

Detailed Course Scheme
Master of Business Administration
(MBA)
(Finance, Marketing and Human Resource
Management)

Semester-III
(2024-26)

DOC202410170006



RNB GLOBAL UNIVERSITY

RNB Global City, Ganganagar Road,
Bikaner, Rajasthan 334601

OVERVIEW

RNB Global University follows Semester System along with Choice Based Credit System as per the latest guidelines of University Grants Commission (UGC). Accordingly, each academic year is divided into two semesters, **Odd (July-December)** and **Even (January-June)**. Besides this, the university follows a system of continuous evaluation along with regular updating in course curricula and teaching pedagogy.

The curriculum for MBA program for (July to December) Odd Semester, 2024 along with examination pattern is as follows:

Semester – III

S. No	Course Code	Category	Course Name	L	T	P	Credits
1.	IAPC99248	IAPC	Summer Internship and Report	0	0	12	6
2.	MBAC22200	DSC-15	Strategic Management	3	0	0	3
3.	MBAC22201	DSC-16	Entrepreneurship	3	0	0	3
4.	MBAC22202	DSC-17	Business Analytics	3	0	0	3
Group 1(Marketing)							
5.	-	DSE-1	Specialization Elective – I	3	0	0	3
6.	-	DSE-2	Specialization Elective - II	3	0	0	3
Group 2 (Finance or HR)							
7.	-	DSE-3	Specialization Elective – I	3	0	0	3
8.	-	DSE-4	Specialization Elective - II	3	0	0	3
9.	SEC077025	SEC-5	Center for Leadership Development -I	3	0	0	3
10.	SEC077026	SEC-6	Managerial & Interviewing Skills	3	0	0	3
11.	WHNN99000		Workshops/ Seminars/ Human Values/ Social Service/ NCC/NSS	-	-	-	1
Total				27	0	12	34

OPEN ELECTIVE

Course Code	Course Name
MBAC22202	Business Analytics

ELECTIVES

Group 1

Specialization	Course code	Course name
Marketing	MBAE22001	Consumer Behavior
	MBAE22002	Product and Brand Management
	MBAE22003	Marketing of Services
	MBAE22004	Sales and Distribution Management

Group 2

Specialization	Course code	Course name
Finance	MBAE22007	Insurance and Risk Management
	MBAE22008	Security Analysis and Portfolio Management
	MBAE22010	Working Capital Management
	MBAE22011	Mergers and Acquisitions
HR	MBAE22013	Recruitment & Selection
	MBAE22015	Industrial Relations and Labor Law
	MBAE22017	Strategic Human Resource Management
	MBAE22019	Talent Acquisition, Training and Development

1. Vision

To educate and inspire capable and competent leaders with a futuristic business acumen & entrepreneurial spirit.

2. Mission

To equip the students of school of commerce & management with the ability to explore, examine, think critically and develop professional skills to become responsible global leaders who can contribute meaningfully to the industry and society through excellence in learning and practice-oriented research.

3. Program Educational Objectives

PEO1: To acquire the contemporary knowledge of the Business Concepts and their application in problem solving.

PEO2: To develop and apply different tools for decision making required for solving complex managerial problems with a passion to innovate.

PEO3: To develop the leaders who are able to adapt to the needs of the domestic and global Business requirements.

4. Programme Outcomes (POs)

After completing the program students will be able to

P01: Exhibit memory of previously learned management knowledge by recalling facts, terms, basic concepts and answers.

P02: Demonstrate understanding of management facts and ideas by organizing, comparing, translating, interpreting, giving descriptions and stating main ideas.

P03: Explain contemporary management issues and their implications in real life situations.

P04: Identify solutions to the problems relating to new situations by applying acquired knowledge, facts, techniques and rules in a different way.

P05: Apply effective strategies to solve future problems and constraints, and devise feasible solutions.

P06: Utilize the knowledge of statistics, accounting, finance, marketing and HR for devising effective business models,

P07: Analyze and break information into parts by identifying motives or causes. Make inferences and find evidence to support generalizations.

P08: Appraise techniques, skills and latest management tools to meet the competition,

P09: Present and defend opinions clearly and effectively in the corporate and business world,

P010: Develop the right social, ethical and legal knowledge and value systems to become responsible citizens of the country.

P011: Create innovative strategies in their chosen field of specialization like Finance, HR, Operations and Marketing.

P012: Engage in a lifelong learning process

5. Programme Specific Outcomes (PSOs):

After completing the program students will be able to:

PSO 1: Demonstrate effective leadership skills and **build** the ability to face the challenges of corporate world.

PSO 2: Develop judgments about information, validity of ideas, or quality of work based on a set of criteria.

PSO 3: Improve their competency in working with and managing multi-disciplinary teams.

6.1 Course Outcomes (COs)

Course Codes & Course Name	After completion of these courses' students should be able to
IAPC99248- Summer Internship and Report	<p>CO1: Understand the real-time working of organizations.</p> <p>CO2: Demonstrate professional knowledge, skills and attitude along with the experience needed to constitute a successful career.</p> <p>CO3: Analyse career opportunities in their areas of interest.</p> <p>CO4: Build aptitude for gaining supervised professional experiences.</p> <p>CO5: Create a clear understanding of industry trends and advancements</p>
MBAC22200 - Strategic Management	<p>CO1: Define & understand of the Strategic Management process in a dynamic and Competitive global environment.</p> <p>CO2: Explain the growing importance of strategies in uncertain business Environment & learn the unique challenges faced by firms in competitive environment.</p> <p>CO3: Identify the applicability of various Strategies in varied situations & also in general and competitive business environments.</p> <p>CO4: Examine how to resolve cases through strategic decision making, & the use strategic management concepts and techniques.</p> <p>CO5: Evaluate the understanding of the students about the application of various strategic models through different business perspectives.</p>
MBAC22201 - Entrepreneurship	<p>CO1: Define how to search financing alternatives for specific new concepts /idea of being an entrepreneur.</p> <p>CO2: Develop Entrepreneurship Skills by explaining different stories of some leading entrepreneurs are and develop competences are needed to become an entrepreneur.</p> <p>CO3: Apply 3S Model: Stimulate Sustain and Support so that a spirit of Entrepreneurship & explain about Management of Small Family Business.</p> <p>CO4: Analyse management function of a company with special reference to SME sector, start-ups and Entrepreneurship along with government subsidies available to them & also understand the role of entrepreneurship in the economic development.</p> <p>CO5: Analyze the entrepreneurial skills within individual by correlating the concepts & models taught.</p>
SEC077025 - Centre for Leadership Development -I	<p>CO1: Understand the important attributes which make a good leader</p> <p>CO2: Demonstrate competitiveness by preparing themselves for public speaking and group discussion.</p> <p>CO3: Develop team building skills, goal setting strategy, time management & conflict management.</p> <p>CO4: Build employability skills for successful placements in corporate</p>

	<p>sector</p> <p>C05: Create critical thinking ability so as to perform successfully at higher positions of organization.</p>
SEC077026 - Managerial & Interviewing Skills	<p>C01: Understand the managerial skills required for organizing and coordinating organizational activities.</p> <p>C02: Demonstrate leadership traits essential for achieving the given targets.</p> <p>C03: Develop professional skills like critical thinking and problem solving</p> <p>C04: Build assertiveness and confidence in facing job interviews by attempting various mock interviews and group discussions.</p> <p>C05: Create knowledge of industry trends in which the student aspires to function .</p>

6.2 CO PO Mapping

IAPC99248	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	2	2	3	3	2	3	3	3	2	2	2	2
C02	-	3	3	2	1	-	1	2	1	-	2	-
C03	1	1	2	3	3	-	2	-	-	2	3	1
C04	1	1	2	1	-	2	3	3	2	1	1	1
C05	2	2	3	1	-	2	3	3	2	1	2	1

MBAC22200	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	2		2			2	1	2	2			
C02		2	1	3	1				2	2		
C03				2	2			2	1		2	2
C04		2		1			2	2	1			2
C05	3	3	3	3	3	3	3	3	3	3	3	3

MBAC22201	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	1	2	3	2	1	3		1	1	2	2	2
C02	1	3	2	3		3	3	2	2	3	3	2
C03	3	2	3	1	3	2	3	3	2	2	2	3
C04	2			3	3	1	3	3	2	2	2	2
C05	3	1	1	3	3	1	3	2	3	2	2	2

SEC077025	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	3	3	2	2	2	3	2	3	2	3	3	3
C02	-	2	3	2	1	-	-	2	2	-	2	1
C03	1	-	1	3	2	3	3	2	-	1	3	1
C04	2	1	2	-	-	1	-	1	2	-	1	2
C05	2	1	2	-	-	3	-	3	3	-	2	2

SEC077025	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	1	3	2	1	1	1	2	1	1	-	3	1
C02	-	2	3	2	1	2	-	2	3	1	1	-
C03	1	-	1	-	2	-	3	2	-	1	3	1
C04	3	3	2	1	-	-	2	-	3	1	2	3
C05	3	2	2	-	3	2	-	2	3	-	3	2

Course	Course outcomes: - After completion of these courses' students should be able to
7.1 Open Electives	
MBAC22202 - Business Analytics (OE1)	C01: Define the basic understanding of business analytics concepts. C02: Understand, classify theory, and models of business analytics. C03: Apply & interpret the results by using different Software tool. C04: Classify & implement the relevant technical skills & software concepts involved and be able to use appropriate techniques in using them for decision making. C05: Formulate appropriate techniques in using them for decision making.

7.2 Mapping: Open Electives

MBAC22202	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	2	3		3	3		3		3	3	3	3
C02	3			3	3	3		2			2	
C03	1		3		3	2	3	3	3	3		3
C04	3	3	3	3	3		3		3		3	3
C05		3		3		3	3	3		3	3	3

Course	Course outcomes: - After completion of these courses' students should be able to
8.1 Specialisations Electives: Marketing	
MBAE22001- Consumer Behaviour (SE1)	<p>C01: Understand environmental variables affecting consumer behavior</p> <p>C02: Explain the process of consumer behavior, the various external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.</p> <p>C03: Utilize the knowledge of consumer decision making process and its applications in marketing function of firms & examine influence of social class, group dynamics on consumer behavior.</p> <p>C04: Create consumer-oriented marketing strategies & correlate the impact of personality, perception, learning, motivation and attitude to the choices consumers make.</p> <p>C05: Create an ability to strategize and execute marketing strategies as per the preferences of customers</p>
MBAE22002- Product and Brand Management (SE2)	<p>C01: Understand and explain the fundamental concepts of product management and branding.</p> <p>C02: Analyze the Product Life Cycle (PLC) and the new product development process.</p> <p>C03: Evaluate various product and branding strategies.</p> <p>C04: Apply product differentiation and brand positioning strategies.</p> <p>C05: Create and Develop brand architecture, brand portfolios, and corporate branding strategies.</p>
MBAE22003- Marketing of Services (SE3)	<p>C01: Understand and Explain the fundamental concepts of services marketing.</p> <p>C02: Analyze the role of relationship management, service recovery strategies.</p> <p>C03: Evaluate strategies for delivering quality services through employees, intermediaries.</p> <p>C04: Apply service marketing communication models, including the services marketing triangle, and develop pricing strategies to improve service quality, customer perception, and overall business success.</p> <p>C05: Create and Implement service quality improvement plans using the Integrated Gaps Model, closing quality gaps, and enhancing productivity in the service sector.</p>
MBAE22004- Sales and Distribution Management (SE4)	<p>C01: Find necessary skills and knowledge needed to manage sales force, distribution management.</p> <p>C02: Relate theoretical concepts of sales and distribution to real fieldwork.</p> <p>C03: Apply sales forecasting methods and techniques to manage expenses.</p> <p>C04: Analyse personal selling strategies.</p> <p>C05: Choose appropriate selling strategies in professional life.</p>

8.2 Mapping: Specializations Electives (Marketing)

MBAE22001	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
C01	3	3	2	2	3	3	2	3	2	2	3	3
C02	1	-	2	-	-	1	-	2	3	3	2	2
C03	-	2	2	2	3	-	3	2	-	3	-	-
C04	-	2	2	2	-	3	2	-	3	-	3	-
C05	-	2	2	2	-	3	2	-	3	-	3	3

MBAE22002	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
C01	2	-	2	2	3	3	2	2	3	-	2	3
C02	3	2	3	3	3	2	2	3	2	2	3	3
C03	2	3	2	2	-	3	3	3	3	3	2	3
C04	3	3	3	2	2	2	2	-	2	3	3	3
C05	-	2	2	-	3	3	2	3	2	3	2	3

MBAE22003	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
C01	3	3	3		3			3	2	2		2
C02	3		3	3		3	3	3	3		3	3
C03		3		3		3			3	2	3	3
C04	3	3	3	3				3	3	3	3	
C05	2		2		3	3	3		3		3	3

MBAE22004	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
C01	3	3	3		3			3	2	2		2
C02	3		3	3		3	3	3	3		3	3
C03		3		3		3			3	2	3	3
C04	3	3	3	3				3	3	3	3	
C05	2		2		3	3	3		3		3	3

Course	Course outcomes: - After completion of these courses' students should be able to
9.1 Specialisation Electives: Finance	
MBAE22007 - Insurance and Risk Management (SE2)	<p>C01: Remembering the basics of Insurance with the basic focus on risk management techniques.</p> <p>C02: Understanding the practical applicability of about the various terminologies and concepts of the Risk Management.</p> <p>C03: Apply the fundamentals and various types of risk to relate the types of insurance risk policy.</p> <p>C04: Analyse the insurance operation, including functions of insurance, insurance markets, insurance regulations & understand the pricing, financing and diversification strategies of insurance companies.</p> <p>C05: Evaluate the risk adjusted performance measures for risk management and value creation.</p>
MBAE22008 - Security Analysis and Portfolio Management (SE1)	<p>C01: Remember the basics of financial market of India, focused on the Stock Market (Capital Market), various theories of portfolio, risk-return concepts and behavioural finance.</p> <p>C02: Understand the various investment & revenues & to understand the functions and importance of Indian security market.</p> <p>C03: Apply the concepts of TVM (Time Value of Money) concepts and calculations; including future value of a present sum, present value, and present and future values of annuities to management decision making.</p> <p>C04: Analyse and predict the trend of stock price movement & design portfolio of investment to reduce risk and earn profit & interpret the evidence relating to market efficiency.</p> <p>C05: Formulate the portfolio and evaluate the performance with revision if required.</p>
MBAE22010 - Working Capital Management	<p>C01: Understand and Explain the fundamental concepts of working capital, its determinants, and the application of quantitative techniques for assessing working capital requirements.</p> <p>C02: Analyze various quantitative techniques for forecasting working capital needs, financing options, and policy decisions related to working capital management.</p> <p>C03: Evaluate financial statements, ratio analysis, and banking norms, including key committee reports (Chore, Marathe, Kannan) to understand macro aspects of working capital management.</p> <p>C04: Apply cash management strategies, including motives for holding cash, components of cash balances, and effective cash management techniques to optimize liquidity.</p> <p>C05: Develop and Implement inventory and receivables management strategies, including ABC analysis, valuation methods, and techniques to ensure optimal inventory levels and receivable realizations.</p>

MBAE22011- Mergers and Acquisitions	<p>C01: Understand and Explain the fundamental concepts of mergers, acquisitions, amalgamations, and takeovers.</p> <p>C02: Analyze corporate valuation methods, share valuation techniques, and financial strategies, including swap ratios, share buybacks, joint ventures, and leverage buyouts in M&A transactions.</p> <p>C03: Evaluate corporate takeover strategies, takeover defenses, statutory obligations, and SEBI regulations governing acquisitions and takeovers.</p> <p>C04: Apply financial and accounting principles to mergers and acquisitions, including financing methods, tax implications, and accounting treatment of M&A deals.</p> <p>C05: Develop strategic approaches for corporate restructuring, including divestitures, spin-offs, disinvestments, debt restructuring, and cross-border mergers and acquisitions.</p>
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9.2 Mapping: Specializations Electives (Finance)

MBAE22007	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	3	3	2	3	1	2	.	2	3	2	1	3
C02	3	3	2	2	2	-	3	-	2	2	2	3
C03	2	2	1	-	2	-	1	2	3	1	2	3
C04	2	1	3	1	2	1	-	1	3	2	3	3
C05	3	3	2	2	3	3	2	3	3	3	3	3

MBAE22008	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	2	-	2	-	2	-	2	1	-	1	1	3
C02	-	1	3	-	2	2	2	2	2	-	3	3
C03	2	2	3	2	-	-	-	3	2	2	-	3
C04	2	2	1	3	3	-	3	2	-	1	2	3
C05	3	3	2	3	2	3	3	2	3	2	3	3

MBAE22010	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	3	3	1	-	3	1	3	3	3	1	1	3
C02	-	-	3	1	1	3	2	2	2	-	3	3
C03	3	2	3	2	-	1	1	2	-	3	2	3
C04	2	2	-	3	3	2	3	2	1	2	2	3
C05	3	3	3	3	2	3	2	3	2	3	3	3

MBAE22011	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	3	3	1	-	3	1	3	3	3	1	1	3
C02	-	-	3	1	1	3	2	2	2	-	3	3
C03	3	2	3	2	-	1	1	2	-	3	2	3
C04	2	2	-	3	3	2	3	2	1	2	2	3
C05	3	3	3	3	2	3	2	3	2	3	3	3

Course	Course outcomes: - After completion of these courses' students should be able to
10.1 Specialisation Electives: HR	
MBAE22013 – Recruitment & Selection (SE)	<p>C01: Understand and Explain the fundamentals of talent management, the employment life cycle, competency frameworks, and job analysis techniques.</p> <p>C02: Analyze the dynamics of talent acquisition, including workforce demand and supply, internal and external recruitment strategies.</p> <p>C03: Evaluate competency-based interview techniques, employee retention and engagement strategies, hiring processes, compensation structures, and background verification requirements.</p> <p>C04: Apply sourcing strategies, hiring scorecards, and recruitment tools to optimize talent pipelines and ensure effective hiring across different levels, including lateral and leadership roles.</p> <p>C05: Assess and Adapt current trends, best practices, and industry reports (e.g., NASSCOM) on talent management, recruitment process outsourcing (RPO), and employment outlook across various sectors.</p>
MBAE22015 – Industrial Relations and Labour Law (SE)	<p>C01: Understand and Explain the concepts, systems, and infrastructure of Industrial Relations (IR) at national and international levels.</p> <p>C02: Analyze the causes of industrial disputes, employee grievances, and the mechanisms for handling and resolving disputes to improve labour relations.</p> <p>C03: Evaluate the principles, procedures, and effectiveness of collective bargaining and worker participation in management for maintaining industrial harmony.</p> <p>C04: Apply the provisions of key labour laws, including the Factories Act, Workmen's Compensation Act, ESI Act, and EPF Act, to ensure compliance and employee welfare.</p> <p>C05: Assess and Implement the legal framework of industrial relations by interpreting acts such as the Payment of Wages Act, Minimum Wages Act, Industrial Disputes Act, and Trade Union Act to enhance workplace regulations and employee rights.</p>
MBAE22017 - Strategic Human Resource Management (SE)	<p>C01: Define the scope of strategic HRM, recruitment policy and procedure & understand about types of interviews, dos and don'ts and able to conduct interview.</p> <p>C02: Understand the need of training & create training culture and climate & evaluate the effective soft training & suggest.</p> <p>C03: Develop an understanding of connectivity between a specific strategy implementation with human resource strategy development at the same time; for specific projects or business units.</p> <p>C04: Analyse & identify how human resource is emerging as a key resource for competitive advantage and understanding the role of HRM in organizational performance.</p>

	C05: Appraise the strategic role of HR in executing various HR functions for business excellence
MBAE22019 - Talent Acquisition, Training and Development (SE)	<p>C01: Define talent acquisition and differentiate between recruiting and selection processes.</p> <p>C02: Understand the various talents acquisition organization models; analyse strategic talent priorities under the broad themes of market maturity,</p> <p>C03: Apply the training methods for resolving issue of human resource development in organization then design training module as per the requirement</p> <p>C04: Analyse the organization readiness, and organization aspiration; & learn more about different aspects of talent acquisition organization modes: team structure, process and governance.</p> <p>C05: Evaluate the students on how companies use training to equip employees for a certain task and acquire knowledge to do the task.</p>

10.2 Mapping: Specializations Electives (HR)

MBAE22013	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	3		3		3		3	2	3	2		3
C02		3		3	2	3	3	3		3	3	3
C03	2	3	3	3		3		3	3		3	3
C04	3	2	3	2	3	2	3		2	3	3	3
C05	2	2	1	1	1	3		3	1	2	1	

MBAE22015	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	3		3		3		3	2	3	2		3
C02		3		3	2	3	3	3		3	3	3
C03	2	3	3	3		3		3	3		3	3
C04	3	2	3	2	3	2	3		2	3	3	3
C05	2	2	1	1	1	3		3	1	2	1	

MBAE22017	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	2	2			2	2					2	2
C02	2		2	2		2	2		2		2	
C03			2		2		2	3		2		3
C04	2		3					2	2	2		2
C05	3	3	3		3	3	3		3		3	3

MBAE22019	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	3	3	3	3	2	3			3	2		3
C02	2	2	1	3	3	3	3	2	2		2	3
C03	2	3	3		3	1	3	3	3	3	3	3
C04	2		2	3	1	2	2	3		3	3	3
C05	1	3			1		3	2	3	3	3	1

11. CURRICULUM

Course Name: Strategic Management

Course Code: MBAC22200

Objectives

- The subject attempts to train the mind of the students with deep cognizance. Strategic management, analysis, choice, implementation & control of the various generic strategies are learnt in this subject at mature levels.
- To develop an understanding of the Strategic Management process in a dynamic and competitive global environment.

Course Outline

Unit I: Introduction

Understanding Strategy in the Context of the Organization and its Environment—Managing by Strategy - Mckinsey's 7'S Framework —Organization's Strategic Intent—Mission—Values, Goal and Objective. Culture and Ethics Underpinning Strategic Intent and Strategy—Stakeholders' Approach to Strategic Management—Overview of the concept of Corporate Governance—Crafting a Strategy—The Primary variables, Secondary Structural and Procedural variables and the Intervening variables affecting the end-results of an organization. Ansoff's Model, I/O Model and RBV Model;

Unit II: Understanding Competitiveness

The Structure- Conduct- Performance (SCP) Model—Environmental Factors—Industry and Competitive Analysis - Porter's 5 Forces Model —Strategic Groups—The Global Environment—Internal Analysis—Concept of Core Competencies—The Resource-based View—Value-Chain Analysis.

Unit III: Strategy Formulations

Long-term objectives and Grand Strategies—Generic Strategies—Strategies for competing in Globalizing Markets—Strategy and Competitive Advantage in Diversified Organizations—Emerging Business Models and Strategies to fit Specific Industry and Organizational Situation—Outsourcing as a Strategic Option: Issues and Concerns;

Unit IV: Strategy Analysis and Choice

Factors Shaping Choice of Strategy—Generating and Selecting Strategies—Portfolio Analysis—Other Tools in Strategy Analysis and Choice: Scenario Assessment, Trend Assessment, BCG Matrix, PIMS Analysis, Critical Success factor, Competitive Portfolio Analysis, TOWS Matrix, Strategic Position and Action Evaluation (SPACE),etc.

Unit V: Issues in Strategy Implementation and Evaluation

Management Perspective— Resource Allocation—Managing Conflict and Resistance to Change—Matching Structure with Strategy—Restructuring, Reengineering, E-engineering—Behavioral Issues—Creating a Strategy Supportive Culture—Human Resource concern in Strategy Implementation—Overview of Other functional issues in the context of strategy implementation—Strategic Evaluation, Control and Continuous Improvement—Process of Evaluating Strategy—Strategic control—Six-Sigma, ISO and the era of International standards, Balanced Score card and other emerging tools.

Suggested Readings:

1. Hill and Jones, Strategic Management, An Integrated Approach, Cengage Learning.
2. Glueck and. Jauch, Business Policy and Strategic Management, McGraw-Hill, Intl.
3. Kazmi A. 'Business Policy & Strategic Management' Tata McGraw Hill.
4. Thomson & Strickland 'Strategic Management: Concept & Cases' Tata McGraw Hill
5. M. E. Porter; 'Competitive Advantage', Free School Press.
6. Wheelen & Hunger 'Strategic Management & Business Policy' Addison- Wesley.
7. Johnson & Scholes 'Exploring Corporate Strategy' Prentice Hall India.

Course Name: Entrepreneurship

Course Code: MBAC22201

Objectives

- The objective of the lesson and the class will be to provide knowledge to the students about the basics of financial market of India, focused on the Stock Market (Capital Market), various theories of portfolio, risk-return concepts and behavioral finance. The pedagogy will include lectures, videos and presentation about the various terminologies and concepts of the Share market. The lectures will be designed in such a way to teach students about the practical aspects of share market i.e. how to trade and how to be a good investor.
- The Course Aims at Instituting Entrepreneurship Skills in the Students by giving an overview of who the entrepreneurs are and what competences are needed to become an Entrepreneur or Entrepreneur. The Course aims at giving insights into the Management of Small Family Business, based on 3S Model: Stimulate Sustain and Support so that a spirit of Entrepreneurship can be inculcated among the student participants.

Course Outline

Unit I: Introduction to Entrepreneurship

Understanding the Meaning of Entrepreneur; Characteristics and Qualities of an Entrepreneur; Classification of Entrepreneurs; Factors Influencing Entrepreneurship; Entrepreneurial Environment; Entrepreneurial Growth; Problems and Challenges of Entrepreneurs; Entrepreneurial Scenario in India

Unit II: Developing Business Idea & Feasibility Studies

Starting an Enterprise; Identifying a Problem, Recognizing Opportunities and Generating Ideas; Five Steps to Generating Creative Ideas. Different sets Feasibility Analysis; Develop a Business Plan; Writing a Business Plan; Industry and Competitor Analysis. Assessing a New Venture's Financial Strength and Viability; Getting Funding or Financing; Building a New-Venture Team; Unique Marketing Issues;

Unit III: Business Model Innovation and Business Model Design

The concept of Strategic Business model innovation. Ostwalder's CANVAS Model and other Business Models; Characteristics of a robust business model. Life cycle of a business model and renewal of business models. Types of Innovation: Technical, Service Oriented, Manufacturing, IT, etc and real life cases of Business model innovation. Pitfalls and risks in innovation, Innovation: why it fails? Discuss the processes of innovation and alternative process models.

Unit IV: Doing Business In India & Entrepreneurial support Evolution of SMEs:

Definition of SMEs, Characteristics, Role in Economic Development, Needs of SMEs benefits and incentives for MSME's Forms of Organizations; Proprietary, Partnership, **Family Business**, Company etc., Establishing SMEs—Project Identification and Selection, Environmental Scanning, Market Assessment, Technology, Selection of Site, etc., Registration and licensing.

Govt Policy towards Small business. Policy Framework for SMEs—Policy Shifts since 1991, regulatory Framework-Laws and Regulations for SMEs. SME Development Bill, 2005-LLP Act, Changing Policy frameworks SME Strategies, MSMED Act 2006.

Central Government-SSI Board, SIDO, SISI, PPDCs, RTCs, CFTI, NISIET, NIESBUD, NSIC
State Government – Directorate of Industries, DICs, SFCs, SIDC/IIC, SSIDC Financial Institutions and Banks; SIDBI, Commercial Banks, RRBs and Co-operative Banks etc.–Enterprise Perspective-Banker's Perspective.

Suggested Readings:

1. Jayshree Suresh, Entrepreneurial Development, Margham Publishers, Chennai, 2011.
2. Entrepreneurship; Bruce R. Barringer & R. Duane Ireland, Pearson Publication
3. Entrepreneurship; Rajiv Roy; Oxford University Press.
4. Shankar Raj, Entrepreneurship: Theory And Practice, Tata Mc-graw Hill Publishing Co.ltd.-new Delhi, 2010
5. Jeffry A. Timmons, Stephen Spinelli New venture creation, Tata McGrew Hill, 7th Edition 2009.
6. Martin, Roger , The Design of Business, Harvard Business Publishing, 2009
7. Janszen, Felix & Degenaars, Grada, A Practical Guide to Innovation Excellence – *Stichting Centurumvorr* Innovative Management, Netherlands, 2011.
8. Drucker. F, Peter, Innovation and Entrepreneurship, Harper business, 2006.

9. Ambrose, Gavin & Harris Paul, Design Thinking, Ava Publishing, 2009
10. Osterwalder , Alexander & Pigneur Yves, Business Model Generation, John Wiley & Sons Inc, 2010.
11. Chahal, Gurbaksh, The Dream: How I Learned the Risks and Rewards of Entrepreneurship and N Made Millions, Palgrave Macmillan, 2008
12. Hirsch, Robert, Peters Michael & Dean Shepherd, Entrepreneurship. TataMcGraw Hill Education Private Limited, 2006
13. YuvneshModi, Rahul Kumar, AlokKothari , The Game changers: 20extraordinary success stories of entrepreneurs from IIT Kharagpur,Random House, 2012

Course Name: Business Analytics
Course Code: MBAC22202

Objectives

- To make students understand basic Concepts of Business Analytics. And give them Hands on learning to make use of MS Excel as a TOOL for Business Analytics. Another important aspect to be focused on Interpretation of results of these Software tool.
- This course focuses on collecting, organizing and using data as an aid to making managerial decisions. MBA students should be able to understand the concepts involved and be able to use appropriate techniques in using them for decision making.

Course Outline

Unit I

Overview of Business analytics – Components of Business analytics – data warehousing – data mining – mind-set required for a business analytics profession

Unit II

Concept of Data Warehousing – Online analytical processing - Business Analytics and Data visualization

Unit III

Introduction to Data, Text and Web mining - Performance Management

Unit IV

Data mining methods and Applications – Frequency analysis, Correlation, regression, Chi-square, Forecasting, Factor analysis, T-Test, Cluster analysis using Analytics Software;

Unit V

Finance – Marketing – Operations – Human Resource analytics using analytics software.

Suggested Readings

1. E.Turban, R. Sharda, J. Aronson, and D. King , Business Intelligence : A Managerial Approach, Pearson Prentice Hall, 9th edition, 2011.
2. Darren George and Paul Mallery," SPSS for Windows STEP BY STEP-A simple guidance and Reference 17.0 UPDATE", PEARSON, First Impression 2011
3. Dean P. Foster, Robert A. Stine, Richard P. Waterman, "Business Analysis using Regression – A Casebook", Springer International Edition
4. Computer Applications in Business by S. V. Srinivasa Vallabhan – Sultan Chand & Sons.

Course Name: Consumer Behavior **Course Code: MBAE22001**

Objectives

- This course aims to empower students with knowledge and capacities to understand and analyze consumer behavior, from a corporate and consumer perspective. Lectures are a mix of theory and practical exercises to improve memorization, to increase students' involvement and work capacities and to make lectures more dynamic.
- This course aims at enabling students to understand the process of consumer behavior, the various external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

Course Outline

Unit I: Consumer Behavior

Consumer as an Individual, Consumer demographics, consumer life styles. Retailing implications of consumer demographics and lifestyle. Lifestyle marketing, lifestyle profiles: VALS, AIO. Environmental factors affecting consumers.

Marketing Success and failure and consumer behavior. Consumer Buying Decision Process, types of consumer decision making. Impulse purchases and customer loyalty. Models of Consumer Behaviour:-four views of decision making

Unit II: Consumer Motivation

Arousal of motives, type of needs, measurement of motives and customer involvement; **Personality and Lifestyle:** theories of personality, consumer diversity, brand personality, self and self-image lifestyle profiles : VALS,AIO.

Consumer Perception: Elements of perception, consumer imagery, perceived risk and consumer perception.

Unit III: Consumer Learning

Learning, Cues, Response, Reinforcement, Behavioural Learning and Cognitive Learning Theory, Brand Loyalty. measures of consumer learning

Consumer Attitude formation and change: Models of attitude, attitude formation, strategies of attitude change, **Shopping attitudes and behaviour, where people shop.**

Unit IV: Reference groups

Family and social class influences, Types of reference groups and their influence on consumer behavior, families and households and their decision making, family lifecycle, forms of influence, social class influences–affluent consumer.

Unit V: Consumer culture

Sub-culture and cross cultural factors and their influence on consumer behavior, cultural values, myths, symbols and rituals; **Opinion Leadership Process, Diffusion of Innovations, Adoption Process.**

Suggested Readings:

1. Schiffman, L.G. and Kanuk, L.L., 'Consumer Behavior', Pearson Education.
2. Loudon, D. and Bitta, D., 'Consumer Behavior', Tata McGraw Hill.
3. Assael, H., 'Consumer Behavior in Action', Cengage Learning.
4. Blackwell, R.D., Miniard, P.W. and Engel, J.F., 'Consumer Behavior', Cengage Learning.
5. Batra S and Kazmi S, 'Consumer Behavior', Excel Books.
6. Nair, 'Consumer Behavior in Indian Perspective' Himalaya Publications.
7. Kumra, Rajiv. Consumer Behavior, Pearson Education.

Course Name: Product and Brand Management

Course Code: MBAE22002

Course Outline

Unit I Introduction to Product, Brand, Product Management and Brand Management: Definition, concept and need for Product Management, Concept of a brand, Evolution of Brands, Brand and Products, Brand Names, Branding Elements, Options and tactics of Brand Elements, Roles and Responsibilities of a product manager. Product Integrity.

Unit II PLC and new Product Development: New Product development process; new product launch; re-launch; PLC and corresponding product strategies.

Unit III Product Strategy Decisions and Branding Dimensions: Dimensions of Product Mix; Product Line, Consistency; Different types of Products; A concept of SKUs; Types of Branding Strategies; Brand Extensions; Opportunity analysis of Brand Extension.

Unit IV Product Differentiation Strategies and Brand Positioning: Types of Product Differentiation; Brand Differentiation; Brand positioning strategies; Re branding and Repositioning; Benefit Ladder and Perceptual Mapping.

Unit V Creating Brand: Developing Brand Architecture; Brand Portfolio; Corporate Branding; Brand Licensing; Franchising; Brand Sustenance; Brand Revitalization; Brand Arche typing; Brand building through brand Arche typing, Different types of Arche typing.

Unit VI Brand Measurements: Different Models like CBBE etc, Measuring the Brand Value and Worth, Brand Audits (BAV Model), Brand Equity and its management overtime.

Suggested Readings

1. Product Management, Donald R Lehman, Russel S Winner, Tata Mc Graw Hill.
2. Product Management in India, Ramanuj Majumdar, Prentice Hall of India
3. Strategic Brand Management by Kevin Lane Keller
4. Product and Brand Management by P. Sen Gupta.
5. Brand Management by Harsh V Verma, Excel books.
6. Marketing Management by Kotler/ Kotler, Keller, Koshi, Jha

Course Name: Marketing of Services **Course Code: MBAE22003**

Course Outline

Unit I Introduction to Services, Growth of service sector economy, Service characteristics, Service classification, Service marketing mix, Consumer behaviour in services: customer expectation of service, customer perceptions of service.

Unit II Managing relationship and building loyalty, Complaint handling and Service recovery strategies, Service development and design: Challenges of service design, types of new services, core and supplementary elements, new service development process, Service blueprint, Physical evidence and the Services capes: types, role and its effect on behaviour.

Unit III Delivering and performing service through employees and customers: service culture, employee's role, strategies to deliver quality, cycle of failure, mediocrity and success, self-service technologies and Customer Participation, introduction to customer citizenship behavior Delivering services through intermediaries and electronic channels, Managing demand and capacity, Waiting line strategies integrated.

Unit IV Services Marketing communications and services marketing triangle, Pricing of services: Pricing approaches, Pricing Strategies, Improving Service Quality and

productivity: Integrated gaps model of service quality, Prescriptions for closing quality gaps.

Suggested Readings

1. Services Marketing: People, Technology, Strategy” By Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Pearson Education.
2. Services Marketing- The Indian Perspective ”By Ravi Shankar, Excel Books
3. “Services Marketing- Integrating Customer Focus Across the Firm” (3rd edition) By Valarie A. Zeithaml and Mary Jo Bitner, Tata Mc Graw Hill.
4. “Services Marketing- Text and Cases” (2nd edition) By Rajendra Nargundkar, Tata McGraw Hill.

Course Name: Sales and Distribution Management

Course Code: MBAE22004

Objectives

- The objective of the lesson and the class will be to provide knowledge to the students about the basics of financial market of India, focused on the Stock Market (Capital Market), various theories of portfolio, risk-return concepts and behavioral finance. The pedagogy will include lectures, videos and presentation about the various terminologies and concepts of the Share market. The lectures will be designed in such a way to teach students about the practical aspects of share market i.e. how to trade and how to be a good investor.
- The course aims to impart skills and knowledge needed to manage sales force and distribution function so as to gain competitive advantage. As a successful marketer, the sales and distribution function needs to be properly managed which incorporates understanding of various concepts, which the course aims to provide to the student participants.

Course Outline

Unit I: Sales Management

Meaning, Nature and Importance of Sales Management, Sales objectives, Strategies and Tactics, The Selling Process, Buyer-Seller Dyads, Emerging trends in sales, Sales as a Career. Characteristics of a successful salesman;

Sales Organization –Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities;

Unit II: Sales Force Management

Recruiting and selecting the salesforce, Planning sales training programs, Motivating the sales force and Compensating the sales force. Devising a Sales Compensation plan, Sales meetings and Sales contests, Supervising, Evaluating Sales Force Performance and

Controlling Sales activities (Sales Records and Reporting Systems), Improving Sales Productivity;

Unit III: Sales force casting, Quotas and Territory management

Sales Forecasting methods, determining size of sales force/ Planning the sales effort, Effective Selling Theories Sales Quota setting and Administration, Procedure for designing sales territories, managing territorial coverage. Sales Budget; Purpose, Forms, Contents and Procedure;

Unit IV: Marketing Channel Management

Meaning and Definition of Distribution Channel, Characteristics/ Features of Marketing Channel, Setting Distribution Objectives. Channel of Distribution for–Consumer Products, Industrial Products and Services, Channel Functions and Flows, Levels of Channel of Distribution; Types of Distribution Channel, Intensity of Marketing Coverage; Channel conflict and its management & Channel Cooperation.

Channel design and planning process, Selecting channel partners, Channel design implementation and electronic channels. Factors affecting Channel Selection. Retailing: Retailer, Role of the retailer, Classification of retailers, Retail strategies, E-tailing.

Wholesaling :Wholesaler, Function and Classification of Wholesalers, Distributors/ Dealers/ Stockiest, Strategic Issues in Wholesaling. Role of C&F and Cash & Carry;

Unit V: Physical Distribution Management

Concepts, Meaning, Objectives, Physical Distribution Decision Areas. Physical Distribution (Logistics) Management Transportation Management and Warehousing Management.

Suggested Readings

1. **Sales Management**—Richard R.Still, Edward W.Cundiff and Norman A.P. Govoni, Pearson Education
2. **Marketing Channels:** Coughlan, Anderson, Sternand E l Ansary (PrenticeHall/ Pearson)
3. **Sales and Distribution Management**–Text and Cases-Tapan Panda, Sahadev, Oxford Publications.
4. **Sales and Distribution Management**–Text and Cases-Krishna K Havaladar and Vasant M Cavale, Tata McGraw Hill Publication.

Course Name: Insurance and Risk Management

Course Code: MBAE22007

Objectives

- The objective of the lesson and the class will be to provide knowledge to the students about the basics of Insurance with the basic focus on risk management techniques. The pedagogy will include lectures, videos and presentation about the various terminologies and concepts of the Risk Management. The lectures will be designed in such a way to teach students about the practical applicability of the subject taught.
- This course is intended to develop an understanding among students about identifying analyzing and managing various types of risk. Besides the students will be in a position to understand principles of insurance and its usefulness in business.

Course Outline

Unit I

Risk – Differentiate Risk and Uncertainty – types of Risks – financial risk and its management - steps in Risk management – Risk avoidance –Risk reduction – risk types – risk management process – risk management Information systems (RMIS)

Unit II

Enterprise Risk management – interest rate risk or asset liability management –Frame work for ERM - credit risk management – market risk management –operation risk management – components of operation risk management and strategic risk management – role of Chief Risk Officer(CRO) .

Unit III

Project risk management –risk associated with new projects – the risk involved in contracting plant – Risk involved in erection and installations – management of risk in supervision of a project – Risk involved in kickoff an IT project – various tools used in project risk management – process of project Risk management –disclosure of project risk management.

Unit IV

Concept of Financial risk management – drivers of financial risk management –sources of solving financial risks of an organization – tools used in financial risk management - risk involved in Asset liability management (ALM) – Techniques of valuation including estimate and proxies – explain hedge able and non-hedge able –treasury function .

Unit V

Significance of Insurance – types of Insurance – basic principles of Insurances -salient features of Insurances – Insurance regulatory and development authority –duties of IRDA – explain the powers of IRDA - functions of IRDA are laid down in section 14 of IRDA Act, 1999 – Ombudsman – powers And functions of Ombudsman

Suggested Readings

1. Trieschmann, Hoyt, Sommer -Risk Management and Insurance -- Cengage Learning – 2010.
2. Mark S. Dorfman- Introduction to Risk Management and Insurance – PHI –9th edition – 2010.
3. P. K. Gupta- Insurance and Risk Management – Himalaya Publishing House– 2010
4. S. Arunjatesan and R. R. Viswanathan - Risk Management and Insurance, Concepts and practices fo Life and General Insurance – Macmillan – 2010.
5. Harrington, Niehaus - Risk Management and Insurance – Tata McGraw Hill – 2nd edition – 2010

Course Name: Securities Analysis and Portfolio Management **Course Code: MBAE22008**

Objectives

- The objective of the lesson and the class will be to provide knowledge to the students about the financial market of India, focused on the Stock Market (Capital Market).
- The pedagogy will include lectures about the various terminologies and concepts of the Share market. The lectures will be designed in such a way to teach students about the practical aspects of share market i.e. how to trade and how to be a good investor.
- The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved, to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

Course Outline

Unit I: Introduction

Concepts of investment, Objectives of investment, various alternatives of investments, Investment vs speculation; Financial Markets: Primary Markets and secondary markets. Introduction to Primary Market, Primary Market Design and its Role, Types of Offers in the Primary Market, Major Eligibility Guidelines for the issuers in Primary Market, Contribution of Promoters, Issue of Sweat Equity;

Secondary Market : Introduction, Major players, Trading and settlement Mechanism, Types of orders, Stop Loss, Trading on Margin and how margin works, Short Selling Price freeze, Market Wide Circuit breaker, Basis of Market Wide Circuit Breaker, Insider Trading, Odd lot Trading, Bulk Deals, Block Deals, Arbitrage Opportunity in the market.

Risk and Return: Concept, types and measurement of risk and return.

Unit II: Security Analysis

Fundamental Analysis: International Environment: Global Economy Overview, Global Markets, And Global Market and Indian Market Inter linkages. Economic Analysis: GDP, Fiscal Policy, Monetary Policy and Liquidity, Inflation, Interest Rate , Unemployment, Individual Savings, Domestic corporate Tax Rate, Balance of Trade. Industry Analysis: Tools for Industry Analysis, Cross Sectional Industry Performance over Time, Industry Life Cycle. Company Analysis: Analysis of Financial statements.

Technical Analysis: Introduction, Basic Tenets of Dow Theory , Characteristic Phases of Bull and Bear Trends, Critical Appraisal of Dow theory, Different Types of charts, Concept of trend, Trend lines: support and resistance, Importance of Volume, Reversal Patterns, Continuation Pattern, Moving averages, other market indicators.

Unit III: Portfolio Management

Meaning, Importance and Approaches of Portfolio Management, Portfolio analysis, Portfolio evaluation and revision techniques;

Portfolio theory: Markowitz Model, Capital Asset Pricing Model, Single-index model, Arbitrage Pricing theory. Market Efficiency and Behavioral Finance.

Unit IV: Capital Asset pricing Models

APT – Random Walk Hypothesis Mode of delivery

Unit V: Derivatives

Introduction, Meaning of Future contracts, Forward Contracts, Difference, Trading of Stock futures. Option Contracts: Introduction, types, Payoffs and option strategies.

Suggested Readings

1. V. A. Avadhani - Securities Analysis and Portfolio Management -- Himalaya Publishing House, Mumbai – 10th Edition - 2011.
2. M. Ranganatham, R. Madhumathi - Security Analysis and Portfolio Management -- Pearson Publications – 2nd edition – 2010.
3. Donald E. Fischer, Ronald J. Jordan - Security Analysis and Portfolio Management -- Pearson Publications – 6th edition – 2010.
4. Herbert B. Mayo - An introduction to Investments - – Cengage Learning – 2nd edition, 2010.
5. Dhanesh Kumar Khatri - Investment Management & Security Analysis -- Macmillan – 2nd edition – 2011. Reilly and Brown, Investment Analysis and Portfolio Management, Cengage, New Delhi
6. Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi
7. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
8. Hirt and Block, Fundamentals of Investment Management, Tata McGraw Hill, New Delhi
9. A. Avdhani 'Security Analysis and Portfolio Management' Himalaya Publications

Course Name: Working Capital Management
Course Code: MBAE22010

Course Outline

Unit I The Basic Concept of Working Capital; Theoretical Description of Working Capital; Determinants of Working Capital; assessment of working capital requirements - Operating Cycle Concept and Application of Quantitative Techniques;

Unit II Quantitative Techniques for Forecasting Working Capital Needs; Financing of Working Capital; Working Capital—A Policy Decision; Control of Working Capital; Working Capital Leverage; Techniques for Control of Working Capital.

Unit III Fund Flow Statements; Ratio Analysis; Banking Norms and Macro Aspect of Working Capital Management; Chore Committee Report; Marathe Committee Report; Kannan Committee Report.

Unit IV Cash Management; Motives for Holding Cash; Components of Cash and Bank Balances; Bank Balances; Nature of Bank Balances; Strategy for effective Cash Management;

Unit V Inventory Management; Extent and Quantum of Inventory Management; Valuation of Inventory; Strategy for Inventory Management; ABC Analysis; Managing the Inventory Level. Receivables Management; How do firms ensure realizations? Desirable Level of receivables; Other issues involved in management of working capital.

Suggested Readings:

1. V.K. Bhalla : Working Capital Management; Anmol Publication Pvt. Limited, New Delhi.
2. R.P. Rustagi : Strategic Financial Management; Sultan Chand.

Course Name: Mergers & Acquisitions
Course Code: MBAE22011

Course Outline

Unit I Concepts of Mergers, Amalgamation, Acquisitions and Takeover Concepts of Mergers, Amalgamation, Acquisitions and Takeover; Nature of Mergers; Defining and Measuring success of M&A.

Unit II Valuation Method of Corporate Valuation, Valuation of Shares; Costs and benefits of Mergers; Evaluating a Merger as a Capital Budgeting proposal; Determination of SWAP Ratio of M&A deals; Share Buy Back; Joint Venture, Stock Split, Leverage Buy Out, Management Buy Out, Dissolution of Firms.

Unit III Takeover Corporate Takeovers, Advisors in Takeovers, Takeover Tactics, Takeover Defenses, Statutory Obligations and Role of SEBI in Acquisitions of Shares and Takeovers Regulations.

Unit IV Accounting and Financial Issues Financing of M&A deals, accounting aspects of Merger, Taxation effects in Mergers and Acquisitions.

Unit V Divestiture Spin-Off and Split –Up; Disinvestment; Debt Restructuring, Cross Border Acquisitions & Mergers.

Suggested Readings:

1. Weston, Chung and Hoag, “Mergers, Restructuring and Corporate Control” Prentice Hall.
2. Patrick A. Gaughan; Mergers, Acquisitions and Corporate Restructuring;
3. Alexandra lajoux and Kenneth Smith, The art of M&A Strategy, McGraw Hill.
4. Sampath, K. R. ; Mergers and Amalgamation; Snowwhite publications

Course Name: Recruitment and Selection
Course Code: MBAE22013

Course Outline

Unit I Overview of Talent management and the employment life cycle, Workforce analysis; talent management strategy aligned with business strategy. Introduction to Competency, concepts and scope. Competency Frameworks, Iceberg model, Job Analysis, various Methods, Job Description and Specification, Generic competencies, Behavioral and Functional Competencies.

Unit II Intense war for Talent, Concept of Demand Supply, Applying Supply Chain Logic to the Talent Management Process: Forecasting Needs and Managing Internal talent Pipelines. Recruitment Vs Selection, key difference and Approach, Internal Vs External Recruitment, various tools: Online Recruiting, Steps in Selection Process, Interview Techniques, Structured and Unstructured Interviews, GDPI, Assessment Centers.

Unit III Competency based interview techniques, Measuring effectiveness; Retention and Engagement. Sourcing Strategy, Hiring scorecard, Lateral hiring, Campus and Leadership Hiring. Appointment Letters, Compensation components, statutory deductions, Fitment and Offer closure. Back Ground, Verification check, critical documents required for Offer Letters.

Unit IV Current trends and best practices sharing on demand supply of Talent, NASSCOM Report and Current Employment outlook across ITes, BFSI, Retail, Telecom, Manufacturing and Hospitality sectors, Recruitment process outsourcing (RPO).

Suggested Readings

1. Human Resource Selection, Robert D Gate wood and Hubert S Field .
2. Staffing Organization, Herbert G Heneman, Timothy Judge.
3. Competency based HRM, Shermon Ganesh
4. Building Robust Competencies, Linking HR System to Organization Structure, Paul Green.
5. Employee Selection, Lily M Berry.

Course Name: Industrial Relations & Labour Law
Course Code: MBAE22015

Course Outline

Unit I Industrial Relations - Concepts and systems - IR at National and International levels - Infrastructure that guide and direct Industrial relations - Trends in India. Trade unionism - Theory, Policy - their influence on HRM - objectives and functions - structure - Types - Indian Trade Union movement - Their strength and weaknesses.

Unit II : Labour Relations :- Industrial relations - industrial disputes - causes - handling and settling disputes - employee grievances - steps in grievance handling - causes for poor industrial relations - remedies.

Unit III : Collective Bargaining :- Concept - function and importance - Principles and forms of collective bargaining - Procedure - conditions for effective collective bargaining - worker's Participation in management:- Role and methods of worker's participation.

Unit IV: Working Conditions: Factories Act 1948 - The Workman's Compensation Act, 1923 - The Employee's State Insurance Act, 1948 - The Employee's Provident Funds and Miscellaneous Provisions Act, 1952.

Unit V : The Payment of Wages Act, 1936 - The Minimum wages Act, 1948 - The Industrial Disputes Act 1947 - The Industrial Employment (Standing Orders) Act, 1946 - The Trade Union Act, 1926 and latest legislations.

Suggested Readings

1. Arun Monappa, Industrial Relations, TMH, New Delhi,
2. Venkataratnam, C.S., Industrial Relations, Oxford University Press,
3. Mamoria, Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, Mumbai,
4. Singh, B.D., Industrial Relations: Emerging Paradigms, Excel Books, New Delhi,
5. Sinha - Industrial Relations, Trade Unions and Labour Legislation, Pearson Education,
6. Personnel Management & Industrial Relation -P.C.Tripathi
7. Dynamics of Personnel Management - C.B. Mamoria
8. Human Resource Management - N.G. Nair & Latha Nair Sultan Chand & Sons.
9. Essentials of Human Resource Management and Industrial Relations – P. Subbarao Himalaya Publications.
10. N.D. Kapoor - Mercandile Law - Sultanchand & Sons
11. R.Venkatapathy & Assissi Menachery - Industrial Relations & Labour Legislation- Aditya Publishers

Course Name: Strategic Human Resource Management
Course Code: MBAE22017

Objectives

- To develop an understanding of connectivity between a specific strategy implementation with human resource strategy development at the same time; for specific projects or business units.
- The objective of this course is to appreciate how human resource is emerging as a key resource for competitive advantage and understanding the role of HRM in organizational performance.
- This course will help the student to get exposure on Strategic Human Resource Management. Understand the different strategies relating to human resource management.

Course Outline

Unit I: Role of SHRM

Introduction to SHRM, Definition, need and importance and objectives of SHRM, evolution of SHRM, theoretical perspectives of SHRM, SHRM approach: Indian context. Strategic approach: Introduction to Functional, business and corporate strategies, difference between SHRM and HRM strategies, Integrating HR strategy with business strategy, developing plans and policies.

Unit II: Human Resource Environment Technology and Structure

Define HR Environment, Broad influences of technology, Influences of HRIS, redeployment of human resource staff.

Management Trends: Workforce diversity, demographic changes, temporary and contract labours, employee leasing, dual-career couples, work life balance, down-sizing. Global Environment: Define Global Environment, Global competition, global sourcing of labour, WTO and labour standards. HR Legal Environment: Equal employment opportunity, compensation, employee relations.

Unit III: Acquiring HR Strategic role of HRP

Developing planning for strategic leadership, strategic salary planning, selecting forecasting techniques, forecasting the supply of HR, forecasting the demand for HR. Approaches to Recruitment & Selection: Employer branding, special events recruiting, contest recruiting, E-recruiting, outsourcing of recruiting function, head-hunting, virtual hiring, competency based approach to selection. Retentions: Executive education, Telecommuting, Flexi-hours, work from home policy, Employee empowerment, employee involvement, autonomous work teams

Unit IV: Training & Development

Appraisal and Compensation Strategies Training & Development: Planning and strategizing training, creating learning organizations, linkage between business strategy and training, need based training, training evaluation, Kirk-Patrik model, ROI approach, cross cultural training, Competency mapping, multi-skilling, succession planning. Career Management: Managing career: A SHRM approach. Appraisals: Performance Management strategies-

defining KRA's, trait based and Result/ Outcome based performance appraisals, linking performance to pay- merit and reward based promotions, project/process based and promotions, competency based –performance, team or group appraisals, approaches to measuring managerial performance. Reward and Compensation: Pay for Performance approach, team/ group performance based pay, Competency based pay-skill based pay, broad banding, variable compensation, executive compensation, equity in reward decisions, trends in top-level executive compensation.

Unit V: Separations strategy, Human Aspect of strategic implementation and Global HR Strategies Separations

Retrenchment strategies, Early retirement plans, VRS, Project based employment, Downsizing, Pink-slip concept. Human Aspect of strategic implementation: Behavioural issues in strategic implementation, matching culture with strategy, mergers and acquisitions, leadership power and politics, employee morale, personal values and business ethics. Global HR: Introduction to global HR strategies, Difference between Global HRM and Domestic HRM, developing HR as a value added function, Strategic HR issues in global assignments.

Suggested Readings:

1. Strategic Human Resource Management by Jeffery A Mello.
2. Strategic Human Resource Management by Tanuja Agarwala Strategic Human Resource Management by Charles R Greer.
3. Strategic Human Resource Management by Michael Armstrong Strategic.
4. Human Resource Management by Mabey, Salaman and Storey.
5. Strategic Human Resource Management by Rothwell & Kazanas.

Course Name: Talent Acquisition, Training and Development Course Code: MBAE22019

Objectives

- To understand the various talents acquisition organization models; analyze strategic talent priorities under the broad themes of market maturity, organization readiness, and organization aspiration; learn more about different aspects of talent acquisition organization modes: team structure, process and governance.
- Define talent acquisition and differentiate between recruiting and selection processes.
- This Course aims at educating students on important of training needs and issue of human resource development in organization. The persons involved in updating management skills pose issues of design and delivery and review of training requirements, which also stands the objective of the given course.
- This course will help the student to get exposure on how companies use training to equip employees for a certain task and acquire knowledge to do the task.

Course Outline

Unit I

Overview of Talent management, Workforce analysis; talent management strategy aligned with business strategy. Introduction to Competency, concepts and scope. Competency Frameworks-Generic competencies, Behavioral and Functional Competencies, Iceberg model. Intense war for Talent, Applying Supply Chain Logic to the Talent Management Process: Forecasting Needs and Managing Internal talent Pipelines. Concept of Demand Supply.

Unit II

Internal Vs External Recruitment, various tools, Steps in Selection Process, Assessment Centers, Competency based interview techniques, Retention and Engagement. Sourcing Strategy, Hiring scorecard, Lateral hiring, Campus and Leadership Hiring. Appointment Letters, Compensation components, Statutory deductions, Fitment and Offer closure. Current trends and best practices sharing on demand supply of Talent, NASSCOM Foundation and Current Employment outlook, Recruitment process outsourcing (RPO).

Unit III

Introduction to Employee Training and Development - Strategic Training - Designing Training - Needs Assessment - Learning: Theories and Program Design.

Unit IV

Transfer of Training - Training Evaluation, Training and Development Methods - Traditional Training Methods.

Unit V

E-Learning and Use of Technology in Training - Employee Development. Special Issues in Training and Employee Development - The Future of Training and Development.

Suggested Readings

1. Human Resource Selection, Robert D Gate wood and Hubert S Field.
2. Staffing Organization, Herbert G Heneman, Timothy Judge.
3. Competency based HRM, Shermon Ganesh.
4. Building Robust Competencies, Linking HR System to Organization Structure, Paul Green.
5. Employee Selection, Lily M Berry.
6. Raymond Noe, Employee Training & Development, Tata McGraw – Hill Publication,
7. Blanchard, Effective training-Systems, strategies and practices, Pearson education,
8. Rolf Lynton &UdaiPareek, Training for organizational transformation ,Sage Publications, New Delhi,
9. Dr. Ratan Reddy, Effective HR Training Development Strategy, HPH, 2005
10. S. Mathews, Designing and Managing a Training and Development Strategy, Pearson

Course Name: Centre for Leadership Development
Course Code: SEC077025

Objectives

1. To learn the etiquette requirements for office, telephone, and Internet business interaction scenarios.
2. To enhance competitiveness by preparing them for internships.
3. To prepare students for placements.

Course Outline

Unit I: Internship report preparation, presentation & Viva

Unit II: Organizing a Summit-HR/MM/Finance

Topic selection, Planning, Organizing and conducting a one day summit for each domain

Unit III: Industry related Project- Incubation Centre

Conduct a desk research to developing a list of local, national and international companies

Unit IV: Pre placement preparation

- SWOT Analysis of Self - Understanding oneself and one's value
- Updating CV and PI kit
- Attitude Building
- GD (General and Domain)
- Case Analysis
- FAQs Domain related questions
- Interview Techniques-Telephonic ,PI, Skype, Stress, Psychological
- Prepare Placement Brochure
- Finalize Placement Brochure
- Reconcile Company Data Bank
- Mock Interview(General and Domain)
- HR Expert Mock Interview

Unit V: Leadership qualities and traits.

Developing leadership skills, Raising awareness of group and people skills. Developing empowering style of leadership. Identify Leaders at different levels from industry, contact them in person, prepare their profiles by interviews and observations and present it to the class. Write reviews on articles / books written by or on leaders from various fields and debate and discuss the same in the class (Bring out the leadership traits, styles and strengths) e.g. Mahatma Gandhi, APJ Abdul Kalam, Jack Welch, Steve Jobs, JRD Tata, Ratan Tata, Baba Amte, etc.

Practical Exercises

- Mock Interviews/Skype interviews
- Group discussions
- Summit and Seminars which may be Industry specific/ company specific/ general
- Creating the Mentor – Mentee relationship with domain faculty
- Coordination of the placement process by the seniors with assistance from the immediate juniors
- Closely monitoring teamwork, leadership and management qualities.

Suggested Readings:

1. Leadership Development Activities, John Adair, 2nd Edition Jaico Publication
2. Leadership Games, Stephen S Kogan, Response Books
3. Basic Managerial Skills for All by E. H. McGrath, S. J., PHI

Course Name: Managerial & Interviewing Skills **Course Code: SEC077026**

Course Outline – Final Assessment - Interview with an Entrepreneur /Leader (State /National Level)

Unit I : Event Management, Script Writing & Stage Handling

Planning an event – itinerary, budget, requisition, Stage Presentation Skills & Preparing the Speech, Organising the Speech, Special Occasion Speeches, Event Report Writing, Script Writing – Comparing, Introduction, Welcome of the Guest, Vote of Thanks, Writing News article for the event, recording (audio clips).

Unit II: Leadership

What is leadership? Traits of Leadership, Identifying leaders and traits of Leadership, Movie/ Story/ Interviews of leaders: Identify leadership qualities, Debate/ Discussion/ Presentations on leaders

Unit III: Entrepreneurship

What is Entrepreneurship, Traits of Successful Entrepreneurs, Movie/ Story/Interviews of Entrepreneurs: Identify Entrepreneurial qualities, Debate/ Discussion/Presentation on Entrepreneurs.

Unit IV: Interview Skills

Conducting Interviews with Leaders/ Entrepreneurs, Preparing Questions, Interviewing the fellow person, do's & don'ts while taking interview.

Unit V: LSWR Skills

Rewriting Mythology/Folklore, Reading Comprehensions, News Analysis, Debate, Group Discussions, Role Play.

Note: The review of Syllabus happens on periodic basis for the benefit of the students. In case there are changes in curriculum due to review, students would be intimated in writing.

12.1 Lesson Plan: Semester - III

MBAC22200 - Strategic Management

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Understanding Strategy in the Context of the Organization and its Environment— Managing by Strategy – Mc Kinsey's 7'S Framework	C-1	Lecture
Unit-I	Organization's Strategic Intent—Mission—Values, Goal and Objective, Culture and Ethics Underpinning Strategic Intent and Strategy	C-2	Lecture
Unit-I	Stakeholders' Approach to Strategic Management, Overview of the concept of Corporate Governance—Crafting a Strategy	C-3	Lecture
Unit-I	Group Discussion I	C-4	Group Discussion
Unit-I	The Primary variables, Secondary Structural and Procedural variables and the Intervening variables affecting the end-results of an organization, Ansoff's Model, I/O Model and RBV Model	C-5	Lecture
Unit-I	Management Game I	C-6	Management Game
Unit-I	Clarification Class	C-7	Clarification Class
Unit-II	Video Demonstration Analysis	C-8	Video Demonstration Analysis
Unit-II	The Structure-Conduct-Performance (SCP) Model	C-9	Lecture
Unit-II	Environmental Factors— Industry and Competitive Analysis, Porter's 5 Forces Model	C-10	Lecture
Unit-II	Group Discussion II	C-11	Group Discussion
Unit-II	Strategic Groups, The Global Environment	C-12	Lecture
Unit-II	Project Based Assignment I	C-13	Project Based Assignment
Unit-II	Internal Analysis, Concept of Core Competencies—The Resource-based View	C-14	Lecture
Unit-II	Value-Chain Analysis	C-15	Lecture
Unit-II	PPT (Self Study Based)	C-16	PPT (Self Study Based)
Unit-II	Clarification Class	C-17	Clarification Class
Unit-III	Industry Visit	C-18	Industry Visit
Unit-III	Long-term objectives and Grand Strategies—Generic Strategies—Strategies for competing in Globalizing Market	C-19	Lecture
Unit-III	PPT (Case Study Based) II	C-20	PPT (Case Study Based)

Unit-III	Strategy and Competitive Advantage in Diversified Organizations	C-21	Lecture
Unit-III	Emerging Business Models and Strategies to fit Specific Industry and Organizational Situation	C-22	Lecture
Unit-III	Surprise Case Analysis Test I	C-23	Surprise Case Analysis Test
Unit-III	Outsourcing as a Strategic Option: Issues and Concerns	C-24	Lecture
Unit-III	Quiz I	C-25	Quiz
Unit-III	Clarification Class	C-26	Clarification Class
Unit-IV	Factors Shaping Choice of Strategy—Generating and Selecting Strategies	C-27	Lecture
Unit-IV	Portfolio Analysis and Other Tools in Strategy Analysis and Choice	C-28	Lecture
Unit-IV	PPT (Self Study Based) II	C-29	PPT (Self Study Based)
Unit-IV	Scenario Assessment, Trend Assessment, BCG Matrix,	C-30	Lecture
Unit-IV	Workshop	C-31	Workshop
Unit-IV	PIMS Analysis, Critical Success factor, Competitive Portfolio Analysis, TOWS Matrix	C-32	Lecture
Unit-IV	Strategic Position and Action Evaluation (SPACE),	C-33	Lecture
Unit-IV	PPT(Case Study Based)II	C-34	PPT(Case Study Based)
Unit-IV	Clarification Class	C-35	Clarification Class
Unit-V	Management Perspective—Resource Allocation—Managing Conflict and Resistance to Change—Matching Structure with Strategy	C-36	Lecture
Unit-V	Group Discussion III	C-37	Group Discussion
Unit-V	Restructuring, Reengineering, E-engineering—Behavioral Issues—Creating a Strategy Supportive Culture	C-38	Lecture
Unit-V	Human Resource concern in Strategy Implementation	C-39	Lecture
Unit-V	Overview of Other functional issues in the context of strategy implementation—Strategic Evaluation, Control and Continuous Improvement	C-40	Lecture
Unit-V	Process of Evaluating Strategy—Strategic control	C-41	Lecture
Unit-V	Six-Sigma, ISO and the era of International standards, Balanced Score card and other emerging tools	C-42	Lecture
Unit-V	Revision of Important Topics	C-43,45	Lecture
Unit-V	Clarification Class	C-45	Clarification Class

MBAC22201- Entrepreneurship

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Understanding the Meaning of Entrepreneur; Characteristics and Qualities of an Entrepreneur;	C-1	Lecture
Unit-I	Classification of Entrepreneurs; Factors Influencing Entrepreneurship	C-2	Lecture
Unit-I	Entrepreneurial Environment; Entrepreneurial Growth	C-3	Lecture
Unit-I	Group Discussion I	C-4	Group Discussion
Unit-I	Problems and Challenges of Entrepreneurs, Entrepreneurial Scenario in India	C-5	Lecture
Unit-I	Management Game I	C-6	Management Game
Unit-I	Clarification Class	C-7	Clarification Class
Unit-II	Video Demonstration Analysis I	C-8	Video Demonstration Analysis
Unit-II	Starting an Enterprise; Identifying a Problem, Recognizing Opportunities and Generating Ideas; Five Steps to Generating Creative Ideas.	C-9	Lecture
Unit-II	Different sets Feasibility Analysis	C-10	Lecture
Unit-II	Group Discussion II	C-11	Group Discussion
Unit-II	Develop a Business Plan; Writing a Business Plan	C-12	Lecture
Unit-II	Project Based Assignment I	C-13	Project Based Assignment
Unit-II	Industry and Competitor Analysis. Assessing a New Venture's Financial Strength and Viability	C-14	Lecture
Unit-II	Getting Funding or Financing; Building a New-Venture Team; Unique Marketing Issues	C-15	Lecture
Unit-II	PPT (Self Study Based) I	C-16	PPT (Self Study Based)
Unit-II	Clarification Class	C-17	Clarification Class
Unit-III	Industry Visit	C-18	Industry Visit
Unit-III	The concept of Strategic Business model innovation. Ostwalder's CANVAS Model and other Business Models	C-19	Lecture
Unit-III	PPT (Case Study Based) I	C-20	PPT (Case Study Based)
Unit-III	Characteristics of a robust business model. Lifecycle of a business model and renewal of business models	C-21	Lecture
Unit-III	Types of Innovation: Technical, Service Oriented, Manufacturing, IT, etc and real life cases of Business model innovation	C-22	Lecture
Unit-III	Surprise Case Analysis Test	C-23	Surprise Case Analysis Test
Unit-III	Pit falls and risks in innovation, Innovation : why it fails? Discuss the processes of innovation and alternative process models.	C-24	Lecture
Unit-III	Quiz	C-25	Quiz
Unit-III	Clarification Class	C-26	Clarification Class
Unit-IV	Definition of SMEs ,Characteristics , Role in Economic	C-27	Lecture

	Development,		
Unit-IV	Needs of SMEs benefits and incentives for MSME's Forms of Organizations; Proprietary, Partnership,	C-28	Lecture
Unit-IV	PPT (Self Study Based) II	C-29	PPT (Self Study Based)
Unit-IV	Family Business, Company etc., Establishing SMEs—Project Identification and Selection	C-30	Lecture
Unit-IV	Workshop	C-31	Workshop
Unit-IV	Environmental Scanning, Market Assessment, Technology, Selection of Site, etc., Registration and licensing.	C-32	Lecture
Unit-IV	Policy Framework for SMEs–Policy Shifts since 1991, regulatory Framework-	C-33	Lecture
Unit-IV	PPT(Case Study Based) II	C-34	PPT(Case Study Based)
Unit-IV	Laws and Regulations for SMEs. SME Development Bill, 2005-LLP Act, Changing Policy frameworks SME Strategies, MSMED Act 2006.	C-35	Lecture
Unit-IV	SSI Board, SIDO, SISI, PPDCs, RTCs, CFTI,	C-36	Lecture
Unit-IV	Group Discussion III	C-37	Group Discussion
Unit-IV	NISIET, NIESBUD, NSIC	C-38,39	Lecture
Unit-IV	State Government: Directorate of Industries, DICs, SFCs, SIDC / IIC, SSIDC	C-40,41	Lecture
Unit-IV	Financial Institutions and Banks; SIDBI, Commercial Banks, RRBs and Co-operative Banks etc.	C-42,43	Lecture
Unit-IV	Enterprise Perspective-Banker's Perspective	C-44	Lecture
Unit-IV	Clarification Class	C-45	Clarification Class

SEC077025 - Centre for Leadership Development -I

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Internship report preparation	C-1,2,3	Lecture
Unit-I	Group Discussion I	C-4	Group Discussion
Unit-I	presentation & Viva	C-5	Lecture
Unit-I	Management Game I	C-6	Management Game
Unit-I	Clarification Class	C-7	Clarification Class
Unit-II	Video Demonstration Analysis	C-8	Video Demonstration Analysis
Unit-II	Organizing a Summit-HR/MM/Finance- Topic selection, Planning	C-9,10	Lecture
Unit-II	Group Discussion II	C-11	Group Discussion
Unit-II	Organizing and conducting a one day summit for each domain	C-12	Lecture
Unit-II	Project Based Assignment I	C-13	Project Based Assignment
Unit-II	Revision of Important Topics	C-14	Lecture
Unit-II	Revision of Important Topics	C-15	Lecture
Unit-II	PPT (Self Study Based)	C-16	PPT (Self Study Based)
Unit-II	Clarification Class	C-17	Clarification Class
Unit-III	Industry Visit	C-18	Industry Visit
Unit-III	Industry related Project- Incubation Centre	C-19	Lecture
Unit-III	PPT (Case Study Based) II	C-20	PPT (Case Study Based)
Unit-III	Conduct a desk research to developing a list of local, national and international companies	C-21,22	Lecture
Unit-III	Surprise Case Analysis Test I	C-23	Surprise Case Analysis Test
Unit-III	Revision of Important Topics	C-24	Lecture
Unit-III	Quiz I	C-25	Quiz
Unit-III	Clarification Class	C-26	Clarification Class
Unit-IV	Pre placement preparation - SWOT Analysis of Self-Understanding oneself and one's value	C-27	Lecture
Unit-IV	Updating CV and PI kit , Attitude Building, GD (General and Domain)	C-28	Lecture
Unit-IV	PPT (Self Study Based) II	C-29	PPT (Self Study Based)
Unit-IV	Case Analysis, FAQs Domain related questions	C-30	Lecture
Unit-IV	Workshop	C-31	Workshop
Unit-IV	Interview Techniques-Telephonic ,PI, Skype, Stress, Psychological, Prepare Placement Brochure	C-32	Lecture
Unit-IV	Finalize Placement Brochure, Reconcile Company Data Bank, Mock Interview(General and Domain) , HR Expert Mock Interview	C-33	Lecture
Unit-IV	PPT(Case Study Based)II	C-34	PPT(Case Study

			Based)
Unit-IV	Clarification Class	C-35	Clarification Class
Unit-V	Developing leadership skills, Raising awareness of group and people skills. Developing empowering style of leadership	C-36	Lecture
Unit-V	Group Discussion III	C-37	Group Discussion
Unit-V	Identify Leaders at different levels from industry, contact them in person, prepare their profiles by interviews and observations and present it to the class	C-38	Lecture
Unit-V	Write reviews on articles / books written by or on leaders from various fields and debate and discuss the same in the class	C-39	Lecture
Unit-V	Bring out the leadership traits, styles and strengths e.g. Mahatma Gandhi, APJ Abdul Kalam,	C-40	Lecture
Unit-V	Jack Welch, Steve Jobs,	C-41	Lecture
Unit-V	JRD Tata, Ratan Tata, Baba Amte, etc.	C-42	Lecture
Unit-V	Revision of Important Topics	C-43,44	Lecture
Unit-V	Clarification Class	C-45	Clarification Class

SEC077026 - Managerial & Interviewing Skills

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Event Management, Script Writing & Stage Handling Planning an event – itinerary, budget, requisition	C-1	Lecture
Unit-I	Stage Presentation Skills & Preparing the Speech, Organising the Speech,	C-2	Lecture
Unit-I	Special Occasion Speeches, Event Report Writing, Script	C-3	Lecture
Unit-I	Group Discussion I	C-4	Group Discussion
Unit-I	Writing – Comparing, Introduction, Welcome of the Guest, Vote of Thanks, Writing News article for the event, recording (audio clips).	C-5	Lecture
Unit-I	Management Game I	C-6	Management Game
Unit-I	Clarification Class	C-7	Clarification Class
Unit-II	Video Demonstration Analysis	C-8	Video Demonstration Analysis
Unit-II	What is leadership? Traits of Leadership, Identifying leaders and traits of Leadership,	C-9	Lecture
Unit-II	Movie/ Story/ Interviews of leaders	C-10	Lecture
Unit-II	Group Discussion II	C-11	Group Discussion
Unit-II	Identify leadership qualities	C-12	Lecture
Unit-II	Project Based Assignment I	C-13	Project Based Assignment
Unit-II	Debate/ Discussion- on leaders	C-14	Lecture
Unit-II	Presentations on leaders	C-15	Lecture
Unit-II	PPT (Self Study Based)	C-16	PPT (Self Study Based)
Unit-II	Clarification Class	C-17	Clarification Class
Unit-III	Industry Visit	C-18	Industry Visit
Unit-III	What is Entrepreneurship, Traits of Successful Entrepreneurs,	C-19	Lecture
Unit-III	PPT (Case Study Based) II	C-20	PPT (Case Study Based)
Unit-III	Movie/ Story/Interviews of Entrepreneurs	C-21	Lecture
Unit-III	Identify Entrepreneurial qualities,.	C-22	Lecture
Unit-III	Surprise Case Analysis Test I	C-23	Surprise Case Analysis Test
Unit-III	Debate/ Discussion/Presentation on Entrepreneurs	C-24	Lecture
Unit-III	Quiz I	C-25	Quiz
Unit-III	Clarification Class	C-26	Clarification Class
Unit-IV	Conducting Interviews with Leaders/ Entrepreneurs,	C-27	Lecture
Unit-IV	Preparing Questions	C-28	Lecture
Unit-IV	PPT (Self Study Based) II	C-29	PPT (Self Study Based)
Unit-IV	Interviewing the fellow person,	C-30	Lecture
Unit-IV	Workshop	C-31	Workshop
Unit-IV	do's & don'ts while taking interview	C-32	Lecture

Unit-IV	Revision of Important Topics	C-33	Lecture
Unit-IV	PPT(Case Study Based)II	C-34	PPT(Case Study Based)
Unit-IV	Clarification Class	C-35	Clarification Class
Unit-V	Rewriting Mythology/Folklore,	C-36	Lecture
Unit-V	Group Discussion III	C-37	Group Discussion
Unit-V	Reading Comprehensions	C-38	Lecture
Unit-V	News Analysis,	C-39	Lecture
Unit-V	Debate	C-40	Lecture
Unit-V	Group Discussions	C-41	Lecture
Unit-V	Role Play	C-42	Lecture
Unit-V	Revision of Important Topics	C-43,44	Lecture
Unit-V	Clarification Class	C-45	Clarification Class

12.2 Lesson Plan: Open Electives

MBAC22202 - Business Analytics (OE1)

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Overview of Business analytics – Components of Business analytics	C-1	Lecture
Unit-I	Data ware housing	C-2	Lecture
Unit-I	data mining	C-3	Lecture
Unit-I	Group Discussion I	C-4	Group Discussion
Unit-I	Mind-set required for a business analytics profession	C-5	Lecture
Unit-I	Management Game I	C-6	Management Game
Unit-I	Clarification Class	C-7	Clarification Class
Unit-II	Video Demonstration Analysis	C-8	Video Demonstration Analysis
Unit-II	Concept of Data Warehousing	C-9	Lecture
Unit-II	Online analytical processing	C-10	Lecture
Unit-II	Group Discussion II	C-11	Group Discussion
Unit-II	Business Analytics	C-12	Lecture
Unit-II	Project Based Assignment I	C-13	Project Based Assignment
Unit-II	Data visualization	C-14	Lecture
Unit-II	Revision of Important Topics	C-15	Lecture
Unit-II	PPT (Self Study Based)	C-16	PPT (Self Study Based)
Unit-II	Clarification Class	C-17	Clarification Class
Unit-III	Industry Visit	C-18	Industry Visit
Unit-III	Introduction to Data	C-19	Lecture
Unit-III	PPT (Case Study Based) II	C-20	PPT (Case Study Based)
Unit-III	Text and Web mining	C-21	Lecture
Unit-III	Performance Management	C-22	Lecture
Unit-III	Surprise Case Analysis Test I	C-23	Surprise Case Analysis Test
Unit-III	Revision of Important Topics	C-24	Lecture
Unit-III	Quiz I	C-25	Quiz
Unit-III	Clarification Class	C-26	Clarification Class
Unit-IV	Data mining methods and Applications –	C-27	Lecture
Unit-IV	Frequency analysis, Correlation, regression,	C-28	Lecture
Unit-IV	PPT (Self Study Based) II	C-29	PPT (Self Study Based)
Unit-IV	Chi-square, Forecasting, Factor analysis,	C-30	Lecture
Unit-IV	Workshop	C-31	Workshop
Unit-IV	T-Test, Cluster analysis using Analytics Software	C-32	Lecture
Unit-IV	Revision of Important Topics	C-33	Lecture
Unit-IV	PPT(Case Study Based)II	C-34	PPT(Case Study Based)
Unit-IV	Clarification Class	C-35	Clarification Class
Unit-V	Finance – Marketing – Operations – Human Resource	C-36	Lecture

	analytics using analytics software.		
Unit-V	Group Discussion III	C-37	Group Discussion
Unit-V	Finance analytics using analytics software.	C-38	Lecture
Unit-V	Marketing analytics using analytics software.	C-39	Lecture
Unit-V	Operations analytics using analytics software.	C-40	Lecture
Unit-V	Human Resource analytics using analytics software	C-41,42	Lecture
Unit-V	Revision of Important Topics	C-43,44	Lecture
Unit-V	Clarification Class	C-45	Clarification Class

12.3 Lesson Plan: Specializations Electives (Marketing)

MBAE22001 - Consumer Behavior

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Consumer as an Individual, Consumer demographics, consumer life styles.	C-1	Lecture
Unit-I	Retailing implications of consumer demographics and lifestyle.	C-2	Lecture
Unit-I	Lifestyle marketing. Lifestyle profiles: VALS, AIO.	C-3	Lecture
Unit-I	Environmental factors affecting consumers.	C-4	Lecture
Unit-I	Marketing Success and failure and consumer behavior.	C-5	Lecture
Unit-I	Consumer Buying Decision Process, types of consumer decision making.	C-6	Lecture
Unit-I	Project Based Assignment	C-7	Project Based Assignment
Unit-I	Impulse purchases and customer loyalty. Models of Consumer Behavior: four views of decision making	C-8	Lecture
Unit-I	Clarification class-I	C-9	Clarification class
Unit-II	Arousal of motives, type of needs, measurement of motives and customer involvement;	C-10	Lecture
Unit-II	Personality and Lifestyle: theories of personality,	C-11	Lecture
Unit-II	Self-Study based Presentation - I	C-12	Self-Studybased Presentation
Unit-II	consumer diversity, brand personality,	C-13	Lecture
Unit-II	Case Study based Presentation - I	C-14	Case Study based Presentation
Unit-II	self and self-image lifestyle profiles: VALS, AIO.	C-15	Lecture
Unit-II	Consumer Perception: Elements of perception,	C-16	Lecture
Unit-II	Video Demonstration Analysis	C-17	Video Demonstration Analysis
Unit-II	Role Play	C-18	Role Play
Unit-II	Case study-based Presentation - II	C-19	Case study-based Presentation
Unit-II	Consumer imagery,	C-20	Lecture
Unit-II	Group Discussion-I	C-21	Group Discussion
Unit-II	Perceived risk and consumer perception.	C-22	Lecture
Unit-II	Clarification class-II	C-23	Clarification class
Unit-III	Self-Study based Presentation - II	C-24	Self-Study based Presentation
Unit-III	Learning, Cues, Response, Reinforcement, Behavioral Learning and Cognitive Learning Theory,	C-25	Lecture
Unit-III	Management Games	C-26	Management Games
Unit-III	Brand Loyalty. measures of consumer learning	C-27	Lecture
Unit-III	Consumer Attitude formation and change: Models of attitude, attitude formation,	C-28,29	Lecture
Unit-III	Industrial Visit	C-30	visit
Unit-III	strategies of attitude change, Shopping attitudes and	C-31	Lecture

	behavior, where people shop.		
Unit-III	Workshop	C-32	Workshop
Unit-III	Clarification class-III	C-33	Clarification Class
Unit-IV	Family and social class influences, Types of reference groups and their influence on consumer behavior,	C-34,35	Lecture
Unit-IV	Group Discussion-II	C-36	Group Discussion
Unit-IV	families and households and their decision making, family life cycle,	C-37	Lecture
Unit-IV	Surprise case analysis test	C-38	Surprise case analysis test
Unit-IV	Forms of influence, social class influences–affluent consumer.	C-39	Lecture
Unit-IV	Group Discussion-III	C-40	Group Discussion
Unit-IV	Clarification class-IV	C-41	Clarification Class
Unit-V	Quiz	C-42	Quiz
Unit-V	Sub-culture and cross-cultural factors and their influence on consumer behavior, cultural values, myths, symbols and rituals;	C-43	Lecture
Unit-V	Opinion Leadership Process, Diffusion of Innovations, Adoption Process.	C-44	Lecture
Unit-V	Clarification class-V	C-45	Clarification Class

MBAE22002 – Product and Brand Management

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Introduction to Product, Brand, Product Management and Brand Management: Definition, concept and need for Product Management	C-1	Lecture
Unit-I	Concept of a brand, Evolution of Brands, Brand and Products, Brand Names, Branding Elements	C-2	Lecture
Unit-I	Options and tactics of Brand Elements, Roles and Responsibilities of a product manager. Product Integrity	C-3	Lecture
Unit-I	Clarification Class I	C-4	Clarification Class
Unit-I	Group Discussion	C-5	Group Discussion
Unit-II	PLC and new Product Development: New Product development process	C-6	Lecture
Unit-II	Workshop	C-7	Workshop
Unit-II	new product launch; re-launch	C-8	Lecture
Unit-II	PLC and corresponding product strategies	C-9	Lecture
Unit-II	Clarification Class II	C-10	Clarification Class
Unit-III	Product Strategy Decisions and Branding Dimensions: Dimensions of Product Mix	C-11	Lecture
Unit-III	Product Line, Consistency; Different types of Products	C-12	Lecture
Unit-III	PPT Presentation (Self study Based)	C-13	PPT Presentation (Self Study Based)
Unit-III	A concept of SKUs; Types of Branding Strategies; Brand Extensions	C-14	Lecture
Unit-III	Video Demonstration Analysis	C-15	Video Demonstration Analysis
Unit-III	Opportunity analysis of Brand Extension.	C-16	Lecture
Unit-III	Clarification Class III	C-17	Clarification Class
Unit-IV	Surprise case analysis Test	C-18	Surprise case analysis Test
Unit-IV	Product Differentiation Strategies and	C-19	Lecture
Unit-IV	Brand Positioning: Types of Product Differentiation	C-20	Lecture
Unit-IV	Brand Differentiation; Brand positioning strategies	C-21	Lecture
Unit-IV	Clarification Class IV	C-22	Clarification Class
Unit-V	Group Discussion	C-23	Group Discussion
Unit-V	Re branding and Repositioning; Benefit	C-24	Lecture
Unit-V	PPT Presentation (Case study based)	C-25	PPT Presentation (Case study based)
Unit-V	Ladder and Perceptual Mapping	C-26	Lecture
Unit-V	Creating Brand: Developing Brand Architecture	C-27	Lecture
Unit-V	Brand Portfolio; Corporate Branding;	C-28	Lecture
Unit-V	Role play	C-29	Role play
Unit-V	Brand Licensing; Franchising	C-30,31	Lecture
Unit-V	Group Discussion	C-32	Group Discussion
Unit-V	Brand Sustenance; Brand Revitalization	C-33	Lecture
Unit-V	Project based Assignment	C-34	Project based Assignment

Unit-V	Brand Arche typing; Brand building through brand Arche typing	C-35	Lecture
Unit-V	Different types of Arche typing	C-36	Lecture
Unit-V	Clarification Class V	C-37	Clarification Class
Unit-VI	Quiz	C-38	Quiz
Unit-VI	Measuring the Brand Value and Worth	C-39,40	Lecture
Unit-VI	Brand Audits (BAV Model),	C-41	Lecture
Unit-VI	PPT Presentation (Self study Based)	C-42	PPT Presentation (Self study Based)
Unit-VI	Industry visit	C-43	Industry visit
Unit-VI	Brand Equity and its management overtime.	C-44	Lecture
Unit-VI	Clarification class VI	C-45	Clarification class

MBAE22003- Marketing of Services

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Introduction to Services, Growth of service sector economy, Service characteristics	C-1	Lecture
Unit-I	Service classification, Service marketing mix	C-2	Lecture
Unit-I	Consumer behaviour in services: customer expectation of service	C-3	Lecture
Unit-I	customer perceptions of service	C-4	Lecture
Unit-I	Group Discussion	C-5	Group Discussion
Unit-I	Clarification Class I	C-6	Clarification Class
Unit-I	Workshop	C-7	Workshop
Unit-II	Managing relationship and building loyalty	C-8	Lecture
Unit-II	Components of Research Problem	C-9	Lecture
Unit-II	Complaint handling and Service recovery strategies, Service development and design: Challenges of service design	C-10	Lecture
Unit-II	types of new services,	C-11	Lecture
Unit-II	core and supplementary elements	C-12	Lecture
Unit-II	PPT Presentation (Self study Based)	C-13	PPT Presentation (Self Study Based)
Unit-II	new service development process	C-14	Lecture
Unit-II	Video Demonstration Analysis	C-15	Video Demonstration Analysis
Unit-II	Service blueprint	C-16	Lecture
Unit-III	Physical evidence and the Services capes: types,	C-17	Lecture
Unit-III	Surprise case analysis Test	C-18	Surprise case analysis Test
Unit-III	role and its effect on behavoiur	C-19	Lecture
Unit-III	Clarification Class II	C-20	Clarification Class
Unit-III	Delivering and performing service through employees and customers	C-21	Lecture
Unit-III	cycle of failure	C-22	Lecture
Unit-III	Group Discussion	C-23	Group Discussion
Unit-III	mediocrity and success	C-24	Lecture
Unit-III	PPT Presentation (Case study based)	C-25	PPT Presentation (Case study based)
Unit-III	self-service technologies and Customer Participation	C-26	Lecture
Unit-III	introduction to customer citizenship behavior	C-27	Lecture
Unit-III	Clarification class III	C-28	Clarification class
Unit-III	Role play	C-29	Role play
Unit-III	introduction to customer citizenship behavior Delivering services through intermediaries and electronic channels	C-30	Lecture
Unit-III	Managing demand and capacity	C-31	Lecture
Unit-III	Group Discussion	C-32	Group Discussion
Unit-III	Waiting line strategies integrated	C-33	Lecture
Unit-III	Project based Assignment	C-34	Project based Assignment

Unit-III	Clarification class III	C-35	Clarification class
Unit-IV	Services Marketing communications and services marketing triangle	C-36	Lecture
Unit-IV	Pricing of services: Pricing approaches	C-37	Lecture
Unit-IV	Quiz	C-38	Quiz
Unit-IV	Pricing Strategies	C-39,40	Lecture
Unit-IV	Improving Service Quality and productivity: Integrated gaps model of service quality	C-41	Lecture
Unit-IV	PPT Presentation (Self study Based)	C-42	PPT Presentation (Self study Based)
Unit-IV	Industry visit	C-43	Industry visit
Unit-IV	Prescriptions for closing quality gaps	C-44	Lecture
Unit-IV	Clarification class IV	C-45	Clarification class

MBAE22004- Sales and Distribution Management

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Meaning, Nature and Importance of Sales Management	C-1	Lecture
Unit-I	Sales objectives, Strategies and Tactics, Emerging trends in sales	C-2	Lecture
Unit-I	The Selling Process, Buyer-Seller Dyads,	C-3	Lecture
Unit-I	Sales as a Career. Characteristics of a successful salesman	C-4	Lecture
Unit-I	Sales Organization –Need for Sales Organizations, their structure	C-5	Lecture
Unit-I	Sales Managers Functions and responsibilities	C-6	Lecture
Unit-I	PPT (Self Study Based)-I	C-7	PPT
Unit-I	Group Discussion-I	C-8	Group Discussion
Unit-I	Clarification Class-I	C-9	Clarification Class
Unit-II	Sales Force Management-Recruiting and selecting the sales force, Planning sales training programs	C-10	Lecture
Unit-II	Motivating the sales force and compensating the sales force. Devising a Sales Compensation plan	C-11	Lecture
Unit-II	Sales meetings and Sales contests, Supervising	C-12	Lecture
Unit-II	Video Demo Analysis	C-13	Video Demo Analysis
Unit-II	Evaluating Sales Force Performance and Controlling Sales activities (Sales Records and Reporting Systems), Improving Sales Productivity	C-14	Lecture
Unit-II	PPT (Self Study Based)-II	C-15	PPT
Unit-II	Group Discussion-II	C-16	Group Discussion
Unit-II	Clarification Class-II	C-17	Clarification Class
Unit-III	Sales Forecasting methods	C-18	Lecture
Unit-III	PPT (Case Study Based After Sessional)-I	C-19	PPT
Unit-III	determining size of sales force/ Planning the sales effort, Effective Selling Theories	C-20	Lecture
Unit-III	Role Play	C-21	Role Play
Unit-III	Sales Quota setting and Administration, Procedure for designing sales territories, managing territorial coverage	C-22	Lecture
Unit-III	Workshop	C-23	Workshops
Unit-III	Sales Budget; Purpose, Forms, Contents and Procedure	C-24	Lecture
Unit-III	Surprise Case Analysis	C-25	Surprise Case Analysis
Unit-III	Clarification Class-III	C-26	Clarification Class
Unit-III	Quiz	C-27	Quiz
Unit-IV	Meaning and Definition of Distribution Channel, Characteristics/Features of Marketing Channel, Setting Distribution Objectives	C-28	Lecture
Unit-IV	Channel of Distribution for–Consumer Products, Industrial Products and Services	C-29	Lecture
Unit-IV	Channel Functions and Flows, Levels of Channel of Distribution; Types of Distribution Channel, Intensity of Marketing Coverage, Channel conflict and its management & Channel Cooperation	C-30	Lecture

Unit-IV	Management Games	C-31	Management Games
Unit-IV	Channel design and planning process, Selecting channel partners, Channel design implementation and electronic channels, Factors affecting Channel Selection	C-32	Lecture
Unit-IV	Retailing: Retailer, Role of the retailer, Classification of retailers	C-33	Lecture
Unit-IV	Project Based Assignment	C-34	Project Based Assignment
Unit-IV	Retail strategies, E-tailing, Wholesaling: Wholesaler, Function and Classification of Wholesalers. Strategic Issues in Wholesaling	C-35	Lecture
Unit-IV	Industry Visit	C-36	Industry Visit
Unit-IV	PPT (Case Study Based After Sessional)-II	C-37	PPT
Unit-IV	Distributors/Dealers/Stockiest,	C-38	Lecture
Unit-IV	Role of C&F and Cash & Carry	C-39	Lecture
Unit-IV	Group Discussion-III	C-40	Group Discussion
Unit-IV	Clarification Class-IV	C-41	Clarification Class
Unit-V	Concepts, Meaning, Objectives of Physical Distribution Management	C-42	Lecture
Unit-V	Physical Distribution Decision Areas - Logistics Management	C-43	Lecture
Unit-V	Transportation Management & Warehousing Management	C-44	Lecture
Unit-V	Clarification Class-V	C-45	Clarification Class

12.4 Lesson Plan: Specializations Electives (Finance)

MBAE22007- Insurance and Risk Management

Unit	Particulars	Class No.	Pedagogy of Class
Unit - I	Risk, Differentiate Risk and Uncertainty, Types of Risks	C-1	Lecture
Unit - I	Financial Risk and Its Management, Steps in Risk Management	C-2	Lecture
Unit - I	PPT (Case Study Based) - I	C-3	PPT (Case Study Based)
Unit - I	Risk Avoidance, Risk Reduction, Risk Types	C-4	Lecture
Unit - I	Risk Management Process, Risk Management Information Systems (RMIS)	C-5	Lecture
Unit - I	Group Discussion - I	C-6	Group Discussion
Unit - I	Clarification Class	C-7	Clarification Class
Unit - II	Enterprise Risk Management, Interest Rate Risk or Asset Liability Management	C-8	Lecture
Unit - II	Framework for ERM, Credit Risk Management	C-9	Lecture
Unit - II	PPT (Self Study Based) - I	C-10	PPT (Self Study Based)
Unit - II	Market Risk Management, Operation Risk Management	C-11	Lecture
Unit - II	Components of Operation Risk Management, Strategic Risk Management	C-12	Lecture
Unit - II	Role of Chief Risk Officer (CRO)	C-13	Lecture
Unit - II	PPT (Self Study Based) - II	C-14	PPT (Self Study Based)
Unit - II	Clarification Class	C-15	Clarification Class
Unit - III	Project Risk Management, Risk Associated with New Projects	C-16	Lecture
Unit - III	Risk in Contracting Plant, Risk in Erection and Installations	C-17	Lecture
Unit - III	Industry Visit	C-18	Industry Visit
Unit - III	Management of Risk in Supervision of a Project	C-19	Lecture
Unit - III	Risk in Kickoff an IT Project	C-20	Lecture
Unit - III	PPT (Case Study Based) - II	C-21	PPT (Case Study Based)
Unit - III	Various Tools Used in Project Risk Management	C-22	Lecture
Unit - III	Process of Project Risk Management, Disclosure of Project Risk Management	C-23	Lecture
Unit - III	Quiz	C-24	Quiz
Unit - III	Clarification Class	C-25	Clarification Class
Unit - IV	Concept of Financial Risk Management, Drivers of Financial Risk Management	C-26	Lecture
Unit - IV	Sources of Solving Financial Risks of an Organization	C-27	Lecture
Unit - IV	Video Demonstration Analysis	C-28	Video Demonstration Analysis
Unit - IV	Tools Used in Financial Risk Management, Risk in Asset Liability Management (ALM)	C-29	Lecture
Unit - IV	Techniques of Valuation including Estimate and Proxies	C-30	Lecture

Unit - IV	Surprise Case Analysis Test	C-31	Surprise Case Analysis Test
Unit - IV	Explain Hedgeable and Non-Hedgeable, Treasury Function	C-32	Lecture
Unit - IV	Project Based Assignment	C-33	Project Based Assignment
Unit - IV	Clarification Class	C-34	Clarification Class
Unit - V	Significance of Insurance, Types of Insurance	C-35	Lecture
Unit - V	Group Discussion - II	C-36	Group Discussion
Unit - V	Basic Principles of Insurance, Salient Features of Insurance	C-37	Lecture
Unit - V	Role Play	C-38	Role Play
Unit - V	Insurance Regulatory and Development Authority (IRDA), Duties of IRDA	C-39	Lecture
Unit - V	Powers of IRDA, Functions of IRDA (Section 14 of IRDA Act, 1999)	C-40	Lecture
Unit - V	Management Games	C-41	Management Games
Unit - V	Ombudsman, Powers and Functions of Ombudsman	C-42	Lecture
	Workshop	C-43	Workshop
Unit - V	Group Discussion - III	C-44	Group Discussion
Unit - V	Clarification Class	C-45	Clarification Class

MBAE22008- Securities Analysis and Portfolio Management

Unit	Particulars	Class No.	Pedagogy of Class
Unit - I	Concepts of investment, Objectives of investment	C-1	Lecture
Unit - I	Objectives of investment	C-2	Lecture
Unit - I	PPT (Self Study Based) - I	C-3	PPT (Self Study Based)
Unit - I	Various alternatives of investments, Investment vs speculation	C-4	Lecture
Unit - I	Financial Markets: Primary Markets and secondary markets	C-5	Lecture
Unit - I	Group Discussion - I	C-6	Group Discussion
Unit - I	Introduction to Primary Market, Primary Market Design and its Role	C-7	Lecture
Unit - I	PPT (Case Study based) - I	C-8	PPT (Case Study based)
Unit - I	Types of Offers in the Primary Market	C-9	Lecture
Unit - I	Major Eligibility Guidelines for the issuers in Primary Market	C-10	Lecture
Unit - I	Group Discussion - II	C-11	Group Discussion
Unit - I	Contribution of Promoters, Issue of Sweat Equity	C-12	Lecture
Unit - I	PPT (Self Study Based) - II	C-13	PPT (Self Study Based)
Unit - I	Secondary Market: Introduction, Major players	C-14	Lecture
Unit - I	Trading and settlement Mechanism, Types of orders	C-15	Lecture
Unit - I	PPT (Case Study based) - II	C-16	PPT (Case Study based)
Unit - I	Stop Loss, Trading on Margin and how margin works	C-17	Lecture
Unit - I	Short Selling, Price freeze, Market Wide Circuit breaker	C-18	Lecture
Unit - I	Quiz	C-19	Quiz
Unit - I	Risk and Return: Concept, types and measurement	C-20	Lecture
Unit - I	Clarification Class	C-21	Clarification Class
Unit - II	Fundamental Analysis: Global Economy Overview, Global Markets	C-22	Lecture
Unit - II	Global Market and Indian Market Inter linkages	C-23	Lecture
Unit - II	Group Discussion - III	C-24	Group Discussion
Unit - II	Economic Analysis: GDP, Fiscal Policy, Monetary Policy, Inflation	C-25	Lecture
Unit - II	Video Demonstration Analysis	C-26	Video Demonstration Analysis
Unit - II	Interest Rate, Unemployment, Individual Savings, Balance of Trade	C-27	Lecture
Unit - II	Surprise Case Analysis Test	C-28	Surprise Case Analysis Test
Unit - II	Industry Analysis: Tools for Industry Analysis, Industry Life Cycle	C-29	Lecture
Unit - II	Project Based Assignment	C-30	Project Based Assignment

Unit - II	Company Analysis: Analysis of Financial Statements	C-31	Lecture
Unit - II	Technical Analysis: Dow Theory, Trend lines, Support and Resistance	C-32	Lecture
Unit - II	Clarification Class	C-33	Clarification Class
Unit - III	Role Play	C-34	Role Play
Unit - III	Meaning, Importance and Approaches of Portfolio Management	C-35	Lecture
Unit - III	Portfolio analysis, Portfolio evaluation and revision techniques	C-36	Lecture
Unit - III	Management Games	C-37	Management Games
Unit - III	Portfolio theory: Markowitz Model, CAPM, Single-index model	C-38	Lecture
Unit - III	Clarification Class	C-39	Clarification Class
Unit - IV	Industry Visit	C-40	Industry Visit
Unit - IV	APT - Random Walk Hypothesis Mode of delivery	C-41	Lecture
Unit - IV	Clarification Class	C-42	Clarification Class
Unit - V	Derivatives: Meaning of Future contracts, Forward Contracts	C-43	Lecture
Unit - V	Workshop	C-44	Workshop
Unit - V	Clarification Class	C-45	Lecture

MBAE22010- Working Capital Management

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	The Basic Concept of Working Capital	C-1	Lecture
Unit-I	Theoretical Description of Working Capital	C-2	Lecture
Unit-I	Determinants of Working Capital	C-3	Lecture
Unit-I	Assessment of working capital requirements	C-4	Lecture
Unit-I	Operating Cycle Concept and Application of Quantitative Techniques	C-5,6,7	Lecture
Unit-I	Role Play	C-8	Role Play
Unit-I	Clarification Class I	C-9	Clarification Class
Unit-II	Quantitative Techniques for Forecasting Working Capital Needs	C-10,11,12	Lecture
Unit-II	Industry Visit	C-13	Industry Visit
Unit-II	Financing of Working Capital; Working Capital—A Policy Decision	C-14	Lecture
Unit-II	Control of Working Capital; Working Capital Leverage	C-15,16	Lecture
Unit-II	Techniques for Control of Working Capital	C-17,18	Lecture
Unit-II	PPT (Case Study Based) I	C-19	PPT (Case Study Based)
Unit-II	Clarification Class II	C-20	Clarification Class
Unit-III	Fund Flow Statements; Ratio Analysis	C-21	Lecture
Unit-III	Group Discussion I	C-22	Group Discussion I
Unit-III	Banking Norms and Macro Aspect of Working Capital Management; Chore Committee Report	C-23	Lecture
Unit-III	Workshop	C-24	Workshop
Unit-III	Marathe Committee Report; Kannan Committee Report	C-25	Lecture
Unit-III	Clarification Class III	C-26	Clarification Class
Unit-III	PPT (Self Based) I	C-27	PPT (Self Based)
Unit-IV	Cash Management; Motives for Holding Cash	C-28	Lecture
Unit-IV	Video Demonstration Analysis	C-29	Video Demonstration Analysis
Unit-IV	Components of Cash and Bank Balances	C-30	Lecture
Unit-IV	Group Discussion II	C-31	Group Discussion
Unit-IV	Nature of Bank Balances	C-32	Lecture
Unit-IV	Strategy for effective Cash Management	C-33	Lecture
Unit-IV	PPT (Case Study Based) II	C-34	PPT (Case Study Based)
Unit-IV	Clarification Class IV	C-35	Clarification Class
Unit-V	Inventory Management; Extent and Quantum of Inventory Management	C-36	Lecture
Unit-V	Valuation of Inventory; Strategy for Inventory Management, ABC Analysis; Managing the Inventory Level	C-37	Lecture

Unit-V	Receivables Management; How do firms ensure realizations?	C-38	Lecture
Unit-V	PPT (Self Based) II	C-39	PPT (Self Based)
Unit-V	Surprise Case Analysis Test	C-40	Surprise Case Analysis Test
Unit-V	Desirable Level of receivables; Other issues involved in management of working capital	C-41	Lecture
Unit-V	Clarification Class V	C-42	Clarification Class
Unit-V	Project Based Assignment	C-43	Project Based Assignment
Unit-V	Group Discussion III	C-44	Group Discussion
Unit-V	Quiz I	C-45	Quiz I

MBAE22011- Mergers and Acquisitions

Unit	Particulars	Class No.	Pedagogy of Class
Unit- I	Concepts of Mergers	C-1	Lecture
Unit- I	Amalgamation, Acquisitions and Takeover	C-2	Lecture
Unit- I	Nature of Mergers	C-3	Lecture
Unit- I	Defining and Measuring success of M&A	C-4,5	Lecture
Unit- I	PPT (Self Study Based)	C-6	PPT (Self Study Based)
Unit- I	Clarification Class	C-7	Clarification Class
Unit- II	Method of Corporate Valuation	C-8	Lecture
Unit- II	Valuation of Shares	C-9,10	Lecture
Unit- II	Costs and benefits of Mergers	C-11	Lecture
Unit- II	PPT (Self Study Based)	C-12	PPT (Self Study Based)
Unit- II	Evaluating a Merger as a Capital Budgeting proposal	C-13	Lecture
Unit- II	PPT (Case Study Based)	C-14	PPT (Case Study Based)
Unit- II	Determination of SWAP Ratio of M&A deals	C-15	Lecture
Unit- II	Video Demonstration Analysis	C-16	Video Demonstration Analysis
Unit- II	Share Buy Back; Joint Venture	C-17	Lecture
Unit- II	Stock Split, Leverage Buy Out, Management Buy Out	C-18	Lecture
Unit- II	Dissolution of Firms	C-19	Lecture
Unit- II	Workshop	C-20	Workshop
Unit- II	PPT (Self Study Based)	C-21	Lecture
Unit- II	Clarification Class	C-22	Clarification Class
Unit- III	Corporate Takeovers, Advisors in Takeovers, Takeover Tactics	C-23,24	Lecture
Unit- III	Group Discussion	C-25	Group Discussion
Unit- III	Takeover Defenses, Statutory Obligations and Role of SEBI in Acquisitions of Shares and Takeovers Regulations	C-26,27	Lecture
Unit- III	Clarification Class	C-28	Clarification Class
Unit- IV	Financing of M&A deals	C-29,30	Lecture
Unit- IV	PPT (Case Study Based)	C-31	PPT (Case Study Based)
Unit- IV	Accounting aspects of Merger	C-32	Lecture
Unit- IV	Surprise Case Analysis Test	C-33	Surprise Case Analysis Test
Unit- IV	Taxation effects in Mergers and Acquisitions	C-34,35	Lecture

	Workshop	C-36	Workshop
Unit- IV	Clarification Class	C-37	Clarification Class
Unit- V	Spin-Off and Split –Up	C-38	Lecture
Unit- V	Disinvestment; Debt Restructuring	C-39,40	Lecture
Unit- V	PPT (Self Study Based)	C-41	PPT (Self Study Based)
Unit- V	Cross Border Acquisitions & Mergers	C-42,43	Lecture
Unit- V	Group Discussion	C-44	Group Discussion
Unit- V	Clarification Class	C-45	Clarification Class

12.5 Lesson Plan: Specializations Electives (HR)

MBAE22013 – Recruitment & Selection

Unit	Particulars	Class No.	Pedagogy of Class
Unit - I	Overview of Talent management and the employment life cycle, Workforce analysis; talent management strategy aligned with business strategy	C-1,2	Lecture
Unit - I	Introduction to Competency, concepts and scope. Competency Frameworks, Iceberg model, Job Analysis	C-3,4	Lecture
Unit - I	various Methods, Job Description and Specification, Generic competencies	C-5,6	Lecture
Unit - I	Behavioral and Functional Competencies.	C-7	Lecture
Unit - I	Group Discussion	C-8	Group Discussion
Unit - I	Presentation (self-study based)	C-9	Presentation (Self-study based)
Unit - I	Clarification Class	C-10	Clarification Class
Unit - II	Intense war for Talent, Concept of Demand Supply, Applying Supply Chain Logic to the Talent Management Process: Forecasting Needs and Managing Internal talent Pipelines	C-11,12	Lecture
Unit - II	Recruitment Vs Selection, key difference and Approach, Internal Vs External Recruitment, various tools: Online Recruiting	C-13,14	Lecture
Unit - II	Steps in Selection Process, Interview Techniques, Structured and Unstructured Interviews, GDPI, Assessment Centers	C-15,16	Lecture
Unit - II	Group Discussion	C-17	Group Discussion
Unit - II	Presentation (Case Study Based)	C-18	Presentation (Case Study Based)
Unit - II	Project Based Assignment	C-19	Project Based Assignment
Unit - II	Quiz	C-20	Quiz
Unit - II	Clarification Class	C-21	Clarification Class
Unit-III	Competency based interview techniques, Measuring effectiveness; Retention and Engagement	C-22,23	Lecture
Unit-III	Sourcing Strategy, hiring scorecard, Lateral hiring, Campus and Leadership Hiring	C-24,25	Lecture
Unit-III	Appointment Letters, Compensation components, statutory deductions, Fitment and Offer closure	C-26,27	Lecture
Unit-III	Back Ground, Verification check, critical documents required for Offer Letters	C-28,29	Lecture
Unit-III	Work Shop	C-30	Work Shop
Unit-III	Presentation (self-study based)	C-31	Presentation (self-study based)
Unit-III	Video Demonstration Analysis	C-32	Video Demonstration Analysis
Unit-III	Clarification Class	C-33	Clarification Class
Unit- IV	Current trends and best practices sharing on demand	C-34,35	Lecture

	supply of Talent, ,		
Unit- IV	NASSCOM Report and Current Employment outlook across ITeS	C-36,37	Lecture
Unit- IV	BFSI, Retail, Telecom, Manufacturing and Hospitality sectors, Recruitment process outsourcing (RPO).	C-38,39	Lecture
Unit- IV	Presentation (Case Study Based)	C-40	Presentation (Case Study Based)
Unit- IV	Industry Visit	C-41	Industry Visit
Unit- IV	Clarification Class	C-42	Clarification Class
Unit- IV	Group Discussion	C-43	Group Discussion
Unit- IV	Role Play	C-44	Role Play
Unit- IV	Surprise Case Analysis Test	C-45	Surprise Case Analysis Test

MBAE22015 – Industrial Relations and Labor Law

Unit	Particulars	Class No.	Pedagogy of Class
Unit - I	Industrial Relations - Concepts and systems, IR at National and International levels	C-1,2	Lecture
Unit - I	Infrastructure that guide and direct Industrial relations, Trends in India, Trade unionism - Theory, Policy, their influence on HRM	C-3,4	Lecture
Unit - I	Objectives and functions, Structure, Types (Indian)	C-5,6	Lecture
Unit - I	Trade Union movement - Their strength and weaknesses	C-7	Lecture
Unit - I	Group Discussion	C-8	Group Discussion
Unit - I	Presentation (self-study based)	C-9	Presentation (Self-study based)
Unit - I	Clarification Class	C-10	Clarification Class
Unit - II	Labour Relations and Industrial relations, Caused and nature of Industrial disputes	C-11,12	Lecture
Unit - II	Handling and Settling disputes, employee grievances	C-13,14	Lecture
Unit - II	Steps in grievance handling, causes for poor industrial relations, remedies	C-15,16	Lecture
Unit - II	Group Discussion	C-17	Group Discussion
Unit - II	Presentation (Case Study Based)	C-18	Presentation (Case Study Based)
Unit - II	Project Based Assignment	C-19	Project Based Assignment
Unit - II	Quiz	C-20	Quiz
Unit - II	Clarification Class	C-21	Clarification Class
Unit-III	Collective Bargaining – Concept, function and importance	C-22	Lecture
Unit-III	Principles and forms of collective bargaining, Procedure	C-23	Lecture
Unit-III	Conditions for effective collective bargaining , worker's Participation in management	C-25	Lecture
Unit-III	Role and methods of worker's participation	C-26	Lecture
Unit-III	Work Shop	C-27	Work Shop
Unit-III	Presentation (self-study based)	C-28	Presentation (self-study based)
Unit-III	Video Demonstration Analysis	C-29	Video Demonstration Analysis
Unit-III	Clarification Class	C-30	Clarification Class
Unit-IV	Working Conditions: Factories Act 1948	C-31	Lecture
Unit-IV	The Workman's Compensation Act, 1923	C-32	Lecture
Unit-IV	The Employee's State Insurance Act, 1948	C-33	Lecture
Unit-IV	The Employee's Provident Funds and Miscellaneous Provisions Act, 1952.	C-34	Lecture
Unit-IV	Presentation (Case Study Based)	C-35	Presentation (Case Study)

			Based)
Unit-IV	Industry Visit	C-36	Industry Visit
Unit-IV	Clarification Class	C-37	Clarification Class
Unit-V	The Payment of Wages Act,1936	C-38,39	Lecture
Unit-V	The Minimum wages Act, 1948	C-39	Lecture
Unit-V	The Industrial Disputes Act 1947	C-40	Lecture
Unit-V	The Industrial Employment (Standing Orders) Act,1946 and The Trade Union Act, 1926 and latest legislations	C-41	Lecture
Unit-V	Clarification Class	C-42	Clarification Class
Unit-V	Group Discussion	C-43	Group Discussion
Unit-V	Role Play	C-44	Role Play
Unit-V	Surprise Case Analysis Test	C-45	Surprise Case Analysis Test

MBAE22017 - Strategic Human Resource Management

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Introduction to SHRM syllabus, Definition, need and importance and objectives of SHRM,	C-1	Lecture
Unit-I	Evolution of SHRM, theoretical perspectives of SHRM, SHRM approach: McDonald's Instilling a renewed sense of staff pride	C-2	Lecture
Unit-I	Presentation (Self Study Based)	C-3	Presentation (Self Study Based)
Unit-I	Approaches to SHRM, SHRM approach: Indian context, Introduction to Functional, business and corporate strategies.	C-4	Lecture
Unit-I	Group Discussion I	C-5	Group Discussion
Unit-I	Difference between SHRM and HRM strategies, Integrating HR strategy with business strategy, developing plans and policies.	C-6	Lecture
Unit-I	Presentation (Case Study Based)	C-7	Presentation (Case Study Based)
Unit-I	Clarification Class	C-8	Clarification Class
Unit-II	Define HR Environment, Broad influences of technology, Influences of HRIS, Redeployment of human resource staff	C-9	Lecture
Unit-II	Group Discussion II	C-10	Group Discussion
Unit-II	Management Trends: Workforce diversity, demographic changes, temporary and contract labors , employee leasing,	C-11	Lecture
Unit-II	dual- career couples, work life balance, down-sizing. Define Global Environment, Global competition, Global sourcing of labor, WTO and labor standards	C-12	Lecture
Unit-II	Presentation (Self Study Based)	C-13	Presentation (Self Study Based)
Unit-II	Project Based Assignment	C-14	Project Based Assignment
Unit-II	Equal employment opportunity, compensation, employee relations	C-15	Lecture
Unit-II	Clarification Class II	C-16	Clarification Class
Unit-III	Developing planning for strategic leadership, strategic salary planning, selecting forecasting techniques	C-17	Lecture
Unit-III	Forecasting the supply of HR, Forecasting the demand for HR.	C-18	Lecture
Unit-III	Employer branding, special events recruiting, Contest recruiting, E-recruiting, Outsourcing of recruiting function, head-hunting, virtual hiring	C-19	Lecture
Unit-III	Group Discussion III	C-20	Group Discussion
Unit-III	Role Play	C-21	Role Play
Unit-III	Competency based approach to selection, Executive education, Flexi-hours, work from home policy, Telecommuting	C-22	Lecture
Unit-III	Presentation (Case Study Based)	C-23	Presentation

			(Case Study Based)
Unit-III	Employee empowerment, employee involvement, autonomous work teams	C-24	Lecture
Unit-III	Clarification Class III	C-25	Clarification Class
Unit-IV	Planning and strategizing training, creating learning organizations, Linkage between business strategy and training, need based training	C-26	Lecture
Unit-IV	Management Games	C-27	Management Games
Unit-IV	training evaluation, Kirk-Patrik model, ROI approach	C-28	Lecture
Unit-IV	cross cultural training, Competency mapping, multi-skilling, succession planning	C-29	Lecture
Unit-IV	Performance Management strategies- defining KRA's, trait based and Result/ Outcome based performance appraisals, promotions, project/process based and promotions,	C-30	Lecture
Unit-IV	linking performance to pay- merit and reward-based promotions, project/process based and promotions,	C-31	Lecture
Unit-IV	competency based –performance, team or group appraisals, approaches to measuring managerial performance	C-32	Lecture
Unit-IV	Pay for Performance approach, team/ group performance-based pay,	C-33	Lecture
Unit-IV	Competency based pay-skill based pay, broad banding, variable compensation,	C-34	Lecture
Unit-IV	executive compensation, trends in top-level executive compensation, equity in reward decisions	C-35	Lecture
Unit-IV	Clarification Class IV	C-36	Clarification Class
Unit-IV	Industry visit	C-37	Industry visit
Unit-V	Retrenchment strategies, Early retirement plans, VRS, Project based employment, Downsizing, Pink-slip concept, Behavioral issues in strategic implementation, matching culture with strategy,	C-38	Lecture
Unit-V	Surprise Case Analysis	C-39	Surprise Case Analysis
Unit-V	Mergers and acquisitions, leadership power and politics, employee morale, personal values and business ethics	C-40	Lecture
Unit-V	Introduction to global HR strategies, Difference between Global HRM and Domestic HRM,	C-41	Video Demonstration Analysis
Unit-V	Developing HR as a value added function, leadership power and politics,	C-42	Quiz
Unit-V	Employee morale, personal values and business ethics	C-43	Lecture
Unit-V	Strategic HR issues in global assignments.	C-44	Workshop
Unit-V	Clarification Class V	C-45	Clarification Class

MBAE22019 - Talent Acquisition, Training and Development

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Overview of Talent management	C-1,2	Lecture
Unit-I	Workforce analysis	C-3	Lecture
Unit-I	Talent management strategy aligned with business strategy.	C-4	Lecture
Unit-I	Introduction to Competency, concepts scope, Competency Frameworks-	C-5	Lecture
Unit-I	Generic competencies, Behavioral and Functional Competencies, Iceberg Model	C-6	Lecture
Unit-I	Presentation (Self- study based)	C-7	Presentation (Self-study based)
Unit-I	Intense war for Talent, Applying Supply Chain Logic to the Talent Management Process	C-8	Lecture
Unit-I	Forecasting Needs and Managing Internal talent Pipelines.	C-9	Lecture
Unit-I	Concept of Demand Supply.	C-10	Lecture
Unit-I	Clarification Class I	C-11	Clarification Class
Unit-II	Internal vs External Recruitment, various tools	C-12,13	Lecture
Unit-II	Steps in Selection Process, Assessment Centers	C-14	Presentation (Self-study based)
Unit-II	Competency based interview techniques, Retention and Engagement	C-15	Workshop
Unit-II	Sourcing Strategy, Hiring scorecard, Lateral hiring, Campus and Leadership Hiring	C-16	Lecture
Unit-II	Appointment Letters, Compensation components	C-17	Lecture
Unit-II	Statutory deductions, Fitment and Offer closure	C-18	Lecture
Unit-II	Current trends and best practices sharing on demand supply of Talent,	C-19	Presentation (case study based)
Unit-II	NASSCOM Foundation and Current Employment outlook	C-20	Video Demonstration Analysis
Unit-II	Recruitment process outsourcing (RPO)	C-21	Lecture
Unit-II	Clarification Class II	C-22	Clarification Class
Unit-III	Introduction to Employee Training and Development	C-23	Lecture
Unit-III	Strategic Training	C-24	Lecture
Unit-III	Group Discussion I	C-25	Group Discussion
Unit-III	Designing Training - Needs Assessment	C-26,27	Lecture
Unit-III	Presentation (case study based)	C-28	Presentation (case study based)
Unit-III	Program Design	C-29	Lecture
Unit-III	Group Discussion II	C-30	Group Discussion
Unit-III	Transfer of Training	C-31	Surprise Case Analysis
Unit-III	Training Evaluation,	C-32	Lecture
Unit-III	Management Games	C-33	Management Games
Unit-III	Traditional Training Methods	C-34,35	Lecture

Unit-III	Industry visit	C-36	Industry visit
Unit-III	Clarification Class III	C-37	Clarification Class
Unit-IV	Role Play	C-38	Role Play
Unit-IV	E -Learning and Use of Technology in Training	C-39	Lecture
Unit-IV	Employee Development	C-40	Lecture
Unit-IV	Quiz	C-41	Quiz
Unit-IV	Special Issues in Training and Employee Development	C-42	Project Based Assignment
Unit-IV	Group Discussion III	C-43	Group Discussion
Unit-IV	The Future of Training and Development	C-44	Lecture
Unit-IV	Clarification Class IV	C-45	Clarification Class

Note:

This is a tentative lesson plan. The same may change from faculty to faculty as per the teaching pedagogy adopted by the faculty.

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