the form of case let or situation based)	CO1, CO2, CO3, CO4

## Section 02

□ **MBR4052T: [Rural Marketing], [4 credits], [Semester IV], [Nature of the Course: Discipline Specific Elective]**

□ **Course Outcomes(CO)**

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

**CO1:** Understanding the fundamental concept and the structure of rural marketing

**CO2:** Evaluation and developing clarity on the Marketing Mix of rural market

**CO3:** Analysing the dynamics of rural areas Problems, challenges & opportunities

**CO4:** Determination of pricing and communication strategies of the rural markets

**CO5:** Application of the various research techniques in rural market

### Course Content:

Module No.	Module Name	Topic	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1	<b>Introduction to Rural Marketing</b>	Definition, Characteristics and salient features of rural markets; evolution-phases of rural markets and marketing in India, SEC classification, background of Indian hinterland- latest statistics, facts and figures, growth rate; rural: urban, urban: rural consumer markets	Overview and fundamental concept of Rural Market	6	15%	0.6	CO1
2	<b>Marketing of Rural products</b>	Product planning; market research; segmentation and product identification. Parameters and variables affecting rural markets; initiatives adopted by companies for rural penetration, 4As, 4Cs; Problems, challenges, opportunities, Myths of rural marketing	Rural Product planning	8	20%	0.8	CO1, CO2
3	<b>Rural Market Pricing and Marketing Communication</b>	Pricing strategies and policies for the rural markets; price determination. price discounts; marketing communication for rural markets; Special characteristics of rural advertising and promotion.	Pricing Strategies in Rural market and Marketing Communications	10	20%	0.8	CO2, CO3



4	<b>Rural Marketing Channels</b>	Rural marketing channels and distribution strategies; logistics and support systems for rural markets, Agricultural marketing; cooperative marketing, marketing of animal products	Rural marketing channels and distribution strategies	6	15%	0.6	CO2, CO3, CO4
5	<b>Rural Market Research</b>	Importance of Rural Market Research, Qualitative vs. Quantitative Research, Segmentation Techniques, Challenges and Solutions in Rural Market Research; Ethical Considerations in Rural Market Research	Fundamental Concepts of Rural Market Research	6	20%	0.8	CO4, CO5
6	<b>Advanced Rural Marketing Strategies and Government Roles</b>	The Future of Rural Marketing in India; Rural Marketing of financial Services; Rural Marketing of Consumer Durables, Rural Marketing of FMCG Products; Role of Govt. In Rural & Agricultural Marketing. Case Studies: ITC e Choupal; HUL Project i-Shakti; DCM Haryali; Godrej Aadhaar; TATA kisan sansar	Strategic Rural Marketing and Government Initiatives	4	10%	0.4	

□ **Suggested Readings:**

**Textbook:**

1. CSG Krishnamacharylu & Laitha Ramakrishna, - Rural Marketing: Text and Cases, Pearson Education Asia. 2009

**Reference Books:**

1. Pradeep Kashyap & Siddhartha Raut: Rural Marketing, Dreamtech Press ,2005Asia. 2009
2. Barkar, J.W.: Agricultural Marketing, Oxford University Press, New York

### Section 03

□ **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	PO6 Entrepreneurshi p Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO1	M							L
CO2	M							L
CO3	M	L						L
CO4	M	L					L	L
CO5	M	M					L	M

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

<b>CIA PLAN (out of 60 marks)</b>			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
Surprise Quiz1 (tentatively after 10 <sup>th</sup> session)	Individual	10	CO1
Mid Semester Exam (University Schedule)	Individual	20	CO1, CO2
Individual Assignment 1 (tentatively after 20 <sup>th</sup> session)	Individual	15	CO3, CO4 & CO5
Case Study Analysis/Presentation (tentatively after 35 <sup>th</sup> session)	Individual/Group	15	CO3, CO4 & CO5
TOTAL		60	

<b>END SEMESTER EXAMINATION (Out of 40 marks)</b>			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
End Semester Exam	Individual	40 (10 marks compulsory question in the form of case let or situation based)	CO1, CO2, CO3, CO4, CO5

## Section 02

- **MBR4062T: [International Marketing], [4 credits], [Semester IV], [Nature of the Course: Discipline Specific Elective]**

□ **Course Outcomes (CO)**

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

**CO1:** Understand the basic concept of International Marketing and the nature and implications of the International Marketing Environment.

**CO2:** Analyze the appropriate the market entry strategies, segmentation and positioning strategies.

**CO3:** Evaluate the implementation of marketing strategy through the international marketing mix – including product, branding, pricing, communication and logistics and distribution management

**CO4:** Analyze the various challenges that international markets pose and appropriate strategic and tactical solutions to overcome it.

**CO5:** Develop an international marketing strategy to achieve sustained competitive advantage.

**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 & the International Marketing Environment	Nature of International Marketing: Challenges and Opportunities	Introduction and Basic Concepts	10	25%	1	CO1
		Economic and Financial Environment					
		Political and Legal Environment					
		Social & Cultural Environment					
II	Approaching International Markets	International Information System and Market Research	Concept, Process and Application	8	20%	0.8	CO1, CO2
		International Market Segmentation and Positioning					
		Foreign Market Entry strategies					
III	Product Policy Decisions and Pricing Decisions	Product Policy Decisions and Product Planning	Concept, Process and Application	8	20%	0.8	CO3, CO4, CO5
		Branding Decisions; Marketing of Products & Services					
		Drivers of foreign market Pricing; Currency Fluctuations; Antidumping regulations					
IV	Communication strategies and Logistics and Distribution	Globally Integrated Marketing Communication Mix; Impact of Culture on Advertising	Concept, Process and Application	8	20%	0.8	CO3, CO4, CO5
		Managing Physical Distribution; International Distribution Channel; International Retailing					
V	Recent Trends in International Marketing	Marketing Strategies for Emerging Markets	Concept, Methods and Overview	6	15%	0.6	CO4, CO5
		International Marketing in the Digital Age					
		Sustainable Marketing					

### Suggested Readings

1. Caterora& Graham: International Marketing, Pearson Education, 2000.
2. Sak Onkvisit, John J. Shaw: International Marketing- Analysis and Strategy, Routledge, 4<sup>th</sup> ed
3. Wareen J. Keegan, Mark C. Green.: Global Marketing Management, Pearson Education, 7<sup>th</sup> ed

### Section - 03

#### □ 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				
CO2	H	M		H				
CO3	H	H		H				
CO4	H	M		M				
CO5	H	H		H				L

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

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

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

## Section 02

- **MBR4013T: [Organization Development], [4 credits], [Semester IV], [Nature of the Course: HR Elective Course]**

□ **Course Outcomes (CO)**

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

**CO1:** Understand the concept, values and assumptions of OD and effective change

**CO2:** Interpret a range of organization data to gain insights into organizational effectiveness

**CO3:** Analyze activity data from organizational systems in order to frame effective OD interventions

**CO4:** Identify the key roles and responsibilities of an OD consultant needed to develop and sustain long term OD interventions

**CO5:** Evaluate the implementation of OD interventions and judge their effectiveness within work settings.

**Course Content:**

Module No.	Module Name	Topic(s)	Description	No. of Hours allotted	Marks Allotted	Credit for each Module	Associated Course Outcome
I	<b>Historical Overview of OD</b>	Meaning of OD	Overview and meaning	3	7.5%	0.075	CO1
		Historical overview of OD					
II	<b>Values and Assumptions of OD</b>	Values of OD	Basic concepts of OD and their implications	2	5%	0.05	CO1
		Assumptions of OD					
III	<b>Functions of OD</b>	Theories of OD/ Planned Transformation	Concepts and implications	5	12.5%	0.125	CO2
		OCTAPACE approach to organizational management					
IV	<b>Managing the OD process</b>	Action component of OD	Concepts, types and application	5	12.5%	0.125	CO3, CO4
		Action Research and OD					
		Families of OD					
V	<b>Action Research Approaches to OD</b>	Application of Action Research in OD	Models and Application	6	15%	0.15	CO3
		Formal Group Interventions					

VI	<b>Team Interventions of OD</b>	Process Consultation	Concept and techniques	5	12.5%	0.125	CO3, CO5
		Role Analysis Technique (RAT) and Force Field Analysis					
		Intergroup interventions					
VII	<b>Intergroup and Third-Party Interventions of OD</b>	Third-Party peace-making interventions	Concept, types and their application	6	15%	0.15	CO3, CO5
		Applications in Organizations – Process Consultation					
		Applications in Organizations – Third Party interventions					
		Beckhard's Confrontation Meeting					
VIII	<b>Comprehensive OD Interventions</b>	Strategic management activities for OD	Concept, types and their application	2	5%	0.05	CO3, CO5
		STS, QC, QWL					
IX	<b>Structural Interventions of OD</b>	TQM and Organizational Transformation	Concept, types and their application	3	7.5%	0.075	CO3, CO5
		Meaning and Process					
X	<b>Issues in Client-Consultant Relationships</b>	Implications	Concept, process and implications	3	7.5%	0.075	CO4

**Suggested Readings:**

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

### Section - 03

#### □ 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	M						
CO2	H	M						
CO3	H	H			L			
CO4	H							
CO5	H	H	M	M	L			

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

CIA PLAN (out of 60 marks)			
Evaluation Components	Mode	Full Marks	CO (for Rubrics)
Quiz (tentatively after 12 <sup>th</sup> session)	Individual	10	
Presentation (tentatively after 25 <sup>th</sup> session)	Group	10	CO4, CO5
Mid Semester Exam	Individual	20	CO1, CO2,
Assignment as Term Paper (tentatively after 35 <sup>th</sup> to 40 <sup>th</sup> session)	Group	20	CO3
TOTAL		60	

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

## Section 02

□ **MBR4023T: [Strategic Human Resource Management], [4 credits], [Semester IV], [Nature of the Course: Core Course]**

□ **Course Outcomes (CO)**

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

**CO1:** Enumerate the meaning of SHRM

**CO2:** Interpret the rational and overview of SHRM

**CO3:** Assess the process of SHRM

**CO4:** Criticize and review formulation and implementation of SHRM

**CO5:** Evaluate the strategic role of HRM

□ **Course Content**

Module No	Module Name	Topics	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	<b>Concept of Strategy</b>	Strategy Defined	Introduction	5	10%	0.4	CO 1
		Key concepts					
		Fundamentals of Strategy					
		Strategic Management and HRM					
II	<b>Concept of SHRM</b>	Meaning of SHRM	Concepts of SHRM	6	15%	0.4	CO2
		Aims of SHRM					
		Models of SHRM					
		SHRM and HR Strategies					
III	<b>Process of SHRM</b>	Strategic Fit	Process of SHRM	5	15%	0.7	CO3
		Resource-based HR Strategy					
IV	<b>Formulations and Implementation of SHRM</b>	Approaches to the development of HR Strategies	Process and Application	6	10%	0.4	CO 4
		Models for developing HR Strategies					
		Implementing HR Strategies					
		Content of HR Strategies					
		Achieving Integration					



V	<b>Strategic Role of HR</b>	Strategic Contribution of HRM for Organizational Success,	HRM and its Strategic Role	6	15%	0.8	CO 4
		HR Specialists as Strategic Partners					
		HR as Business Partner, HR Competencies					
		Strategic Role of HR Director					
VI	<b>Implication of SHRM</b>	Strategic HRM for Organizational Development	Theories and Practices	8	17.5%	0.8	CO 5
		Strategic HRM for Organization Culture Management,					
		Strategic HRM for developing Employee Relationships					
		Practice-Oriented Applications					
VII	<b>Functional Strategies in SHRM</b>	Employee Resourcing Strategy	Different Implications of SHRM	4	17.5%	0.5	CO 5
		Strategies for Managing Performance					
		Strategic HRD					
		Reward Strategy					

### Suggested Readings

1. Michael Armstrong, Handbook of Strategic Human Resource Management, Kogan Page Limited, London, UK and India, First Edition, 2003

### Section - 03

#### □ 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				
CO2	H		M					
CO3	H					L	M	M
CO4	H	M						
CO5	H	M	M	L		H		

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

<b>CIA PLAN (out of 60 marks)</b>			
<b>Evaluation Components</b>	<b>Mode</b>	<b>Full Marks</b>	<b>CO (for Rubrics)</b>
Quiz (tentatively after 12 <sup>th</sup> session)	Individual	10	
Presentation (tentatively after 25 <sup>th</sup> session)	Group	10	CO4, CO5
Mid Semester Exam	Individual	20	CO1, CO2,
Assignment as Term Paper (tentatively after 35 <sup>th</sup> to 40 <sup>th</sup> session)	Group	20	CO3
TOTAL		60	

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

## Section 02

- **MBR4033T: [Human Resource Analytics], [4 credits], [Semester IV], [Nature of the Course: Discipline Specific Elective Course]**

- **Course Outcomes (CO)**

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

**CO1:** Understand the concepts of Human resource Information System and its structure

**CO2:** Elaborate the process of Human resource Information System and its structure in the context of large and small organizations.

**CO3:** Examine the Role and the importance of HR Analytics in the context employee performance

**CO4:** Evaluate the different metrics related to recruitment, learning, internal mobility and diversity.

**CO5:** 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	Management Concepts and CBIS	Introduction to Computer Based Information System	HRIS Life Cycle: Stages, Implementation and Tools	4	10%	0.4	CO 1
II	HRIS at present	Human Resource Information System	Human Resource Information System in Large and small organizations	6	15%	0.6	CO2
III	Workforce Analytics	Definition, Evolution Functions of WA	Use of HR metrics to measure results HR Business Framework	7	17.5%	0.7	CO3
IV	Importance of HR Analytics	Role and Responsibilities of HR Analytics	Framework of contemporary HR Analytics	4	10%	0.4	CO 2
V	Recruitment Metrics	Recruitment Metrics and Ratios	Fill-up ratio, Time to hire, Cost per hire, Fulfillment Ratio	5	12.5%	0.5	CO 3
VI	Talent and Diversity Metrics	Retention and Turnover	Retention Metrix, Voluntary and involuntary Turnover Turnover by grades, performance, and service tenure internal hired index and other indexes.	5	12.5%	0.5	CO 4

VII	Learning & Development Metrics	Training need & Identification	Training effectiveness evaluation % of employees trained and hours	5	12.5%	0.5	CO 4
VIII	Internal Mobility Metrics	Career Progression Indices	Promotion Metrix, Rotation Index Career Path Index	4	10%	0.4	CO 4
IX	HR Cost Metrics	Cost Metrics	Revenue per employee Operating cost per employee HR to operating cost	4	10%	0.4	CO 4
X	Case Presentations	Case Analysis	Creating new knowledge of TM	4	10%	0.4	CO 5

### Suggested Readings

1. Dipak Kumar Bhattacharya, HR Analytics: Understanding Theories and Applications, 1st edition, 2017, Sage Publications India Private Limited
2. Tracey Smith, HR Analytics: The What, Why and How, 2013, Create space Independent Pub.

### Session - 03

#### 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					M		M
CO2	H		H		M		H	
CO3	H	H			M		M	
CO4	H	M		M			H	
CO5	H	M		M		M	M	H

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

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

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

## Section -02

- **MBR4043T: [International Human Resource Management and Diversity Management], [4 Credits], [Semester IV], [Nature of the Course: Specialization]**

- **Course Outcomes (CO)**

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

**CO1:** Understand the concepts and the current trends in HRM from a Global perspective

**CO2:** Elaborate on the process of International Business in the context of global organizations

**CO3:** Examine the recruitment and selection process and their dynamics in global organizations

**CO4:** Evaluate Factors influencing Compensation Packages and Programmes in international scenario.

**CO5:** 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	International Business and HRM	Overview, Scope and Concept of IHRM	International Business and HRM	4	10%	0.4	CO1
II	Recruitment and Selection by Multinationals	Human Resource Planning and Information System Recruitment and Selection of Expatriates	Recruitment and Selection of Expatriates & Human Resource Outsourcing	5	12.5%	0.5	CO1
III	Performance Management in International Organizations	Performance Management of Expatriates	Performance Feedback, Cultural Implications of the Feedback Process	5	12.5%	0.5	CO2
IV	International Compensation Management	Factors influencing Compensation Programmes	Constitution of Total Compensation Package	4	10%	0.4	CO 3
V	Repatriation of Expatriates	Developing a Framework for Global HR Managers, Talent Management	Meaning of Repatriation, The Repatriation Process	5	12.5%	0.5	CO 4
VI	Cross Cultural Theories and Implications in International Business	Theory of Culture, Integrating Cultural Dimensions	Different theories of Cross-Cultural Research approach	6	15%	0.6	CO 2
VII	Diversity Management in International Business	Approaches to Managing Diversity	Process of Managing Diversity	4	10%	0.4	CO 3
VIII	Managing	Elements of a	Elements of a	5	12.5%	0.5	CO 4

	International Projects and Teams – An HRM Approach	Dynamic International Team	Dynamic International Team				
IX	Cases and Discussion	Case Based Learning	IIMA Case Components	2	5 %	0.2	CO 5

### Suggested Readings:

1. S. C. Gupta: International Human Resource Management - Texts and Cases; Macmillan Publishers, 2008 (Reprint Second Edition)
2. K. Aswathappa and Sadhna Dash: International Human Resource Management - Texts and Cases; Tata Mcgrwa-Hill Education, 2013 (Second Edition)

### Section -03

#### 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
CO1	H	H		H	M			L
CO2	H		M		M		H	
CO3	H	H			M			M
CO4	H	M						
CO5	H	M		M				H

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

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

## Section -02

**MBR4063T: [Career Planning & Talent Management], [4 Credits], [Semester IV], [Nature of the Course: Specialization]**

### Course Outcomes (CO)

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

**CO1:** Understand the concepts of Talent Management and its dynamics.

**CO2:** Elaborate the process of Career Planning & Talent Management in the context of National & Global organizations.

**CO3:** Examine the Role of Technology in Talent Management and Linking Competencies to Performance and Pay.

**CO4:** Evaluate the factors affecting Entrepreneurial Leaders, Diversity & Inclusion in Organizations.

**CO5:** 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	Talent Management: An Overview	Meaning and Process, Perspectives	Introduction to Talent Management	4	10%	0.4	CO 1
II	Capacity Building & Performance Management	Identifying skills	Identifying skills; Capability & Capacity Planning	6	15%	0.6	CO2
III	Reward Strategy	Developing Core Competencies	Linking Competencies to Performance and Pay	7	17.50%	0.7	CO3
IV	Motivation & Leadership	Managing Demotivated Employees Intrinsic Rewards	Managing Demotivated Employees	4	10%	0.4	CO 2
V	Communication Strategy	Communication Techniques; Role of Technology in Talent Management	Role of Technology in Talent Management	5	12.50%	0.5	CO 3
VI	Employee Engagement	Creating Engaged Employees; Job Redesigning	Creating Engaged Employees	5	12.50%	0.5	CO 4
VII	Globalisation & Diversity Management	Emerging trends; Entrepreneurial Leaders; Diversity & Inclusion	Emerging trends	5	12.50%	0.5	CO 4
VIII	Case Presentations	Case Analysis	Creating new knowledge of TM	4	10%	0.4	CO 5

## Suggested Readings

### Textbooks:

1. The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing and Promoting Your Best People by Lance Berger and Dorothy Berger, McGraw-Hill.
2. Reinventing Talent Management: How to Maximize Performance in the New Marketplace, by William A. Schieman. John Wiley & Sons.

### Section - 03

### 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			L
CO2	H		M		M		H	
CO3	H	H			M			
CO4	H	M						
CO5	H	M		M				H

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

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