

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

Semester- IV
(2024-2026)

DOC202410170007



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 (January- June) Even Semester, 2025 along with examination pattern is as follows:

Course Scheme

Semester – IV

S. No	Course Code	Category	Course Name	L	T	P	Credits
1.	MBAC22250	DSC-18	International Business	3	0	0	3
2.	MBAC22251	DSC-19	Business Ethics & Corporate Governance	3	0	0	3
			Group 1 (Marketing)				
3.	-	DSE-5	Specialization Elective-3	3	0	0	3
			Group 2 (Finance or HR)				
4.	-	DSE-6	Specialization Elective-3	3	0	0	3
5.	DAPE99299		Final Project & dissertation	0	0	12	6
6.	SEC077027	SEC-7	Critical Thinking and Research Analysis	3	0	0	3
7.	SEC077028	SEC-8	Centre for Leadership Development – II	3	0	0	3
8.	WHNN99000		Workshops/ Seminars/ Human Values/ Social Service/ NCC/NSS	-	-	-	1
Total				18	0	12	25

OR

S. No	Course Code	Category	Course Name		Credits
1.	DAPE99298		On the Job Training* (3 Projects)		20
2.	DAPE99299		Final Project		6
			Total		26

* out of 3 projects, two project, one each on elective subjects, as above & one project of on job training. These would be evaluated on the basis of regular project working, final project reports & viva-voce.

OPEN ELECTIVE

Course Code	Course Name
MBAC22251	Business Ethics & Corporate Governance

ELECTIVES**Group 1**

Specialization	Course code	Course name
Marketing	MBAE22005	Advertising and Integrated Marketing Communication
	MBAE22006	Digital Marketing

Group 2

Specialization	Course code	Course name
Finance	MBAE22012	Corporate Taxation
	MBAE22009	Project Finance
HR	MBAE22014	Training & Development
	MBAE22016	Organizational Change and Development
	MBAE22018	Performance Appraisal & Compensation management

EVALUATION SCHEME

The evaluation of the MBA program would be based on Internal and External Assessments. Internal Assessment would consist of 50% of the marks (50 marks) and external assessment (in form of End Term Exam) would consist of remaining 50% marks (50 marks). Detailed scheme of Internal and External Assessments as follows:

Internal Assessment

Type	Details	Marks
Mid Term	One Mid-term Sessional (to be held along with the 2 nd Sessional Exams)	15
Marks obtained in various Tests, Assignments, Presentations, Quiz, Tutorials, etc.	Average of marks obtained	30
Attendance	80%+ : 5 marks	5
TOTAL	50	

External Assessment

Type	Marks
Theory	50

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 (PEO's)

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. Program 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. Program 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. Course Outcomes (COs)

Course	After completion of these courses' students should be able to
6.1 Semester – IV	
MBAC22250 - International Business	<p>C01: Define the concepts of international business management.</p> <p>C02: Explain the scope of international business creating awareness about international finance decisions and impact on operations.</p> <p>C03: Identify basics of WTO, SRC& different investment theories from the perspective of a business manager.</p> <p>C04: Analyse & inform the Modes of Entry in international market, Marketing mix, Factors affecting Decisions for International Business & define the Finance aspects of International Business, Capital Movement, Risk in international operations, international investment, Financing for foreign trade.</p> <p>C05: Evaluate the learning of the students about the various aspects of the international business concepts.</p>
DAPE99299- Final Project & dissertation	<p>C01: Understand the relevance of learned concepts and its applicability in real-life corporate environment.</p> <p>C02: Apply his learning of subjects in writing the dissertation report on the problem undertaken for study.</p> <p>C03: Analyse & prepare tabulation for the data collected.</p> <p>C04: formulate the analysis and interpretation of data & also know about its correct presentation to use in professional manner.</p> <p>C05: Create the logical and critical skills for correctly analysing the industrial progress</p>
SEC077027- Critical Thinking and Research Analysis	<p>C01: Define & Show Critical Thinking in their working.</p> <p>C02: Interpret the primary data & relate the research articles with their research.</p> <p>C03: Interview respondents for data collection & organize discussions and chat shows.</p> <p>C04: Analyse the primary & secondary data and will be able to prepare a meaningful interpretation</p> <p>C05: Explain critical thinking process and decide the right course of action.</p>
SEC077028 - Centre for Leadership Development - II	<p>C01: Understand the etiquette requirements for office, telephone, and Internet business interaction scenarios.</p> <p>C02: Demonstrate competitiveness by preparing themselves for internships.</p> <p>C03: Develop team building skills, goal setting strategy, time management & conflict management.</p> <p>C04: Build employability skills for placements.</p> <p>C05: Create critical thinking ability so as to perform successfully as a leader and entrepreneur.</p>

9.2 Mapping: Semester – IV

MBAC22250	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
C01	2	2	-	-	-	-	2	-	2	2	-	2
C02	-	2	2	3	-	-	-	2	2	2	2	-
C03	-	-	2	-	-	3	2	-	1	-	1	2
C04	2	1	-	-	3	1	-	2	1	-	2	-
C05	3	3	3	3	3	3	3	3	3	3	3	3

DAPE99299	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
C01	3	3	2	2	1	3	-	2	2	2	2	2
C02	-	2	-	2	2	-	-	2	2	-	2	-
C03	2	-	1	3	2	-	3	3	-	2	3	2
C04	2	3	2	-	-	-	-	-	2	2	2	3
C05	3	3	3	3	3	3	3	3	3	3	3	3

SECO77027	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
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	3	2	2	2	2	-	2	2	2	2	3

SECO77028	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
C01	2	3	1	2	3	3	1	1	2	2	3	2
C02	1	2	2	2	1	1	-	2	1	2	2	1
C03	2	2	1	2	1	-	3	2	-	3	-	2
C04	3	1	2	-	-	3	2	-	3	-	3	3
C05	2	3	4	2	3	2	3	1	-	-	2	1

Course	Course outcomes: - After completion of these courses' students should be able to
10.1 Open Electives	
MBAC22251- Business Ethics & Corporate Governance (OE2)	<p>C01: Find about business ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context.</p> <p>C02: Explain the significance of ethics and ethical practices in businesses which are indispensable for progress of a country & recite the applicability of ethics in functional areas of management.</p> <p>C03: Identify the emerging need and growing importance of effective governance by the management of organizations.</p> <p>C04: Analyse ethical issues related to business and suitable corporate governance necessary for long term survival of business by applying integrates contemporary Ethics in business.</p> <p>C05: Evaluate the learning of various business ethics concepts that can be applied in the business models and decisions.</p>

10.2 Mapping: Open Electives

MBAC22251	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
C01	2	2	2	1		2	2					
C02		2	2						3	2	2	2
C03			2	2	3	2	2	3				
C04					1		2	2	2	2		2
C05	3	3	3	3	3	3	3	3	3	3	3	3

Course	Course outcomes: - After completion of these courses' students should be able to
11.1 Specialisations Electives: Marketing	
MBAE22005- Advertising and Integrated Marketing Communication (SE)	<p>C01: Explain the concept, process, and components of Integrated Marketing Communication (IMC) and apply consumer behavior insights in developing IMC plans.</p> <p>C02: Analyze different sales promotion techniques and advertising strategies, and evaluate their effectiveness using models like AIDA & DAGMAR and media selection strategies.</p> <p>C03: Apply creativity in advertising by designing ad copies, themes, and appeals, and develop advertising budgets using appropriate allocation methods.</p> <p>C04: Evaluate the role of public relations, personal selling, online marketing, and event management in IMC, and formulate strategies for selecting appropriate promotional media.</p> <p>C05: Assess the social, moral, and ethical implications of advertising and propose responsible and ethical advertising practices.</p>
MBAE22006 - Digital Marketing (SE)	<p>C01: Define the importance of the digital marketing for marketing success.</p> <p>C02: Demonstrate customer relationships across all digital channels and build better customer relationships.</p> <p>C03: Identify a digital marketing plan, starting from the SWOT analysis and defining a target group.</p> <p>C04: Classify digital channels, their advantages and limitations, to perceiving ways of their integration taking into consideration the available budget.</p> <p>C05: Propose different ways of their integration taking into consideration the available budget.</p>

11.2 Mapping: Specializations Electives (Marketing)

MBAE22005	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

MBAE22006	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
12.1 Specialisation Electives: Finance	
MBAE22009- Project Finance (SE)	<p>C01: Explain the fundamentals of project financing, including its uses, advantages, and prerequisites, and apply SEBI guidelines, valuation techniques, and various sources of finance in structuring projects.</p> <p>C02: Analyze the roles and contracts of different parties in project financing and evaluate the regulatory framework governing project financing.</p> <p>C03: Apply project risk assessment techniques and examine the various phases of a project, from formulation and planning to execution and completion.</p> <p>C04: Evaluate project feasibility through capital budgeting, project appraisal, and environmental assessment, and design strategies for integrating environmental and social cost-benefit analysis (SCBA) in projects.</p> <p>C05: Utilize project appraisal tools like CPM and PERT to analyze project feasibility, synthesize financial and operational insights, and propose optimized project planning and control measures.</p>
MBAE22012 - Corporate Taxation (SE)	<p>C01: What are the fundamental provisions of the concept of corporate tax planning and to equip with a reasonable knowledge of tax planning devices?</p> <p>C02: Understand the intricacies relating to the filling of various forms and returns & to understand the relevance of GST in present Indian Tax Scenario.</p> <p>C03: Applying the concepts of taxation to the corporate tax planning.</p> <p>C04: Analysing the skill of independent thinking and creativity in the field of direct tax law & evaluate the impact of laws on companies and on individuals & also, to make capable to understand amendments made from time to time in Acts related to the Tax.</p> <p>C05: Measure the tax liability of an individual or organisation.</p>

12.2 Mapping: Specializations Electives (Finance)

MBAE22009	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
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

MBAE22012	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
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
13.1 Specialisation Electives: HR	
MBAE22014- Training & Development (SE)	<p>C01: Explain the fundamental concepts of employee training and development, including strategic training, needs assessment, and learning theories, and apply these concepts in designing effective training programs.</p> <p>C02: Analyze the factors affecting the transfer of training and evaluate different methods for measuring the effectiveness of training programs.</p> <p>C03: Apply various traditional training methods and examine their impact on employee skill development and organizational performance.</p> <p>C04: Evaluate the role of e-learning and technology in training and design innovative employee development strategies using digital learning tools.</p> <p>C05: Assess emerging trends and challenges in training and employee development, synthesize insights from past and present practices, and propose future strategies for effective training programs.</p>
MBAE22016- Organizational Change and Development(SE)	<p>C01: Explain the foundations of Organizational Development (OD) and apply the process of organizational diagnosis, feedback, and intervention designing in planned organizational change.</p> <p>C02: Analyze different OD interventions, including individual, interpersonal, and strategic change interventions, and evaluate their effectiveness in various organizational settings.</p> <p>C03: Apply team/group and intergroup interventions, and examine comprehensive change theories such as life cycle, teleological, dialectical, and evolutionary models in organizational contexts.</p> <p>C04: Evaluate the forces driving organizational transformation and design change management strategies using models like Lewin's Change Model, Action Research Model, and Integrative Models.</p> <p>C05: Develop the key skills and competencies required for an OD consultant, synthesize insights from past OD successes and failures, and propose future trends and new perspectives in OD.</p>
MBAE22018- Performance appraisal & Compensation management (SE)	<p>C01: Define the of issues related to the compensation or rewarding Human Resources in the Corporate Sector, public services and other forms of organizations.</p> <p>C02: Understand the importance of performance appraisal and informed them of how organizations manage performance.</p> <p>C03: Apply the skills for handling the issues relating to not only appraising staff but also managing their performance.</p> <p>C04: Analyse the skills in designing, analyzing and restructuring compensation packages related systems, policies and strategies.</p> <p>C05: Evaluate the strategic role of HR in executing compensation packages for business excellence</p>

13.2 Mapping: Specializations Electives (HR)

MBAE22014	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
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

MBAE22016	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
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

MBAE22018	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
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	

14. CURRICULUM

Course Name: International Business

Course Code: MBAC22250

Objectives

- The objective of this course is to enable the students to manage business when the Organizations are exposed to international business environment.
- The basic objective of this course is to understand the concepts of international business management.

Course Outline

Unit I: Globalization

Meaning of Globalization, Doing Business Globally: Pros and Cons of International Business, Self-Reference Criteria (SRC) in decision making, EPRG effect, what is culture. Effect of Culture in Business; Hofstede Theory; Role of MNCs in International Business

Unit II: International Trade and Investment Theories:

Trade Theories: Mercantile Theory, Absolute Advantage Theory, Comparative Advantage Theory, H-O Theory, Leontief Paradox, Country Similarity Theory, International PLC Theory and Porters Diamond Model for Nations competitive Advantage;

Investment Theory: Monopolistic Theory, Oligopolistic Theory, Eclectic Theory, etc.

Unit III: International Institutional Framework

IMF, World Bank, GATT Vs. WTO, Tariff and Non-Tariff Barrier Regional Integrations– Trading Blocks–nature and levels of integration–arguments for and against regional integration–Trading blocs. Impact of WTO in global business; Multinational corporations– Organization, design and structures; FDI; Balance of Payment issue;

Unit IV: Operations of Organization

Functional areas Modes of Entry Strategy, Country Selection process; International Marketing- Export–Import; Global Monetary System and Forex, Global Operations and supply chain; International HRM.

Unit V: Emergent issues

Sunshine sectors in Internal Business, Effect of BREXIT on European Union. Doing Business with China. (Project Based);

Suggested Readings:

1. Hill and Jain, International Business, TMHE, Latest Edn.

2. Justin,Paul–InternationalBusiness;Tata-McGraw-Hill,2009
3. Charles WL Hill. And Arun Kumar Jain. International Business: competing in the global market place, Mc Graw-Hill.
4. R.M. Joshi- International Business, Oxford Press.
5. Francis Cherunilam–International Business.

Course Name: Business Ethics and Corporate Governance

Course Code: MBAC22251

Objectives

To familiarize the students with the knowledge of ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context.

Course Outline

Unit I: Ethics and Moral Reasoning in Business

What is Ethics? Values, Morality and Legality; Business ethics, Relation between business and morality, subjective and objective morality, Moral Development (Kohlberg's 6 Stages of Moral Development), Moral pluralism and International business, ethics related with - economics, finance and laws, Utility, ethical theories - Utilitarianism, Deontology (duties), Rights Theory, Justice Theory, Virtue Theory, Moral reasoning and responsibility.

Unit II: Moral Issues in Business and Ethical Decision-making

Organizational influence on ethical behavior, creating an ethical organization, Justice and economic system, moral evaluation of contemporary economic system, capitalists and socialists model, corporation and morality, corporation share holder-stake holder equation,, Morality and Social Audit, Ethical issues in Functional areas of Business: whistle blowing, occupational health safety, Sexual Harassment, ethics in finance, workers' rights and responsibility, Golden Parachute, Green Mail, Insider Trading, Ethics in Advertising and sales promotion.

Unit III: Corporate Social Responsibility

Responsibilities of a Business Firm, Friedman's Theory, Carroll's Theory, Social Responsibility and Profit Maximization, Stakeholder Theory. Environmental concerns and role of Corporations;

Unit IV: Understanding Corporate Governance: Corporate Governance

Definition, historical perspectives and issues, Corporate Governance-an over view, Theory and practices of Corporate governance, corporate governance mechanisms and systems, Indian Model of Corporate governance, landmarks in emergence of corporate governance: Cadbury Committee Report; Sarbanes Oxley Report, CII Report and Kumar Mangalam Committee Report.

Unit V: Monitoring and Control

Role and composition of Board of Directors, Board structure, performance and evaluation of Board, Board and Management relationship, Integration of employees, owners and directors, Role of Independent Directors, Different Committees within Corporate Governance of Corporation, Role of Auditors, Role of SEBI for the growth of Corporate Governance in India.

Suggested Readings:

1. Corporate Governance – A.C. Fernando – Pearson
2. Business Ethics – CSV Murthy – Himalaya Publishing

Advertising and Integrated Marketing Communication

Course Code: MBAE22005

Course Outline

Unit I Integrated Marketing Communication- Concept, Process, Communication Mix, IMC Plans- Consumer Behavior and IMC Plan-Case studies.

Unit II Sales promotion and advertising- Types, Techniques of Sales Promotion- Advertising- Objectives and Perspective: AIDA & DAGMAR- Classification & Functions of advertising-Advertising Media- Media Types and Media mix- Media Selection, Planning and Strategy- Case studies.

Unit III Creativity in Advertising- Concept of Copy, Theme and Appeal- Copy Writing and Copy Research- Message: Design and Evaluation-Advertising Appropriation-Factors influencing Advertising Budget- Methods of Advertising Budgeting-Advertising Business- Ad agency, Types, Functions, Selection-client relationship-Case studies.

Unit IV Other Media- Public Relations- Personal Selling- Online Marketing- Event management- Movies and Documentaries - Case studies.

Unit V Social Implications of Advertising, Moral and Ethical Issues in Advertising- Case Studies.

Suggested Readings:

1. Clow & Back, 'Integrated Advertising, Promotion and Marketing Communication', 4th Edition, Pearson Education India. 2012.
2. Terence A. Shimp, 'Integrated Marketing Communication in Advertising and Promotion', 8th Edition, , Cengage Learning, 2010.
3. George E. Belch, Michael A Belch, & Keyoor Purani, 'Advertising and Promotion- An Integrated Marketing Communications Perspective', 7th Edition, Tata McGraw Hill Education Pvt. Ltd. 2010.

4. Dr. Niraj Kumar, 'Integrated Marketing Communication', Himalaya Publishing House, 2009
5. Chris Hackley 'Advertising and Promotion- An Integrated Marketing Communications Approach', 2nd Edition, , Sage Publishers. 2010.

Course Name: Digital Marketing

Course Code: MBAE22006

Objectives

- Students will be able to identify the importance of the digital marketing for marketing success, to manage customer relationships across all digital channels and build better customer relationships, to create a digital marketing plan, starting from the SWOT analysis and defining a target group, then identifying digital channels, their advantages and limitations, to perceiving ways of their integration taking into consideration the available budget.

Course Outline

Unit I

Introduction to digital marketing, Digital Marketing Overview, Digital Marketing Strategy, Inbound Vs. Outbound Marketing

Unit II

Content Marketing Strategies, Email Marketing, Mobile Marketing, Affiliate Marketing, Online Advertising: Display Advertising

Unit III

Social Media & Social Network Marketing (SMM), Lead Generation for Business (Pricing and Distribution Strategies on the net);

Unit IV

Google Analytics, Search Engine Optimization (Marketing), Trust in Internet Marketing.

Unit V

Legal and ethical issues pertaining to the internet;

Suggested Readings

1. Strauss Judy, E-Marketing, Prentice Hall India.
2. Digital Marketing: Strategies for Online Success, by Godfrey Parkin.
3. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, by Damian Ryan

4. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA.

Course Name: Project Finance

Course Code: MBAE22009

Course Outline

Unit I Project financing – uses - advantages - prerequisites of project financing Mode of Delivery; Projects, Introduction Project Finance and Appraisal SEBI guidelines on project financing, structuring of projects, valuation of projects. Sources of Finance, Syndication, Debt instruments, Equator Principles, Lease and Hire Purchase, leveraged lease, Venture Capital Financing.

Unit II Parties to project financing – contracts - consideration from the view point of project financing. - Regulatory body for project financing

Unit III Project risk - project formulation checklist - various phases of a project from planning to completion

Unit IV Project feasibility analysis - capital budgeting - project evaluation - project planning and control exercise Environmental appraisal of projects, environmental regulations in India, Environmental accounting. Social Cost Benefit Analysis of projects - SCBA.

Unit V Tools used for analyzing the feasibility of a project - project appraisal process – CPM and PERT.

Suggested Readings

1. Bhavesh Patel - Project Management, financial evaluation with strategic planning, net Working and control.” Vikas Publishing House, New Delhi – 2nd Edition – 2010.
2. Prasanna Chandra, Financial Management Theory and Practice” – Tata Mc Graw-Hill– New Delhi – 7th Edition – 2010.
3. Prasanna Chandra, Projects-Planning, Analysis, Selection, financing, Implementation and Review -- Tata Mc.Graw Hill – 2010.
4. Rajiv Srivastava, Anil Mishra , Financial Management -- Oxford University Press –2010.

Course Name: Corporate Taxation

Course Code: MBAE22012

Objectives

- The basic objective of this course is to provide an in-depth insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices. The focus is exclusively on income tax.

Course Outline

Unit I: Direct Taxation

Meaning – methods – Canons of Taxation - benefits derived by Direct Taxation to Indian Society - Direct Tax as distinct from a tax imposed upon a transaction –differentiation of Direct Tax from Sale Tax - Reduction in inequalities – Differences between Direct Tax and Indirect Tax – features of good tax system to serve the developmental need of developing countries – exemption in Income tax – tax avoidance.

Unit II: Corporate Tax

Meaning - differences between company tax and corporate tax -Importance of Corporate Taxation - taxable income in corporate tax – exemptions in corporate taxation- Non Taxable Income. Partnership taxation- difference in Income tax on Individuals and Sole proprietors - Income tax of a company Corporate Income Tax Provision: MAT; AMT; Various exemptions available to corporate under Section 10 of Income Tax Act.

Unit III: Setting -off expenses

Impact of carry forward losses in computation of corporate tax - TDS - TDS on contract workers - TDS on individual services engaged by a corporate - provision of Tax is being planned for replacement of existing asset - TDS liability of the Employer - Form 16 A - 24 Q for TDS to Government.

Unit IV: General Provisions under the head

Income from Business and Profession, Capital Gains (applicable to corporate entities);

Unit V: GST

Goods and Service Tax (Brief review; General provisions; Applicable Rates; the concept of reverse charge; Input Credit).

Suggested Readings:

1. Vinod Singania, Corporate tax – Taxman (Latest edition).
2. V.S. Daley , Indirect Taxes Law and Practice (Latest edition).
3. Income Tax guidance and Ready Reckoner (Latest edition).

Course Name: Training and Development

Course Code: MBAE22014

Course Outline

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

Unit II Transfer of Training - Training Evaluation

Unit III Training and Development Methods - Traditional Training Methods

Unit IV E-Learning and Use of Technology in Training - Employee Development

Unit V Special Issues in Training and Employee Development - The Future of Training and Development

Suggested Readings:

1. Raymond Noe, Employee Training & Development, Tata McGraw – Hill Publication,
2. Blanchard, Effective training-Systems, strategies and practices, Pearson education,
3. Rolf Lynton & Udai Pareek, Training for organizational transformation, Sage Publications, New Delhi,
4. Dr. Ratan Reddy, Effective HR Training Development Strategy, HPH, 2005
5. S. Mathews, Designing and Managing a Training and Development Strategy, Pearson,

Course Name: Organization Change & Development

Course Code: MBAE22016

Course Outline

Unit I Introduction – Planned Organizational Change – Foundations of OD – Organizational Diagnosis – Feedback and OD, organizational development process: entering and contracting. Designing intervention

Unit II OD Interventions: An Overview – Individual and Interpersonal Interventions. Human resources management intervention, strategic change intervention. Analysis of diagnostic information; feedback, designing intervention

Unit III Team / Group Interventions – Intergroup Interventions - Comprehensive Interventions, prototypical theories of change (life cycle, teleological ,dialectical, evolutionary, “E” & “O”)

Unit IV Organizational Transformation: Forces and models of organizational change (Lewin’s change model, planning model, action research model, integrative model)

Unit V OD Consultant: Role, Skills and Dilemmas – Success and Failures of OD – Future of OD & New Perspectives,

Suggested Readings

1. Radha R. Sharma, Change Management, concepts and applications, TMH, 2011
2. V Nilkant, S Ramnarayan, Managing Organizational Change - Response Books, 2011
3. Palmer, Dunford, Akin, Managing organizational change, Tata Mc- Graw Hill, 2010
4. Kavith Singh, Organization Change and Development, Excel Books, 2010

5. Richard W. Woodman, William A. Passmore, Abraham B. Rami Shani, Research in Organizational Change and Development, Emerald Group Publishing, 2013

Course Name: Performance Appraisal and Compensation Management
Course Code: MBAE22018

Objectives

- The objective of the course is to apprise the students about the importance of performance appraisal and informed them of how organizations manage performance. The course also touches on the latest issues relating to not only appraising staff but also managing their performance.
- The course is designed to promote understanding of issues related to the compensation or rewarding Human Resources in the Corporate Sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring compensation packages related systems, policies and strategies

Course Outline

Unit I: Performance Management

Understanding changing business requirements and importance of excelling performance, Performance design, Difference between Performance Appraisal to Performance Management System. Performance Management Systems: Strategic planning and goal setting, job analysis and performance planning, performance execution.

Unit II: Performance Appraisal Methods

Traditional and modern methods, Competency based Performance assessment: KRA, KPA, KPIs, Balanced Scorecard, and Potential appraisal, performance assessment, performance review and performance renewal. Performance Coaching and Mentoring, Counseling, Performance Evaluation and Feedback;

Unit III: Compensation management

Philosophy and policy, Components of Compensation system, Base pay, Incentives and benefits;

Pay structure: Job evaluation methods, Pay grades, Broad banding, Negotiating Pay.

Unit IV: Reward Systems

Reward planning and strategy, Rewarding individual and team, Performance related pay, Skill and competence based pay, Team rewards, Non- financial rewards, Compensation in 'Voluntary Retirement Scheme'. A Project on VRS Compensation;

Suggested Readings:

1. Aguinis, H. (2009) Performance Management, Pearson Education.
2. Chadha, Prem, Performance Management: its about performing not just appraising, Mc Milan.
3. Special Indian Edition Paperback – 28 Jul 2009 by George Milkovich, Jerry Newman, C S Venkataratnam (2010).
4. Compensation: Theory Evidence and Strategic Implications Paperback – 5 Jun 2008 by Barry Gerhart.
5. Compensation Management Paperback – 16 Feb 2009 by Dipak Kumar Bhattacharyya
6. Performance Management - Frances Neale, Jaico publishing House- 2004-2nd Edition

Course Name: Critical Thinking and Research Analysis

Course Code: SECO77027

Course Outline – Final Assessment – Submission of Project Report & Presentation

Unit I: Project Outline

Project: Definition, Importance, Objective, Scope, Discussion on project works (done by others).

Perform a research project according to an individual study plan,

Show independence, critical and creative thinking,

Joining Hands – Coordinating with NGO's & Govt. Departments
(State/National/International Level)

Collecting Information & Data

Searching the relevant work done world wide

Searching Research Papers/Articles (No wiki reference)

Unit II: Research Project- Phase I: Planning

Understanding the concept, short listing the topics, identifying feasibilities, finalising the topic, identifying relevant organisation, concerned people, data required and collecting information regarding relevant work done (research paper and articles) Expectations: Preparing Synopsis

Unit III: Research Project-Phase II: Developing a Project

Format Briefing, Progress Analysis, Field Work

Unit IV: Interaction

Work with audience – ice-breaking, get them in the mood, work with emotions, unprepared presentations, Conducting Chat Shows, News Debates

Unit V: Research Project–Phase III: Concluding a Project

Compiling, Proof Reading, Submission

Course Name: Centre for Leadership Development

Course Code: SEC077028

Course Outline

Unit I: Company Specific Research and presentation

Industry analysis and report writing

Unit II: Industry and Competitive Analysis

Prepare a presentation on an industry/organization : why study this industry, life cycle stage ,industry driving forces ,porter's five force model, competitor comparisons (Revenues and profits, market share, product or service characteristics, critical success factors(CSF), Degree of diversification)

Unit III: Group Discussion Skills

Leadership Skills, Interpersonal Skills, Persuasive Skills, Problem Solving Skills, Conceptualization Skills

Unit IV: Placement preparation

- Mock Interview
- HR Expert Mock Interview

Unit V: Team Building and Leadership

Goal setting based on principle of SMART

Stress Management: Introduction to Stress, Causes of Stress, Impact Management Stress, Managing Stress

Conflict Management: Introduction to Conflict, Causes of Conflict, Management Managing Conflict

Time Management: Time as a Resource, Identify Important Time Management Wasters, Individual Time Management Styles, Techniques for better Time Management.

Practical Exercises

- Monitoring the mentor mentee relationship
- Further guidance as per the placements and movement of candidates thereof
- Management workshops organised, planned and conducted by the senior batch
- Final Counselling's and Interactions with the senior batch

Suggested Readings

- Business Etiquette in Brief by Ann Marie Sabath, Adams Media Corporation, South Asian Edition.
- Basic Managerial Skills for All by E. H. McGrath, S. J., PHI
- Personality Development and Soft Skill, Mitra, Barun, Oxford University Press.

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.

15. Lesson Plan: Semester - IV

MBAC22250 - International Business

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Meaning of Globalization, Doing Business Globally: Pros and Cons of International Business,	C-1	Lecture
Unit-I	Self-Reference Criteria(SRC)in decision making, EPRG effect,	C-2	Lecture
Unit-I	What is culture. Effect of Culture in Business;	C-3	Lecture
Unit-I	Hofstede Theory; Role of MNCs in International Business	C-4	Lecture
Unit-I	Presentation (Self Study Based) I	C-5	Presentation (Self Study Based)
Unit-I	Clarification Class I	C-6	Clarification Class
Unit-II	Trade Theories: Mercantile Theory, Absolute Advantage Theory	C-7	Lecture
Unit-II	Comparative Advantage Theory,H-O Theory	C-8	Lecture
Unit-II	Leontief Paradox, Country Similarity Theory (Practical Cases through Video Demonstration)	C-9	Video Demonstration
Unit-II	International PLC Theory and Porters Diamond Model for Nations competitive Advantage	C-10,11	Lecture
Unit-II	Investment Theory: Monopolistic Theory, Oligopolistic Theory, Eclectic Theory, etc.	C-12,13	Lecture
Unit-II	Presentation (Self Study Based) II	C-14	Presentation (Self Study Based)
Unit-II	Group Discussion I	C-15	Group Discussion
Unit-II	Clarification Class II	C-16	Clarification Class
Unit-III	International Institutional Framework – An Introduction	C-17	Lecture
Unit-III	IMF, World Bank, GATTVs.WTO	C-18,19	Lecture
Unit-III	Tariff and Non-Tariff Barrier issue	C-20,21	Lecture
Unit-III	Regional Integrations–TradingBlocks–nature and levels of integration–	C-22	Lecture
Unit-III	Arguments for and against regional integration- Trading Blocks	C-24	Lecture
Unit-III	Impact of WTO in global business; Multinational corporations– Organization, design and structures	C-25	Lecture
Unit-III	FDI and Balance of Payment	C-26	Lecture
Unit-III	Presentation (Self Study Based) III	C-27	Presentation (Self Study Based)
Unit-III	Clarification Class III	C-28	Clarification Class
Unit-IV	Functional areas Modes of Entry Strategy	C-29,30	Lecture
Unit-IV	Country Selection process	C-31	Lecture
Unit-IV	Case Let Analysis	C-32	Case Analysis
Unit-IV	International Marketing-Export–Import; Global Monetary System and Forex,	C-33,34	Lecture
Unit-IV	Global Operations and supply chain; International HRM.	C-35	Lecture

Unit-IV	Presentation (Self Study Based) IV	C-36	Presentation (Self Study Based)
Unit-IV	Group Discussion II	C-37	Group Discussion
Unit-V	Sunshine sectors in Internal Business	C-38,39	Lecture
Unit-V	Effect of BREXIT on European Union.	C-40	Lecture
Unit-V	Presentation (Case Study Based) I	C-41	Presentation (Case Study Based)
Unit-V	Doing Business with China (Project Based)	C-42	Lecture
Unit-V	Workshop	C-43	Workshop
Unit-V	Presentation (Case Study Based) II	C-44	Presentation (Case Study Based)
Unit-V	Clarification Class	C-45	Clarification Class

MBAC22251–Business Ethics and Corporate Governance

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	What is Ethics? Values, Morality and Legality; Business ethics, Relation between business and morality,	C-1	Lecture
Unit-I	Subjective and objective morality, Moral Development (Kohlberg's 6 Stages of Moral Development), Moral pluralism and International business,	C-2	Lecture
Unit-I	Ethics related with - economics, finance and laws, Utility, ethical theories - Utilitarianism, Deontology (duties),	C-3	Lecture
Unit-I	Rights Theory, Justice Theory, Virtue Theory, Moral reasoning and responsibility	C-4	Lecture
Unit-I	Presentation (Self Study Based) I	C-5	Presentation (Self Study Based)
Unit-I	Clarification Class I	C-6	Clarification Class
Unit-II	Organizational influence on ethical behavior, creating an ethical organization, Justice and economic system,	C-7	Lecture
Unit-II	Morale valuation of contemporary economic system, capitalists and socialists model,	C-8	Lecture
Unit-II	corporation and morality, corporation shareholder-stakeholder equation,	C-9	Video Demonstration
Unit-II	Morality and Social Audit, Ethical issues in Functional areas of Business:	C-10	Lecture
Unit-II	Whistle blowing, occupational health safety, Sexual Harassment,	C-11	Lecture
Unit-II	Ethics in finance, workers' rights and responsibility, Golden Parachute, Green Mail,	C-12	Lecture
Unit-II	Insider Trading, Ethics in Advertising and sales promotion	C-13	Lecture
Unit-II	Presentation (Self Study Based) II	C-14	Presentation (Self Study Based)
Unit-II	Group Discussion I	C-15	Group Discussion
Unit-II	Clarification Class II	C-16	Clarification Class
Unit-III	Corporate Social Responsibility : An Overview	C-17	Lecture
Unit-III	Responsibilities of a Business Firm	C-18	Lecture
	Friedman's Theory, Carroll's Theory,	C-19,20	
Unit-III	Social Responsibility and Profit Maximization, Stakeholder Theory	C-21,22	Lecture
Unit-III	Environmental concerns and role of Corporations;	C-23,24	Lecture
Unit-III	Presentation (Self Study Based) III	C-25	Presentation (Self Study Based)
Unit-III	Clarification Class III	C-26	Clarification Class
Unit-IV	An Overview to Corporate Governance : Definition, historical perspectives and issues, Corporate	C-27	Lecture

	Governance-an overview,		
Unit-IV	Theory and practices of Corporate governance,	C-28	Lecture
Unit-IV	Corporate governance mechanisms and systems, Indian Model of Corporate governance,	C-29,30	Lecture
Unit-IV	landmarks in emergence of corporate governance:	C-31	Lecture
Unit-IV	Case Let Analysis	C-32	Case Analysis
Unit-IV	Cadbury Committee Report; Sarbanes Oxley Report	C-33,34	Lecture
Unit-IV	CII Report and Kumar Mangalam Committee Report	C-35	Lecture
Unit-IV	Presentation (Self Study Based) IV	C-36	Presentation (Self Study Based)
Unit-IV	Group Discussion II	C-37	Group Discussion
Unit-V	Monitoring and Control - Role and composition of Board of Directors, Board structure, performance and evaluation of Board	C-38,39	Lecture
Unit-V	Board and Management relationship, Integration of employees, owners and directors, Role of Independent Directors,	C-40	Lecture
Unit-V	Presentation (Case Study Based) I	C-41	Presentation (Case Study Based)
Unit-V	Different Committees within Corporate Governance of Corporation, Role of Auditors and SEBI for the growth of Corporate Governance in India.	C-42	Lecture
Unit-V	Workshop	C-43	Workshop
Unit-V	Presentation (Case Study Based) II	C-44	Presentation (Case Study Based)
Unit-V	Clarification Class	C-45	Clarification Class

MBAE22005- Advertising and Integrated Marketing Communication

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Introduction – integrated marketing	C-1	Lecture
Unit-I	Integrated Marketing Communication- Concept	C-2	Lecture
Unit-I	Process of integrated marketing communication	C-3	Lecture
Unit-I	Communication mix	C-4	Lecture
Unit-I	Introduction of IMC Plans	C-5	Lecture
Unit-I	Consumer Behavior	C-6	Lecture
Unit-I	IMC	C-7	Lecture
Unit-I	Plan- Case Studies	C-8	Lecture
Unit-I	Clarification class-I	C-9	Clarification class
Unit-II	Sales promotion and advertising- Types, Technique	C-10,11	Lecture
Unit-II	Advertising objectives and perspective	C-12	Lecture
Unit-II	Self-Study-based Presentation - I	C-13	Self-Study based Presentation
Unit-II	AIDA & DAGMAR classification	C-14	Lecture
Unit-II	Case Study-based Presentation - I	C-15	Case Study based Presentation
Unit-II	Functions of advertising	C-16	Lecture
Unit-II	Advertising Media- types	C-17	Lecture
Unit-II	Video Demonstration Analysis	C-18	Video Demonstration Analysis
UNIT-II	Case study-based Presentation - II	C-19	Case study-based Presentation
Unit-II	Media mix – media selection	C-20	Lecture
Unit-II	Group Discussion-I	C-21	Group Discussion
Unit-II	Planning and strategy – case studies	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	Creativity in advertising- the concept of copy,	C-25,26	Lecture
Unit-III	Theme and appeal- copywriting and copy research	C-27	Lecture
UNIT-III	Message design and evaluation- advertising, appropriation- factors influencing.	C-28,29	Lecture
Unit-III	Advertising budget- methods of advertising	C-30	Lecture
Unit-III	budgeting advertising business-Ad agency, types, functions, selection-client relationship- case studies	C-31	Lecture
UNIT-III	Self-Study based Presentation - III	C-32	Self-Study based Presentation
Unit-III	Clarification class-III	C-33	Clarification Class
Unit-IV	Other media- public Relations	C-34,35	Lecture
Unit-IV	Workshop	C-36	Workshop
Unit-IV	Personal Selling- online marketing.	C-37	Lecture
Unit-IV	Surprise case analysis test	C-38	Surprise case analysis test
Unit-IV	Event management- movies and documentaries-	C-39,40	Lecture

	case studies		
Unit-IV	Group Discussion-II	C-41	Group Discussion
Unit-IV	Clarification class-IV	C-42	Clarification Class
Unit-V	Social implications of advertising. Moral and ethical issues in advertising- case studies.	C-43	Lecture
Unit-V	Self-Study based Presentation - IV	C-44	Self-Study based Presentation
Unit-V	Clarification class-V	C-45	Clarification Class

MBAE22006 - Digital Marketing

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Introduction and overview to Digital Marketing	C-1	Lecture
Unit-I	Digital Marketing Strategy	C-2	Lecture
Unit-I	Inbound Vs. Outbound Marketing	C-3,4	Lecture
Unit-I	Presentation (Self Study Based) I	C-5	Presentation (Self Study Based)
Unit-I	Clarification Class I	C-6	Clarification Class
Unit-II	Content Marketing Strategies	C-7	Lecture
Unit-II	Email Marketing	C-8,9	Lecture
Unit-II	Mobile Marketing	C-10,11	Video Demonstration
Unit-II	Affiliate Marketing	C-12,13	Lecture
Unit-II	Online Advertising	C-14,15	Lecture
Unit-II	Display Advertising	C-16,17	Lecture
Unit-II	Presentation (Self Study Based) II	C-18	Presentation (Self Study Based)
Unit-II	Group Discussion I	C-19	Group Discussion
Unit-II	Clarification Class II	C-20	Clarification Class
Unit-III	Social Media & Social Network Marketing (SMM)	C-21,22	Lecture
Unit-III	Lead Generation for Business (Pricing and Distribution Strategies on the net)	C-23,24,25	Lecture
Unit-III	Presentation (Self Study Based) III	C-26	Presentation (Self Study Based)
Unit-III	Clarification Class III	C-27	Clarification Class
Unit-IV	An Overview of Google Analytics,	C-28,29,30	Lecture
Unit-IV	Search Engine Optimization (Marketing),	C-31,32,33	Lecture
Unit-IV	Trust in Internet Marketing	C-34,35,36	Lecture
Unit-IV	Presentation (Self Study Based) IV	C-37	Presentation (Self Study Based)
Unit-IV	Group Discussion II	C-38	Group Discussion
Unit-V	Legal and ethical issues pertaining to the internet;	C-39,40,41	Lecture
Unit-V	Presentation (Case Study Based) I	C-42	Presentation (Case Study Based)
Unit-V	Workshop	C-43	Workshop
Unit-V	Presentation (Case Study Based) II	C-44	Presentation (Case Study Based)
Unit-V	Clarification Class	C-45	Clarification Class

MBAE22009- Project Finance

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Project Financing - uses - advantages - prerequisites of project financing Mode of Delivery; Projects, Introduction Project Finance and Appraisal SEBI guidelines on project financing	C-1	Lecture
Unit-I	Structuring of projects, valuation of projects. Sources of Finance	C-2	Lecture
Unit-I	Syndication, Debt instruments, Equator Principles, Lease and Hire Purchase, leveraged lease, Venture Capital Financing.	C-3	Lecture
Unit-I	Group Discussion	C-4	Group discussion
Unit -I	Presentation (Self-study based)	C-5	Presentation (Self-study based)
Unit -I	Clarification Class	C-6	Clarification Class
Unit-II	Parties to project financing – contracts	C-7,8	Lecture
Unit-II	Consideration from the view point of project financing.	C-9,10	Lecture
Unit-II	Regulatory body for project financing	C-11,12	Lecture
Unit-II	Presentation (case Study Based)	C-13	Presentation (case Study Based)
Unit-II	Project Based Assignment	C-14	Project Based Assignment
Unit-II	Quiz	C-15	Quiz
Unit-II	Clarification Class	C-16	Clarification Class
Unit-III	Project risk	C-17,18	Lecture
Unit-III	project formulation checklist	C-19,20	Lecture
Unit-III	various phases of a project from planning to completion	C-21,22	Lecture
Unit-III	Work Shop	C-23	Work Shop
Unit-III	PPT (self-study based)	C-24	PPT (self-study based)
Unit-III	Video Demonstration Analysis	C-25	Video Demonstration Analysis
Unit-III	Clarification Class	C-26	Clarification Class
Unit-IV	Project feasibility analysis - capital budgeting - project evaluation - project planning	C-27,28	Lecture
Unit-IV	control exercise Environmental appraisal of projects, environmental regulations in India, Environmental accounting	C-29	Lecture
Unit-IV	Social Cost Benefit Analysis of projects - SCBA	C-30	Lecture
Unit-IV	Clarification Class	C-31	Clarification Class
Unit-IV	GD	C-32	GD
Unit-IV	Role Play	C-33	Role Play
Unit-IV	Surprise Case Analysis Test	C-34	Surprise Case Analysis Test

Unit-V	Tools used for analyzing the feasibility of a project	C-35,36,37	Lecture
Unit-V	project appraisal process	C-38,39	Lecture
Unit-V	CPM and PERT.	C-40	Lecture
Unit-V	GD	C-42	GD
Unit-V	PPT (case Study Based)	C-43	PPT (case Study Based)
Unit-V	Industry Visit	C-44	Industry Visit
Unit-V	Clarification Class	C-45	Clarification Class

MBAE22012- Corporate Taxation

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Direct Taxation – An Overview, meaning and methods	C-1	Lecture
Unit-I	Canons of Taxation, Benefits derived by Direct Taxation to Indian Society, Differentiation of Direct Tax from Sale (Indirect) Tax	C-2	Lecture
Unit-I	Features of good tax system to serve the developmental need of developing countries	C-3	Lecture
Unit-I	Exemption in Income tax – tax avoidance	C-4	Lecture
Unit-I	Presentation (Self Study Based) I	C-5	Presentation (Self Study Based)
Unit-I	Clarification Class I	C-6	Clarification Class
Unit-II	Corporate Tax - Meaning , Differences between Company tax and Corporate tax	C-7	Lecture
Unit-II	Importance of Corporate Taxation - taxable income in corporate tax – exemptions in corporate taxation- Non Taxable Income.	C-8,9	Lecture
Unit-II	Partnership taxation- difference in Income tax on Individuals and Sole proprietors	C-10,11	Video Demonstration
Unit-II	Income tax of a company Corporate Income Tax Provision: MAT; AMT; Various exemptions available to corporate under Section 10 of Income Tax Act.	C-12,13,14	Lecture
Unit-II	Presentation (Self Study Based) II	C-15	Presentation (Self Study Based)
Unit-II	Group Discussion I	C-16	Group Discussion
Unit-II	Clarification Class II	C-17	Clarification Class
Unit-III	Setting -off expenses : Impact of carry forward losses in computation of corporate tax	C-18	Lecture
Unit-III	TDS - TDS on contract workers - TDS on individual services engaged by a corporate -	C-19,20	Lecture
Unit-III	Provision of Tax is being planned for replacement of existing asset -	C-21,22	Lecture
Unit-III	TDS liability of the Employer - Form 16 A - 24 Q for TDS to Government.	C-23,24,25	Lecture
Unit-III	Presentation (Self Study Based) III	C-26	Presentation (Self Study Based)
Unit-III	Clarification Class III	C-27	Clarification Class
Unit-IV	General Provisions under the head Income from Business and Profession	C-28,29,30	Lecture
Unit-IV	General provisions under the head Capital Gains (applicable to corporate entities)	C-31,32,33	Lecture
Unit-IV	Presentation (Self Study Based) IV	C-34	Presentation (Self Study Based)
Unit-IV	Group Discussion II	C-35	Group Discussion
Unit-IV	Goods and Service Tax (Brief review)	C-36	Lecture
Unit-V	General provisions; Applicable Rates	C-37	Lecture
Unit-V	The concept of reverse charge	C-38,39	Lecture

Unit-V	Input Credit	C-40,41	Lecture
Unit-V	Presentation (Case Study Based) I	C-42	Presentation (Case Study Based)
Unit-V	Workshop	C-43	Workshop
Unit-V	Presentation (Case Study Based) II	C-44	Presentation (Case Study Based)
Unit-V	Clarification Class	C-45	Clarification Class

MBAE22014- Training & Development

Unit	Particulars	Class No.	Pedagogy of Class
Unit -I	Introduction to Employee Training and Development - Strategic Training - Designing Training	C-1,2	Lecture
Unit -I	Needs Assessment - Learning: Theories and Program Design	C-3,4	Lecture
Unit -I	Group Discussion	C-5	Group Discussion
Unit -I	Presentation (self-study based)	C-6	Presentation (self-study based)
Unit -I	Clarification Class	C-7	Clarification Class
Unit -II	Transfer of Training	C-8	Lecture
Unit -II	Training Evaluation	C-9	Lecture
Unit -II	Project Based Assignment	C-10	Project Based Assignment
Unit -II	Quiz	C-11	Quiz
Unit -II	Clarification Class	C-12	Clarification Class
Unit -III	Training and Development Methods	C-13,14	Lecture
Unit -III	Traditional Training Methods	C-15,16	Lecture
Unit -III	Work Shop	C-17	Workshop
Unit -III	Presentation (self-study based)	C-18	Presentation (self-study based)
Unit -III	Video Demonstration Analysis	C-19	Video Demonstration Analysis
Unit -III	Management Games	C-20	Management Games
Unit -III	Revision	C-21	Revision
Unit -III	Clarification Class	C-22	Clarification Class
Unit -IV	E-Learning	C-23,24	Lecture
Unit -IV	Use of Technology in Training	C-25,26	Lecture
Unit -IV	Employee Development	C-27,28	Lecture
Unit -IV	Presentation (self-study based)	C-29,30	Presentation (self-study based)
Unit -IV	Group Discussion	C-31	Group Discussion
Unit -IV	Role Play	C-32	Role Play
Unit -IV	Surprise Case Analysis Test	C-33	Surprise Case Analysis Test
Unit -IV	Clarification Class	C-34	Clarification Class
Unit -V	Special Issues in Training	C-35,36	Lecture
Unit -V	Employee Development	C-37,38	Lecture
Unit -V	The Future of Training and Development	C-39,40	Lecture
Unit -V	Revision	C-41,42	Revision
Unit -V	Presentation (case Study Based)	C-43	Presentation (case Study Based)
Unit -V	Industry Visit	C-44	Industry Visit
Unit -V	Clarification Class	C-45	Clarification Class

MBAE22016- Organizational Change and Development

Unit	Particulars	Class No.	Pedagogy of Class
Unit -I	Introduction, Planned Organizational Change, Foundations of OD	C-1,2	Lecture
Unit -I	Organizational Diagnosis – Feedback and OD, organizational development process: entering and contracting. Designing intervention	C-3,4	Lecture
Unit -I	Group Discussion	C-5	Group Discussion
Unit -I	Presentation (self-study based)	C-6	Presentation (self-study based)
Unit -I	Clarification Class	C-7	Clarification Class
Unit -II	OD Interventions: An Overview – Individual and Interpersonal Interventions. Human Resources Management intervention	C-8	Lecture
Unit -II	Strategic change intervention. Analysis of diagnostic information; feedback, designing intervention	C-9	Lecture
Unit -II	Project Based Assignment	C-10	Project Based Assignment
Unit -II	Quiz	C-11	Quiz
Unit -II	Clarification Class	C-12	Clarification Class
Unit -III	Team / Group Interventions – Intergroup Interventions	C-13,14	Lecture
Unit -III	Comprehensive Interventions, prototypical theories of change (life cycle, teleological, dialectical, evolutionary, “E” & “O”)	C-15,16	Lecture
Unit -III	Work Shop	C-17	Workshop
Unit -III	Presentation (self-study based)	C-18	Presentation (self-study based)
Unit -III	Video Demonstration Analysis	C-19	Video Demonstration Analysis
Unit -III	Management Games	C-20	Management Games
Unit -III	Revision	C-21	Revision
Unit -III	Clarification Class	C-22	Clarification Class
Unit -IV	Organizational Transformation: Forces and models of organizational change - Lewin’s change model, planning model,	C-23,24	Lecture
Unit -IV	Action research model	C-25,26	Lecture
Unit -IV	Integrative model	C-27,28	Lecture
Unit -IV	Presentation (self-study based)	C-29,30	Presentation (self-study based)
Unit -IV	Group Discussion	C-31	Group Discussion
Unit -IV	Role Play	C-32	Role Play
Unit -IV	Surprise Case Analysis Test	C-33	Surprise Case Analysis Test
Unit -IV	Clarification Class	C-34	Clarification Class
Unit -V	OD Consultant: Role	C-35,36	Lecture
Unit -V	Skills and Dilemmas – Success and Failures of OD	C-37,38	Lecture

Unit -V	Future of OD & New Perspectives,	C-39,40	Lecture
Unit -V	Revision	C-41,42	Revision
Unit -V	Presentation (case Study Based)	C-43	Presentation (case Study Based)
Unit -V	Industry Visit	C-44	Industry Visit
Unit -V	Clarification Class	C-45	Clarification Class

MBAE22018 - Performance Appraisal & Compensation Management

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Performance Management – An overview	C-1	Lecture
Unit-I	Understanding changing business requirements and importance of excelling performance, Performance design	C-2	Lecture
Unit-I	Difference between Performance Appraisal to Performance Management System. Performance Management Systems	C-3	Lecture
Unit-I	Strategic planning and goal setting, Job Analysis and performance planning, performance execution	C-4	Lecture
Unit-I	Presentation (Self Study Based) I	C-5	Presentation (Self Study Based)
Unit-I	Clarification Class I	C-6	Clarification Class
Unit-II	Performance Appraisal Methods : An introduction	C-7	Lecture
Unit-II	Traditional and modern methods, Competency based Performance assessment: KRA, KPA, KPIs	C-8,9	Lecture
Unit-II	Balanced Scorecard, and Potential appraisal, performance assessment	C-10,11	Video Demonstration
Unit-II	Performance review and performance renewal. Performance Coaching and Mentoring, Counseling,	C-12,13	Lecture
Unit-II	Performance Evaluation and Feedback	C-14	Lecture
Unit-II	Presentation (Self Study Based) II	C-15	Presentation (Self Study Based)
Unit-II	Group Discussion I	C-16	Group Discussion
Unit-II	Clarification Class II	C-17	Clarification Class
Unit-III	An Overview to Compensation management	C-18	Lecture
Unit-III	Philosophy & policy, Components of Compensation system	C-19,20	Lecture
Unit-III	Base pay, Incentives and benefits	C-21,22	Lecture
Unit-III	Pay structure: Job evaluation methods, Pay grades, Broad banding, Negotiating Pay	C-23,24,25	Lecture
Unit-III	Presentation (Self Study Based) III	C-26	Presentation (Self Study Based)
Unit-III	Clarification Class III	C-27	Clarification Class
Unit-IV	Unit IV: Reward Systems and Reward planning and strategy	C-28,29,30	Lecture
Unit-IV	Rewarding individual and team	C-31,32,33	Lecture
Unit-IV	Presentation (Self Study Based) IV	C-34	Presentation (Self Study Based)
Unit-IV	Group Discussion II	C-35	Group Discussion
Unit-IV	Performance related pay	C-36,37,38	Lecture
Unit-IV	Skill and competence based pay, Team rewards, Non- financial rewards, Compensation in 'Voluntary Retirement Scheme'.	C-39,40,41	Lecture
Unit-IV	A Project on VRS Compensation	C-41	Project Based Assignment

Unit-IV	Presentation (Case Study Based) I	C-42	Presentation (Case Study Based)
Unit-IV	Workshop	C-43	Workshop
Unit-IV	Presentation (Case Study Based) II	C-44	Presentation (Case Study Based)
Unit-IV	Clarification Class	C-45	Clarification Class

SECO77027–Critical Thinking and Research Analysis

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Project: Definition, Importance, Objective, Scope, Discussion on project works (done by others)	C-1	Lecture
Unit-I	Perform a research project according to an individual study plan, Show independence, critical and creative thinking	C-2	Lecture
Unit-I	Joining Hands – Coordinating with NGO's & Govt. Departments (State/National/International Level)	C-3	Lecture
Unit-I	Collecting Information & Data, Searching the relevant work done world wide, Searching Research Papers/Articles (No wiki reference)	C-4	Lecture
Unit-I	Presentation (Self Study Based) I	C-5	Presentation (Self Study Based)
Unit-I	Clarification Class I	C-6	Clarification Class
Unit-II	Research Project - Phase I: Planning – Understanding the concept, short listing the topics,	C-7	Lecture
Unit-II	Identifying feasibilities, finalising the topic	C-8	Lecture
Unit-II	Identifying relevant organisation, concerned people	C-9	Video Demonstration
Unit-II	Data required and collecting information regarding relevant work done (research paper and articles)	C-10,11	Lecture
Unit-II	Expectations: Preparing Synopsis	C-12,13	Lecture
Unit-II	Presentation (Self Study Based) II	C-14	Presentation (Self Study Based)
Unit-II	Group Discussion I	C-15	Group Discussion
Unit-II	Clarification Class II	C-16	Clarification Class
Unit-III	Research Project – Phase II: Developing a Project – An Overview	C-17	Lecture
Unit-III	Format Briefing	C-18,19	Lecture
Unit-III	Progress Analysis	C-20,21	Lecture
Unit-III	How to conduct Field Work	C-22,23	Lecture
Unit-III	Presentation (Self Study Based) III	C-24	Presentation (Self Study Based)
Unit-III	Clarification Class III	C-25	Clarification Class
Unit-IV	Interaction - Work with audience	C-26	Lecture
Unit-IV	Ice-breaking	C-27	Lecture
Unit-IV	Get them in the mood	C-28	Lecture
Unit-IV	Work with emotions	C-29,30	Lecture
Unit-IV	Unprepared presentations	C-31	Lecture
Unit-IV	Case Analysis	C-32	Case Analysis
Unit-IV	Conducting Chat Shows	C-33,34	Lecture
Unit-IV	News Debates	C-35	Lecture
Unit-IV	Presentation (Self Study Based) IV	C-36	Presentation (Self Study Based)
Unit-IV	Group Discussion II	C-37	Group Discussion
Unit-V	Research Project – Phase III: Concluding a Project	C-38,39	Lecture

	Compiling,		
Unit-V	Proof Reading	C-40	Lecture
Unit-V	Presentation (Case Study Based) I	C-41	Presentation (Case Study Based)
Unit-V	Submission of the Project	C-42	Lecture
Unit-V	Workshop	C-43	Workshop
Unit-V	Presentation (Case Study Based) II	C-44	Presentation (Case Study Based)
Unit-V	Clarification Class	C-45	Clarification Class

SECO77028- Centre for Leadership Development - II

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	An overview of the subject and its objectives	C-1	Lecture
Unit-I	Company Specific Research and presentation	C-2,3	Lecture
Unit-I	Industry analysis and report writing	C-4	Lecture
Unit-I	Presentation (Self Study Based) I	C-5	Presentation (Self Study Based)
Unit-I	Clarification Class I	C-6	Clarification Class
Unit-II	Industry and Competitive Analysis : An Overview	C-7	Lecture
Unit-II	Preparation of presentation on an industry/organization : why study this industry, life cycle stage ,industry driving forces ,porter's five force model,	C-8	Lecture
Unit-II	Preparation of presentation on an industry/organization : competitor comparisons (Revenues and profits, market share, product or service characteristics, critical success factors, Degree of diversification)	C-9	Lecture
Unit-II	Preparation of presentation on an industry/organization	C-10	Video Demonstration
Unit-II	Presentation (Self Study Based) II	C-11	Presentation (Self Study Based)
Unit-II	Group Discussion I	C-12	Group Discussion
Unit-II	Clarification Class II	C-13	Clarification Class
Unit-III	Group Discussion Skills	C-14,15	Lecture
Unit-III	Leadership Skills	C-16,17,18	Lecture
Unit-III	Interpersonal Skills	C-19,20,21	Lecture
Unit-III	Persuasive Skills and Problem Solving Skills	C-22,23	Lecture
Unit-III	Conceptualization Skills	C-24,25	Lecture
Unit-III	Presentation (Self Study Based) III	C-26	Presentation (Self Study Based)
Unit-III	Clarification Class III	C-27	Clarification Class
Unit-IV	An introduction to Placement preparation	C-28	Lecture
Unit-IV	How to conduct an interview - Mock Interview	C-29,30,31	Lecture
Unit-IV	HR Expert Mock Interview	C-32	Lecture
Unit-IV	Case Let Analysis	C-33,34	Case Analysis
Unit-IV	Presentation (Self Study Based) IV	C-35	Presentation (Self Study Based)
Unit-IV	Group Discussion II	C-36	Group Discussion
Unit-V	An Overview of Team Building and Leadership - Goal setting based on principle of SMART	C-37	Lecture
Unit-V	Stress Management: Introduction to Stress, Causes of Stress, Impact Management Stress, Managing Stress	C-38,39	Lecture
Unit-V	Conflict Management: Introduction to Conflict, Causes of Conflict, Management Managing Conflict Time Management: Time as a Resource, Identify Important Time Management Wasters,	C-40	Lecture
Unit-V	Presentation (Case Study Based) I	C-41	Presentation (Case Study Based)
Unit-V	Individual Time Management Styles, Techniques for	C-42	Lecture

	better Time Management		
Unit-V	Workshop	C-43	Workshop
Unit-V	Presentation (Case Study Based) II	C-44	Presentation (Case Study Based)
Unit-V	Clarification Class	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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