

Lingaya's Vidyapeeth

Deemed-to-be-University u/s 3 of UGC Act 1956, Government of India
NAAC ACCREDITED
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Website: www.lingayasvidyapeeth.edu.in

1.1.3 Courses having focus on employability/ entrepreneurship/ skill development offered by the University during the year

Color Index	
Employability	Yellow
Entrepreneurship	Green
Skill Development	Pink

88.

MBA Year (2021-23)

LINGAYA'S
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22/9/22

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26.9.22

**LINGAYA'S VIDYAPEETH
SCHEME OF MBA
SESSION: 2021-23**

School: School of Commerce and Management										Batch: 2021-2023			
Department:										Year: 1			
Course: MBA										Semester: I			
SN	Category	Course Code	Course Name	Periods			Credits	Evaluation Scheme					Subject Total Marks
				L	T	P		Theory			Practical		
								ABQ	MSE	ESE	IP	EXP	
1	PCC	MBA-101	Foundations of Management	3			3	15	25	60	-	-	100
2	PCC	MBA-103	Managerial Economics	3			3	15	25	60	-	-	100
3	PCC	MBA-105	Accounting for Managers	3			3	15	25	60	-	-	100
4	PCC	MBA-107	Business Environment & Indian Economy	3			3	15	25	60	-	-	100
5	PCC	MBA-109	Business Ethics & Corporate Social Responsibility	3			3	15	25	60	-	-	100
6	PCC	MBA-111	Exploring Self		2		2	15	25	60	-	-	100
7	SEC	BS-111	Quantitative Techniques	3			3	15	25	60	-	-	100
Total - >				20			20						

Abbreviations:

PCC:	Programme Core Courses	ABQ:	Assignment Based Quiz
MBA:	Master of business administration	MSE:	Mid Semester Examination
SEC:	Skill Enhancement Course	ESE:	End Semester Examination
BS:	Basic Science	IP:	Internal Practical
L:	Lecture	EXP:	External Practical
T:	Tutorial		
P:	Practical		



Shubh Thakur
8/08/22

School: School of Commerce and Management							Batch: 2021-2023						
Department:							Year: 1						
Course: MBA							Semester: II						
SN	Category	Course Code	Course Name	Periods			Credits	Evaluation Scheme					Subject Total Marks
				L	T	P		Theory			Practical		
								ABQ	MSE	ESE	IP	EXP	
1	PCC	MBA-102	Business Analytics for Decision Making	3			3	15	25	60	-	-	100
2	PCC	MBA-104	Human Resource management	3			3	15	25	60	-	-	100
3	PCC	MBA-106	Marketing Management	3			3	15	25	60	-	-	100
4	PCC	MBA-108	Production and Operations Management	3			3	15	25	60	-	-	100
5	PCC	MBA-110	Corporate Finance & Indian Financial System	3			3	15	25	60	-	-	100
6	PCC	MBA-112	Entrepreneurship & Project Management	3			3	15	25	60	-	-	100
7	SEC	CS-110	Computer Application for Business	3			3	15	25	60	-	-	100
8	SEC	ML-102	Legal Environment for Business	3			3	15	25	60	-	-	100
9	SEC	PEP-102	Universal Human Values	1		2	2						
Total							26						

Abbreviations:

PCC:	Programme Core Courses	ABQ:	Assignment Based Quiz
DSE:	Discipline Specific Elective	MSE:	Mid Semester Examination
PROJ:	Project	ESE:	End Semester Examination
MBA	Master of business administration		
AECC:	Ability enhancement compulsory course	IP:	Internal Practical
SEC:	Skills enhancement course BS:		
BS:	Basic Science		
CS:	Computer Science		
L:	Lecture	EXP:	External Practical
T:	Tutorial		
P:	Practical		

		MBA-207 C	Advertising & Branding	3		3	15	25	60			100
Specialisation - 3												
Finance												
7	DSE	MBA-209 A	Management of Financial Services	3		3	15	25	60			100
		MBA-209 B	Portfolio Management	3		3	15	25	60			100
		MBA-209 C	Financial Credit Risk Analytics	3		3	15	25	60			100
Specialisation - 4												
International Business												
8	DSE	MBA-211 A	Business forecasting in global perspective	3		3	15	25	60			100
		MBA-211 B	Intellectual Property right	3		3	15	25	60			100
		MBA-211 C	International Trade Law	3		3	15	25	60			100
Specialisation - 5												
Information Technology												
9	DSE	MBA-213 A	Data Visualization	3		3	15	25	60			100
		MBA-213 B	Data Science using R	3		3	15	25	60			100
		MBA-213 C	ERP	3		3	15	25	60			100
			Total			28						

School: School of Commerce and Management							Batch:2021-2023						
Department: Commerce and Management							Year: 2						
Course: MBA & BMI							Semester: IV & VIII						
S.N	Category	Course Code	Course Name	Periods			Credits	Evaluation Scheme					Subject Total Marks
				L	T	P		Theory			Practical		
								ABQ	MSE	ESE	IP	EXP	
1	PCC	MBA-202	Corporate Strategic Planning	3	1		4	15	25	60			100
2	PCC	MBA-204	Business Process & Re-Engineering	3	1		4	15	25	60			100
3	PROJ	MBA-252	Research Project Report & Presentation	0	0	16	8					100	100
Students have to opt any two Specialisation areas and from each area select any two specialised subjects													
Specialisation - 1													
Human Resource													
4	DSE	MBA-206 A	Strategic HRM & Leadership	3			3	15	25	60			100
		MBA-206 B	Diversity and Inclusion of HR Professionals	3			3	15	25	60			100
		MBA-206 C	Compensation Management	3			3	15	25	60			100
Specialisation - 2													
Marketing													
5	DSE	MBA-208 A	Retail Marketing	3			3	15	25	60			100
		MBA-208 B	Digital Marketing	3			3	15	25	60			100
		MBA-208 C	Social Media & Web Analytics	3			3	15	25	60			100
Specialisation - 3													
Finance													
6	DSE	MBA-210 A	Personal Financial Management	3			3	15	25	60			100
		MBA-210 B	Taxation	3			3	15	25	60			100
		MBA -	Risk Analytics	3			3	15	25	60			100

210 C

Specialisation - 4

International Business

7	DSE	MBA-212 A	International Trade (Practices, Procedures & Documentation)	3		3	15	25	60			100
		MBA-212 B	Supply Chain management for International Business	3		3	15	25	60			100
		MBA-212 C	International Financial Management	3		3	15	25	60			100

Specialisation - 5

Information Technology

8	DSE	MBA-214 A	Marketing Analytics	3		3	15	25	60			100
		MBA-214 B	Business Forecasting	3		3	15	25	60			100
		MBA-214 C	Information Security	3		3	15	25	60			100
			Total			28						

Total Credits of MBA	102
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Abbreviations:

PCC:	Programme Core Courses	ABQ:	Assignment Based Quiz
DSE:	Discipline specific elective		
MBA:	Master of business administration		
BS:	Basic Science	MSE:	Mid Semester Examination
PROJ:	Project	ESE:	End Semester Examination
		IP:	Internal Practical
L:	Lecture	EXP:	External Practical
T:	Tutorial		
P:	Practical		



Vision, Mission and Core Values of the Vidyapeeth

Vision

Traditionally believing that God is the Source of all Truth, Goodness and Beauty, Lingaya's Vidyapeeth, wishes to develop in students a wisdom that translates academic achievements into responsible citizenship, sincere professional service and a deep respect for life and beauty in God's Creation and Recreation.

Mission

1. To impart knowledge and skills in the field of Engineering/
Technology, Management, Education, Science & Arts and related areas;
2. To dedicate itself for improvement of social and economic status and enhancement of the quality of life for all;
3. To strive for maximizing human welfare through education;
4. To produce effective knowledge workers, practitioners and educators who will be guided by vision, compassion, knowledge, discipline, discovery with deep respect for human values;
5. To provide an individual engineering and other professional learning experience for each student;
6. To develop critical thinking, analytical ability and creative skills;

7. To supplement the curricula, team work, leadership, communication skills, project management, social concerns and ethics and
8. To establish interaction with industries for Technology, Research & Development.

In line with above vision and mission statements, Lingaya's Vidyapeeth has the following special characteristics:

Lingaya's Vidyapeeth is an Institution for providing a student with opportunity for all round development and education with the aim of effective living as a good citizen.

It has special strength in the field of Engineering and Technology with emphasis on practice and problem solving skills.

Its activities and course curriculum concentrate on design, self-learning and research, which are the unique features of the Vidyapeeth.

The primarily value of knowledge and skill imparted by Lingaya's Vidyapeeth resides in its utility in creating an infrastructure for the physical welfare of the general public, in sustaining good health of individual and the community.

Lingaya's Vidyapeeth facilitates and promotes creativity and critical thinking capabilities in its students.

The education in Lingaya's Vidyapeeth enhances the inherent capacity of a student with honesty, courage and fairness.



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Vision and Mission of the School

Vision of School

To be a School committed to develop globally competent management professions who are responsible citizens and have respect for life and sensitivity towards environment.

Mission of School

1. To develop managers and leaders who have right attitude and aptitude to serve the society.
2. To develop and maintain state-of-the-art infrastructure and research facilities to enable, create, apply and disseminate knowledge.
3. To foster linkages with all stakeholders for continuous improvement in academics in management.
4. To develop human potential to its fullest extent so that intellectually capable and imaginatively gifted leaders can emerge who have deep respect for human life and values.

Programme Educational Objectives (PEO)

PEO1 : Develop into socially responsible and value driven people who are committed to long term development.

PEO2 : To make managerial decisions, develop a creative, imaginative and entrepreneur mentality.

PEO3 : Ability to adapt to a rapidly evolving, dynamic market climate and a desire to learn new skills.

PEO4 : Provide advanced management skills for work and lifelong learning

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Mapping of PEOs with Mission Statements

PEO Statements	School Mission 1	School Mission 2	School Mission 3	School Mission 4
	2	2	1	2
	3	2	-	1
PEO3:	1	2	2	-
	2	3	2	1

Enter correlation levels 1, 2, or 3 as defined below:

- 1. Slight (Low)**
- 2. Moderate (Medium)**
- 3. Substantial (High)**

If there is no correlation, put “-“

Program Outcomes (PO's)

PO's - MBA

PO1- Market Climate and domain knowledge: Indian businesses economic, legal and social environment. Graduates will be able to increase their understanding and knowledge of how global and local business operates. This aids in the recognition of business operations, the identification of future business opportunities, the evolution of business enterprises and the exploration of business opportunities.

PO2- Competencies in quantitative and qualitative approaches for critical thought, business analysis, problem solving and innovative solutions. Graduates should be able to analyze business data, apply applicable research and solve problems in a variety of functional fields including marketing, business management and human resources.

PO3- Demonstrate a global perspective and the ability to recognize facets of global business and cross-cultural understanding.

PO4 – Developing responsiveness to contextual social issues / problems and finding solutions, learning business ethics and overcoming ethical dilemmas are all examples of social responsiveness and ethics. Graduates should be able to recognize current social issues, explore possibilities for social entrepreneurship, design business solutions and illustrate ethical practices in the workplace.

PO5- Effective communication: Graduates should be able to communicate effectively orally and in writing, especially in business settings, using appropriate technology (business presentations, digital communication, social media platforms).

PO6- Understanding leadership: Graduates should be able to work and lead teams across organizational borders, demonstrate leadership qualities and optimize the use of team members diverse skills in the background.

PSO's - MBA

PSO1 – Having the ability to specialize in a management discipline.

PSO 2- Demonstrate sufficient expertise, skills and experimental learning in the field of management.

Mapping of Program Outcome with Program Educational Objectives MBA

	PEO1	PEO2	PEO3	PEO4
PO1	1	3	2	3
PO2	1	3	2	2
PO3	1	2	3	2
PO4	3	1	2	1
PO5	1	1	2	2
PO6	1	2	3	2
PSO1	1	3	2	2
PSO2	1	2	1	2

1. Slight (Low)

2. Moderate (Medium)

3. Substantial (High)

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L-3 T-0 P-0

Objective: This course presents a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

Unit I

Introduction: Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills.

Evolution of management thought and Management thinkers: Classical Approach, Neo Classical Approach, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Contributions of F.W.Taylor, Henry Fayol, Mary Parker Follet, Chester Bernard, Max Weber, Peter, F. Drucker, Gilbreths, Henry Gantt, Abraham Maslow, Herzberg and McGregor.

Unit II

Planning: Importance, types of plans, and process of planning, business forecasting, MBO: Concept, importance, process, benefits and limitations.

Strategic management: Nature, importance, purpose, types, process and major kinds of strategies, McKinsey's 7-S Approach.

Decision-Making: Importance, types, steps and approaches, Decision Making in various conditions, Decision tree.

Unit III

Organizing: Concept and process of organizing, Formal Vs Informal organization, Organizational structure: Types of Organizational structure, Bases of Departmentalization.

Line & Staff: concept, line-staff conflict.

Authority & Power: concept, responsibility and accountability. **Delegation:** concept, importance, factors affecting delegation, effective delegation, Span of Management, Decentralization and centralization, Staffing, importance and process. **Coordination:** Concept, importance, difficulties and techniques to ensure effective coordination.

Unit IV

Control: Concept, importance, characteristics, process of control, types and techniques of control.

Comparative study: Japanese Management and Z-culture of American Companies, Chinese Style Management,

Modern management techniques: an overview of various latest techniques: Business process Re-engineering, Business outsourcing, knowledge management, E-Business Management.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Harold Koontz, and Heinz Weihrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2010.
- Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
- Stephen P Robbins, Mary Coulter and Neharika Vohra, *Management*, New Delhi, Pearson, 2011.
- V S P Rao & V H Krishna, *Management*, Excel Books
- P.Subba Rao, *Principles of Management*, Himalaya Publishing
- Dubrin, *Management: Concepts & Cases*, Cengage Learning
- Ferrell, *Business: A Changing World*, Tata McGraw Hill

- Mukherjee, *Principles of Management and Organisationalbehaviour*, Tata McGraw Hill.
- Bateman, T. S., and Snell, S. A. (2008). *Management* TMH

CO 1 Recognize the concepts, need and importance of management and application of the various principles of management.

CO 2 Know the different types of plans, how to plan & various decision making techniques

CO 3 Understand about organizing –using the appropriate organization structure & factors influencing organization structures.

CO 4 Know the techniques of control to improve the performance.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	2	1	-	2	-	-	3	1
CO2	3	2	-	1	-	1	2	2
CO3	1	-	2	2	-	-	3	2
CO4	2	1	-	1	1	1	1	1

MBA: 2021-2023
MBA-103: MANAGERIAL ECONOMICS

L-3 T-0 P-0

Objective: The objective of the paper is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

Unit-I

Introduction to Managerial Economics: Managerial Economics: Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Scarcity Concept.

Demand: Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity, Use of elasticity for analyzing demand, Demand estimation. **Demand forecasting,** Demand forecasting of new product.

Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory.

Unit-II

Production Function : Production function Meaning, Concept of productivity and technology, Short Run and long run production function, Isoquants; Least cost combination of inputs, Producer's equilibrium; Returns to scale; Estimation of production function. **Theory of Cost:** Cost Concepts and Determinants of cost, short run and long run cost theory, Modern Theory Cost, Relationship between cost and production function. **Revenue Curve:** Concept of Revenue, Different Types of Revenues, concept and shapes of Total Revenue, Average revenue and marginal revenue, Relationship between Total Revenue, Average revenue and marginal revenue, Elasticity of Demand and Revenue relation.

Unit-III

Market Structure: Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly: Price and output determination under collusive oligopoly, Price and output determination under non-collusive oligopoly, Price leadership model. **Supply:** Introduction to supply and supply curves. **Pricing:** Pricing practices; Commodity Pricing: Economics of advertisement costs; Types of pricing practices. **Factor Pricing:** Demand and supply of factors of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory-Interest rate and return on capital, Measurement of profit.

Unit-IV

Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier. **Money market:** Motive for holding money; Liquidity preference, Money demand, Money market equilibrium. IS-LM Analysis: Derivation of nominal IS-LM and equilibrium. **National Income:** Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income. **Consumption Function:** Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications, **Inflation:** Meaning, Types, Theories, Causes, Effects and Control, Unemployment Trade off, **Trade Cycles:** Concept and Theories of trade cycles.

Note: Relevant Case Studies will be discussed in class.

Suggested Readings/ Books:

- D.M.Mithani, *Managerial Economics Theory and Applications*, Himalaya Publication
- Peterson and Lewis, *Managerial Economic*, Prentice Hall of India
- Gupta, *Managerial Economics*, TataMcGraw Hills
Geetika, *Managerial Economics*, Tata McGraw Hills
- Froeb, *Managerial Economics*, Cengage Learning
- Koutsoyiannis, A, *Modern Micro Economics*, Palgrave Macmillan Publishers, New Delhi. 2.
- Thomas Christopher R., and Maurice S. Charles, *Managerial Economics – Concepts and Applications*, 8th Edition,
- Peterson and Lewis, *Managerial Economics*, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
- Shapiro, *Macro Economics*, Galgotia Publications.
- H. L Ahuja *Advanced Economic Analysis*, S. Chand & Co. Ltd, New Delhi. 7.
- G.S Gupta, *Managerial Economics*, Tata McGraw Hill.
- Goel Dean, *Managerial Economics*, Prentice Hall of India, Pvt. Ltd., New Delhi
- K.K.Dewett, *Modern Economic Theory*, S. Chand Publication

CO 1 Capable to analysis fundamentals of managerial economics such as demand, Opportunity Cost, Demand forecasting of new product.

CO 2 Understand the concept of various production functions.

CO 3 Examine the concepts of cost, production, price & output decisions of firms under the various market structure and their relationship to business operations.

CO 4 Determine the concepts money market, national income, consumption function, inflation and trade cycles.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	2	2	-	2	1	1	2	2
CO2	1	2	-	1	-	-	2	1
CO3	1	2	-	1	-	-	2	2
CO4	2	1	1	1	-	-	2	2

MBA: 2021-2023
MBA-105: ACCOUNTING FOR MANAGERS

L-3 T-0 P-0

Objective: This course aims to familiarize the students with various accounting concepts, tools and techniques and its application in managerial decision making. It also acquaints the students with the latest accounting practices and reporting standards.

Unit I

Introduction to Accounting: Accounting as an information system, Accounting Process, concepts, convention and principles of Accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter- relationships, Exposure to format of schedule VI of Public Limited, Banking and Insurance Companies.

Unit II

Cost Accounting: Meaning, Objectives, Scope and Classification of costs, Preparation of Cost Sheet. **Marginal Costing** –Concept of Marginal Cost; Marginal Costing Vs Absorption Costing; **Cost-Volume-Profit Analysis;** Break-Even Analysis; Assumptions and its practical applications for managerial Decision making with special reference to pricing, make or buy decisions, selection of Sales-Mix.

Standard Costing: Introduction, Variance Analysis, types of Variances-Materials and Labour Variances. **Budgetary Control-** Types of Budgets Master budget Zero base budgeting, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.

Unit III

Financial Statement Analysis: Concepts and objectives, **Tools of Financial Analysis:** trend analysis, common size statements, comparative statements, Ratio analysis-Liquidity, solvency, profitability, turnover ratios, Cash flow statements and funds flow statements.

Unit IV

Recent Developments in Accounting: Introduction to concept of Price Level Accounting, Human Resource Accounting, Transfer Pricing, Target Costing, Kaizen costing, Activity based costing, Life Cycle Costing.

Financial Reporting and Regulations: Meaning, objectives, principles and environment of financial reporting; Introduction to Accounting Standards issued by ICAI, US GAAPs, International Accounting Standards, IFRS, Applicability of various accounting standards, comparison and the process of harmonization.

Suggested Readings:

- Ahuja, N. L. and Dawar, V. 'Financial Accounting and Analysis' Taxmann Publishers
- Khan and Jain, 'Management Accounting', Tata McGraw.
- J. Madegowda, 'Accounting for Managers', Himalaya Publishing.
- 4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
- Ramchandran, 'Financial Accounting for Management', Tata McGraw
- Jawahar Lal, 'Accounting for Management', Himalaya Publishing
- Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.
- Sehgal, A. and Sehgal, D., 'Advanced Accounting – Financial Accounting I, Taxmann Publications
- Shukla, M.C. and Grewal, T.S. *Advanced Accounts Vol. I & Vol. II*, S. Chand and Co.

- Horngren, C. T., Sundem, G. L. and Stratton, W. O., '*Introduction to Management Accounting*', Pearson Education
- Elliott, B. and Elliott, J., '*Financial Accounting and Reporting*', Pearson

- Gibson, C. H., '*Financial Reporting Analysis (Using Financial Accounting Information)*', South- Western Publications
- Christopher, N. and Parker, R., '*Comparative International Accounting*', Prentice Hall
- Bhattacharya, S.K. and John Dearden, "Accounting for Management – Text and Cases", Vikas Publishing House.
- Arora, M.N., "Cost Accounting – Principles and Practice", Vikas Publishing House.

CO1 Understand the branches, principles & standards of accounting and also analyze the role of accounting in organizations.

CO2 Know the practical applications for managerial Decision making with special reference to pricing, and selection of Sales-Mix.

CO3 Knowledge about funds flow and cash flow analysis by preparing Funds Flow Statement and Cash Flow Statements

CO4 Analyze the recent developments in accounting and financial Reporting and Regulation.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	2	3	1	-	-	1	2	2
CO2	2	2	1	-	-	1	2	2
CO3	2	2	1	-	-	-	2	2
CO4	2	2	1	-	-	-	2	2

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MBA: 2021-2023
MBA-107:BUSINESS ENVIRONMENT AND INDIAN ECONOMY

L-3 T-0 P-0

Course Objective: This course aims at providing knowledge of the environment in which businesses operate, the economic, political, legal and social framework with a basic idea of the Indian Economy.

UNIT I

Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment, Components of Business Environment. **Political Environment:** Three political institutions: Legislature, Executive and Judiciary, Fundamental rights, Directive Principles, Rationale and extent of state intervention.

Economic Environment: Concept, features of various economic systems, New Industrial policy and industrial licensing, new economic policies, aspects of economic reforms and their effects on business and emerging economies. Effect of recession on Business and remedies for that, Economic Planning in India: Objectives, Strategies and Evaluation of current five year plan, Monetary and Fiscal Policy.

UNIT II

Legal Environment: Company Regulatory Legislations in India, FEMA, EXIM policy, Competition Law, Right to Information Act 2005.

Public Sector in India: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatisation, Joint sector and Cooperative sector in India, Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget. **Consumerism:** Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments.

Ecological Environment: Concepts of Green Management, Global Warming, Carbon Foot Printing, The Environment Protection Act 1986.

UNIT III

Technological Environment: Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Appropriate Technology, Problems in Technology Transfer.

International Environment: Emergence of Globalisation, Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade: SEZ (Special Economic Zones), EPZ (Export processing zone), EOU (*Export Oriented Units*), Dumping and Anti-Dumping measures.

Introduction to Indian Economy: Colonialism and Development of Indian Economy, Framework of Indian Economy, Demographic Features and Indicators of Economic Growth and Development, Rural-Urban Migration and issues related to Urbanization, Poverty debate and Inequality, Nature, Policy and Implications.

Unit IV

Unemployment-Nature, Central and State Government's policies, policy implications, Employment trends in Organized and Unorganized Sector

Development Strategies in India: Agricultural- Pricing, Marketing and Financing of Primary Sector, Changing structure of India's Foreign Trade. The Economic Policy and Infrastructure Development: Energy and Transport, Social Infrastructure- Education, Health and Gender related issues, Social Inclusion, Issues and policies in Financing Infrastructure Development.

Suggested Readings:

- Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi.
- V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.
- A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.
- V. Neelamegam, Business Environment, Latest Edition, Vrinda Publications, Delhi.

- Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- Govt. of India, Five Years Plan Documents.

CO1: Analyze the knowledge related to environmental forces influencing the business.

CO2: Developing understanding of Company Regulatory Legislation in India.

CO3: Understand the framework of Indian Economy, .

CO4: Evaluate the various development strategies in India.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	2	2	1	-	-	2	2
CO2	3	2	2	1	-	-	1	2
CO3	2	2	2	1	-	-	1	2
CO4	2	2	-	1	-	-	1	2

MBA: 2021-2023
MBA-109: BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

L-T-P: 3-0-0

Objective: This Paper introduces students to the relationship between business and ethics, and tries them to understand how ethical principles could influence management decisions. It also signifies the concept of CSR and its implications on business.

Unit I

Business Ethics: Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values, Theories of Ethics, Absolutism versus Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Code of Ethics.

Business Ethics and Social Responsibilities of the firm - relationship of the firms with customers, competitors, stockholders, dealers and suppliers. Ethics v/s Ethos, Indian v/s Western Management, Globalisation and Business Ethics. Emerging issues of Business Ethics.

Unit II

Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process. Ethical Considerations in Marketing, Ethics in Accounting and Finance, Ethical Implications at Top Level. Ethical considerations in Human Resource Management, Environmental Ethics.

Note: Relevant Case Studies regarding ethical issues in Marketing, HRM, Accounting and Finance and Environment Management should be discussed in the class.

Unit III

Corporate Social Responsibility: Concept, Definition, Need, Arguments in favour of and against CSR. Historical Phases of Corporate Social Responsibility, Perspectives of CSR. Models of CSR, Drivers of CSR, Corporate Governance, Business Ethics and CSR.

Corporate Social Responsibility and Corporate Sustainability: Meaning, Need and importance of Sustainability, Sustainability Case Studies-Triple Bottom Line (TBL).

Corporate Sustainability Reporting Frameworks-Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.

Unit IV

Corporate Social Responsibility within the organisation, CSR and Society, Strategic Planning and CSR, Environmental Aspects of CSR, CSR under the Companies Act, 2013, CSR Practices in India, Case Studies of Major CSR Initiatives.

Corporate Governance: Introduction, Need, Models.

References:

- Fernando, A. C. (2010). *Business Ethics and corporate governance*. Pearson Education.
- Velasquez, M. G. (2011). *Business Ethics: Concepts and Cases*. PHI Learning.
- Gosh, B. N. (2009). *Business Ethics and Corporate Governance*. Tata McGraw Hill. T
- Thomas M. Garrett - *Business Ethics* - The times of India Press Bombay.
- Peter Pratley - *The essence of Business Ethics* - prentice Hall of India (P) Ltd., New Delhi.

- Chackraborty S.K. - *Ethics in Management - Vedantic Perspectives* - Oxford University Press, Delhi.
- Keith Davis *Business and Society* Mc Graw Hill.

CO 1 Discuss the importance of Indian Ethos and its managerial practice for the organizations

CO 2 Examine the importance and relevance of ethical considerations in marketing, ethics in accounting and finance.

CO 3 Identify the drivers of CSR, Corporate Governance, Business Ethics and CSR.

CO 4 Understand the environmental aspects of CSR.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	2	1	2	3	-	-	2	2
CO2	2	1	2	3	-	-	1	1
CO3	2	1	2	3	-	-	1	1
CO4	2	1	2	3	-	-	1	1

MBA: 2021-2023
BS-111: QUANTITATIVE TECHNIQUES

L-T-P: 3-0-0

Course Objective: The objective of this paper is to acquaint the students with quantitative and operations research techniques that play an important role in managerial decision-making.

Unit I

Introduction to Statistics: Meaning, Definition in singular and plural sense, Features of statistics, Importance, Functions, Scope and Limitations of Statistics.

Measures of Central Tendency: Mathematical averages including arithmetic mean, geometric mean and harmonic mean, properties and applications. Positional Averages: Mode and median (and other partition values including quartiles, deciles and percentile. Graphic presentation of measures of central tendency.

Measures of Variation: Absolute and relative measures. Range, quartile deviation, mean deviation, standard deviation and their coefficients. Properties of Standard Deviation and Variance. Moments Concept, calculation and Significance. Skewness: Meaning, Measurement using Karl Pearson and Bowley Measures. Concept of Kurtosis.

Unit II

Simple Correlation Analysis: Meaning of Correlation: Simple, multiple and partial, linear and non linear correlation, correlation and causation, scatter diagram, Pearson's correlation coefficient, calculation and properties of coefficient, Rank Correlation.

Simple Regression Analysis: Meaning of Regression, Principle of least square and regression analysis, Calculation of regression coefficient, properties of regression coefficient, Relationship between correlation and regression coefficient r .

Theory of Probability: Meaning of Probability, Approaches to the calculation of probability. calculation of event probabilities, Addition and Multiplication Laws of Probability (Proof not required), Conditional Probability and Bayes' Theorem (Proof not required).

Unit III

Probability Distribution: Binomial Distribution, Poisson Distribution and Normal Distribution with their properties and applications.

Linear Programming: Formulation of linear programming problems. Solution by Graphic method and by using Simplex method algorithm including Big-M method. Business applications of LP. Degeneracy. Duality. Post-optimality analysis.

Game Theory: Two-person zero-sum games. Games of pure strategies and Games of mixed strategies. Rule of dominance. Graphic solution to games. Business applications.

Unit IV

Transportation: Transportation problem: Initial feasible solution using North-west Corner Rule; Least Cost Method; and Vogel's Approximation Method. Testing optimality using MODI method.

Assignment Problems: Assignment problem: Solution using Hungarian Assignment Method. **Project**

Scheduling: PERT/CPM: Project networks. Scheduling of projects with known activity times – Critical path and scheduling of activities.

Suggested Readings:

- Levin, Richard and David S. Rubin. “*Statistics for Management*”. 7th Edition,
- Prentice Hall of India, New Delhi.
- Render, B. and Stair, R. M. Jr., “*Quantitative Analysis for Management*”, 7th Edition, Prentice–Hall of India, New Delhi.
- Siegel, Andrew F, *Practical Business Statistics*. International Edition, 5th Edition (2001), McGraw Hill Irwin.
- Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. and Levine, D.M., “*Business Statistics: A First Course*”, 4th Edition (2008), Pearson Education.
- Anderson, David R., Dennis J. Sweeney and Thomas A., Williams, *An Introduction to Management Science*, South-Western.
- Taha, Hamdy A, *Operations Research – An Introduction*, Prentice-Hall of India Private Ltd., New Delhi.
- Hillier, Frederick S. and Gerald J. Lieberman, *Introduction to Operations Research*, McGraw Hill India (Pvt) Ltd.
- Vohra, N.D., *Quantitative Techniques in Management*, McGraw Hill Education Private Limited, New Delhi.
- Sharma, J. K., *Operations Research; Theory and Applications*, Macmillan Indian, New Delhi.
- Winston, Wayne L., S. Christian Albright and Mark Broadle, *Practical Management Science*, Duxbury – Thompson learning, Australia.
- Gupta C B, Gupta V, “*An Introduction to Statistical Methods*”, 23rd Edition (1995), Vikas Publications.

Note: Latest edition of the readings may be used.

CO1: Understand the various terms used in statistics.

CO2: Apply appropriate quantitative technique according to nature of data.

CO3: Analyze the Formulation of linear programming problems.

CO4: Gain knowledge about formulation of linear programming problems.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	2	3	-	-	1	-	2	2
CO2	2	3	-	-	1	-	1	1
CO3	2	3	-	-	1	-	1	1
CO4	2	3	-	-	1	-	1	1



SEMESTER II

LINGAYA'S
VIDYAPEETH

choose to know



MBA: 2021-2023

MBA-102:Business Analytics for Decision Making

L-3 T-0 P-0

Objective:

To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making. To become familiar with the processes needed to develop, report, and analyze business data.

Unit I Introduction to Analytics, Davenport article - Competing on Analytics, LaValle et al. article - Analytics: The New Path to Value.

Unit II Visualization/ Data Issues, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Classification, Davenport and Harris article - The Dark Side of Customer Analytics.

Unit III Introduction to Data Mining, Introduction to Data Mining, Data Mining Process, Data mining tool XLMiner, Loveman article – Diamonds in the Data Mine, Market Basket Analysis – Shmueli Classification and Regression Trees – Shmueli.

Unit IV Introduction to Decision Modeling, Optimization Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization, Decision Making under Uncertainty Simulation Introduction to Risk, Types of problems: inventory management, capital investment analysis, market share estimation, sensitivity analysis.

Text Books:

1. Business Analytics, James Evans, 10 February 2012.
2. Business Analytics: Data Analysis & Decision Making, Wayne Winston, South-Western College Publishing, 1 January 2014,
3. Business Analytics: Text and Cases, Arindam Banerjee and Tanushri Banerjee, 15 December 2019
4. Fundamentals Of Business Analytics, R. N. Prasad and Seema Acharya, August 2011

CO 1 Develop understanding related to analytics and davenport article .

CO 2 Create appropriate knowledge about dealing with missing or incomplete data.

CO 3 Recognize the concept of Loveman article – Diamonds in the Data Mine,

CO 4 Understand the basis optimization use of excel to solve business problems.

Pos Cos	PO1	PO2	PO13	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	3	1	-	-	-	3	2
CO2	3	3	1	-	-	-	1	2
CO3	3	3	1	-	-	-	1	2
CO4	3	3	1	-	-	-	1	2



LINGAYA'S
VIDYAPEETH

choose to know



L-T-P: 3-0-0

Objective:

To teach relevant, practical and applicable human resource management skills to equip the student with the foundation competencies for working as HR practitioners in business. To highlight the important challenges facing managers and employees in today's business climate. To introduce contemporary theory and practice in modern human resource management and the range of tools and methods available to address HR challenges and problems.

Unit I

Meaning, Scope & Objectives of HRM, Evolution of HRM, Difference between PM & HRM, HRM function's, HR Policy & procedures. Competitive challenges influencing HRM Qualities & qualification of HR Manager, Line & Staff Roles and Responsibilities of HRManager/Departments,
HR as a factor of Competitive Advantage.

Unit II

Human Resource Planning – Job Analysis and Design -Recruitment - Selection and placement process – Types of interviews, Placement, Orientation & Induction, Determining training needs analysis, Evaluation, Capacity Building.

Unit III

Career Planning & Development. Career stages – Career Choices and Preferences, Mentoring and Coaching, Time Management. Employee Separations, Downsizing & Outplacement, HRIS,
Purposes of Performance Management, Performance Appraisal Methods, limitations and problems, Punishment and Promotion, Job evaluation. Wage & Salary fixation, incentives, bonus, ESOPs.
Insurance, Fringe Benefits.

Unit IV

Talent Management, Competency Mapping, Industrial Relations – Health & Safety issues, grievance handling, D Work Life Balance, Quality of Work Life, HRD in India, International HRM

Text Books:

1. Aswathappa.K, Human Resource Management, Text and Cases, Tata McGraw Hill, New Delhi. 2014
2. Gupta. S.C, Advanced Human Resource Management, Strategic Perspective, ANE Books Pvt. Ltd, New Delhi.2009.
3. V.S.P. Rao, Human Resource Management, Taxmann Publications Pvt. Ltd, 18-Aug-20
4. Angela Baron and Michael Armstrong, Human Capital Management (Achieving Added Value through People), Kogan Page Limited, United States. 2007
5. Anuradha Sharma and Aradhana Khandekar Strategic Human Resource Management. Response Books, New Delhi. 2006
6. Beer et al, Managing Human Assets, The Free Press: Maxwell Mac Millan Inc, New York. 1984

CO1: Understand the role of human resources management and HR as a factor of Competitive Advantage.

CO2: Demonstrate knowledge of practical application of training and employee development.

CO3: Understand the role of Career Choices and Preferences of employees.

CO4: Ability to analyze and manage work life balance, quality of work life.

PosCos	PO 1	PO2	PO3	PO 4	PO 5	P O 6	PS O1	PS O2
CO1	3	3	2	2	-	1	3	3
CO2	2	3	2	2	-	1	3	3
CO3	2	2	2	2	-	-	2	1
CO4	2	2	2	2	-	-	2	1

MBA: 2021-2023

MBA-106: MARKETING MANAGEMENT

L-3 T-0 P-0

Objectives: To understand the basics of market, marketing, marketing environment and business environment and its domain knowledge. To understand the core concepts in marketing concepts, critical thinking, problem solving and Analysis.

Unit I Understanding the term Marketing-Importance of Marketing-Scope of Marketing-Core Concepts- Company Orientation toward marketplace-Marketing and Customer Value-Marketing Environment- Micro and Macro Environment.

Unit II Consumer Markets: Model of Consumer Behavior, Seven Os Structure, Factors Affecting Consumer Behavior, Stages in the Adoption Process, Industrial Markets -Characteristics, Industrial Buyer Behavior, Service Marketing-Characteristics-Marketing Strategy.

Unit III Market Segmentation: Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, Market Targeting -Evaluating Market Segments -Product Positioning for competitive advantage, Positioning Strategies.

Unit IV Marketing Programme: Decisions Involved in Product, Branding, Packaging, Product Extension Strategies - Product Line and Product Mix Decisions, New Product Development, Product Life Cycle. Pricing Products, Strategies, Distribution -Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion, Public Relations, Personal Selling, Promotion Decisions, Place.

Text Book

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 20 2. KS Chandrasekar, "Marketing management-Text and Cases", Tata McGraw-Hill-Vijaynicole, First edition, 2010.
2. Lamb, Hair and McDaniel, Marketing, 8th Edition, Thomson Learning, 2005, Rajan Saxena, Marketing management, TMH, 2006.
3. Keith Blois, Marketing, Oxford University Press, 2005.
4. Ramaswamy V.S. Namakumari S, Marketing Management - The Indian Context, Macmillan India Ltd, 2006.

CO1 Understand the concepts of marketing, marketing environment and planning

CO2 Gain understanding of model of consumer behavior.

CO3 Recognize the levels and bases for segmentation, targeting and positioning.

CO4 To analyze how facets of marketing mix interact and in turn lead to creation of customer value.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	3	3	1	2	-	3	2
CO2	3	3	3	1	1	-	3	2
CO3	3	3	3	1	1	-	3	2
CO4	3	3	3	1	1	-	3	2

Objectives: To know the basic concept and function of Production and Operation Management. To understand the Production process and planning

Unit I Nature and Scope of Production/Operations Management, POM Relationship with other Systems in the Organisation, Factors that affect System and Concept of Production and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Student Planning and Analysis.

Unit II: Production System and Related Concepts, Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control in Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.

Unit III: Scheduling and measuring Production Activities, Scheduling, Maintenance Management Concepts, TPM, Work-Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety, Material Management.

Unit IV: Material and Inventory Management, An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management. Quality in Prod. & Ops Management: Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards.

Text Books:

1. Everett E. Adam and Ronald J Ebert, Production and Operation Management: Concepts, Models & Behaviour, PHI New Delhi
2. Ajay Garg, Production and Operations Management, TMH, Delhi
3. Richard B Chase, Ravi Shankar, F.R. Jacobs, N.J. Aquilano, Operations and
4. Supply Management TMH, Delhi
5. R Panneerselvam Book, Production and Operations Management, PHI New Delhi
6. Joseph Martinich, Production and Operations Management, TMH, Delhi
7. K Aswathappa, Production and Operations Management, TMH, Delhi

CO1: Recognize the factors that affect system and concept of production and operation management..

CO2: Develop understanding of production planning and control in mass production, batch production.

CO3: Know the various scheduling and measuring production activities.

CO4: Describe various material and inventory controls.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	2	1	-	-	-	3	2
CO2	2	3	1	-	-	-	3	2
CO3	2	3	1	-	-	-	2	2
CO4	2	3	1	-	-	-	2	2

Objective: To provide an in-depth understanding of the core finance functions and decisions in the area of corporate financial management. Further provide a practical and problem insight for effective financial decision-making.

Unit-I Introduction to Financial Management and Corporate Finance: Meaning, nature, evolution, objectives, functions and scope of corporate finance. Interface of financial management with other functional areas, environment of corporate finance, functions and role of financial manager. **Time Value of Money-** Introduction, types of cash flows, future value of single cash flow, multiple flows and Annuity. **Valuation of Securities:** Concept of Valuation, Methods for valuation of equity, debt and hybrid securities.

Unit-II Capital Structure Decision-Capital Structure Theories: Meaning and features of capital structure decision, Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Hypotheses with special reference to the process of arbitrage and Agency Cost. **Capital Budgeting Decision:** Nature of investment decisions; process of capital budgeting, investment evaluation criteria: Discounted and Non-Discounted Methods (Pay-Back Period, Average rate of return, Net Present Value, Benefit Cost Ratio and Internal Rate of Return). Risk analysis in capital budgeting and Capital rationing.

Unit-III Dividend Decision-: Issues in dividend decisions. forms of dividend, theories of relevance and irrelevance of dividends. **Management of Working Capital:** Meaning, nature, objectives and Approaches of Working Capital (Conservative, Matching and Aggressive approaches), Static vs. Dynamic View of Working Capital. Factors determining the amount and composition of Working Capital .Methods for financing of working capital.

Unit-IV Introduction to Financial System: Overview, evolution of Indian financial system. Structure and functions of Indian financial system. Financial sector reforms-major reforms in the last decade. **Financial Institutions:** Introduction to Reserve Bank of India, Securities and Exchange Board of India, Insurance Regulatory and Development Authority of India, Introduction to commercial banks, co-operative banks, NBFCs, insurance companies, mutual funds, stock exchanges, commodity exchanges, and Depositories. **Financial Markets:** Introduction, evolution, capital market and money market, functions and operations of primary market and secondary market. **Financial Instruments:** Shares, Debentures, Bonds, Money Market Instruments, Derivatives, Global Depository Receipts, Foreign Currency Convertible Bonds.

Text Books:

1. Corporate Finance and Indian Financial System, Mehta Solutions, 2021-22
2. Corporate Finance & Indian Financial System, Gupta Shashi K., Sharma R.K., Gupta Neeti, Kalyani Publisher
3. Corporate Finance and Indian Financial System, Shweta Sharma
4. Indian Financial System, Pathak Bharti, Pearson Education

- CO 1 Enlighten the with the Concepts and Practical dynamics of Financial Services.
- CO 2 Examine the Capital Structure Decision-Capital Structure Theories.
- CO 3 Analyse the methods for financing of working capital.
- CO 4 Recognize the Financial sector reforms-major reforms in the last decade.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	3	2	-	-	-	2	3
CO2	3	3	2	-	-	-	2	3
CO3	3	3	2	-	-	-	2	2
CO4	3	3	2	-	-	-	2	1

Objective: To consolidate a understanding of entrepreneurship practice and its relationship to entrepreneurship theory and research. To become a subject matter expert in a particular area related to implementing an innovative or entrepreneurial project.

Unit I Entrepreneurship : need, scope , Entrepreneurial competencies & traits, Factors affecting entrepreneurial development, Entrepreneurial motivation (Mc Clelland's Achievement motivation theory), conceptual model of entrepreneurship , entrepreneur vs. intrapreneur; Classification of entrepreneurs; Entrepreneurial Development Programmes- their relevance and achievements, Role of government in organizing such programmes, Women Entrepreneurs : Present status in India ; steps being taken for their promotion.

Unit II Small Business: Concept & Definition, Role of Small Business in modern Indian Economy, Small entrepreneur in International business; Steps for starting a small industry, registration as SSI, Role of SIDBI; advantages and problems of SSIs; Institutional Support mechanism in India; Incentives & Facilities, Govt. Policies for SSIs

Unit III Project: Definition, characteristics, types, steps in identification of projects, project life-cycle. Project management: meaning, scope & importance, role of project manager; Project appraisal: Preparation of a real time project feasibility report containing Technical appraisal,; Environmental appraisal, Market appraisal (including market survey for forecasting future demand and sales) and Managerial appraisal.

Unit IV Project Financing: project cost estimation & working capital requirements, sources of funds, capital budgeting, Risk & uncertainty in project evaluation , preparation of projected financial statements viz. Projected balance sheet, projected income statement, projected funds & cash flow statements, Preparation of detailed project report, Project finance.

Text Books:

1. Kenneth R., Van Voorthis, Entrepreneurship and Small Business Management.
2. Prasanna Chandra , Projects : Planning, Analysis, Selection, Implementation & Review , Tata McGraw Hill
3. C.B. Gupta & N.P. Srinivasan, Entrepreneurial Development.
4. P.Gopala Krishnan & V.E Rama Moorthy , Project Management, MacMillan India
5. Maylor, Project Management

CO1: Identify conceptual model of entrepreneurship.

CO2: Know the role of small business in modern Indian economy.

CO3: Understand how to prepare a real time project feasibility report containing technical appraisal.

CO4: Develop knowledge to prepare project report.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	2	3	2	1	-	2	2	2
CO2	2	3	2	-	-	2	2	2
CO3	2	3	2	1	-	2	2	2
CO4	3	3	2	-	-	2	2	2

L-T-P: 3-0-0

Objectives: To Identify Computer Concepts terminology and concepts; basic operating system functionality and terminology; and internet browsers functionality. To apply basic and advanced formatting techniques skills to produce word processing documents, including Letters and Memos, Business Reports, Flyers, Newsletters. To demonstrate basic skills involving spreadsheet functions.

Unit I Basic Concepts: Characteristics of a Computer; Advantages of Computers; Limitation of Computers; Types of Computers; Applications of computers, Hardware, Firmware, Liveware; Software; System Software: Operating system, Translators, interpreter, compiler; Overview of operating system, function of operating system; Application software: General Purpose Packaged Software and tailormade software.

Unit II Internet: Meaning of Internet; Growth of internet, Owner of Internet, Anatomy of Internet, Net Etiquette; World Wide Web; Internet Protocols, Usage of Internet to society, Search Engines.

Unit III Word Processing Introduction to word Processing; Word processing concepts, Working with word document, Opening an existing document/creating a new document; Saving, Selecting text, Editing text, Finding and replacing text, Formatting text, Bullets and numbering, Tabs, Paragraph Formatting, Page Setup.

Unit IV Spreadsheet and its Business Applications Spreadsheet concepts; Creating a work book, saving a work book, editing a work book, inserting, deleting work sheets, entering data in a cell, formula Copying, Moving data from selected cells, Handling operators in formulae: Inserting Charts- LINE, PIE, BAR, **Presentation Software & Practical applications** Creating a presentation; Editing, Sorting, Layout, Set-up row, Rehears timing Loan & Lease statement; Ratio Analysis, Graphical representation of data Payroll statements: Frequency distribution. Cumulative and calculation of Means, Mode and Median; Regression

Text Books:

1. Sanjay Saxena, A First Course in Computers, Vikas Publishing House, New Delhi
2. Pradeep K. Sinha and Preeti Sinha, Foundation of Computing, , BPB, Publication.
3. Deepak Bharihoka, Fundaments of Information Technology, Excel Book,New Delhi
4. V. Rajaraman, Introduction to Information Technology, PHI. New Delhi
5. R. Hunt, J. Shelley, Computers and Commonsense, Prentice Hall of India New Delhi
6. Leon, M. Leon, Fundamentals of Information Technology, Leon Vikas, (4) Software Manuals

CO 1 Describe insights regarding computer fundamentals.

CO 2 Discuss various fundamental concepts of internet working techniques with their characteristics and understand the requirements for WWW techniques.

CO 3 Assess application word processing concepts.

CO 4 Develop understanding to prepare spreadsheet and its business applications

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	-	1	-	-	-	1	1
CO2	2	-	1	-	-	-	1	1
CO3	-	-	1	-	-	-	1	1
CO4	-	-	1	-	-	-	1	1

Objectives: To create an environment conducive to the growth of business; and to make sure that business operates within the larger framework of governance in the country.

Unit I: Foundational Principles, The Legal System, Distinguishing Law, Legal Reasoning, Law and Business, Alternate Dispute Resolution (ADR), Torts Section.

Unit 2: Law of Contracts, Contracts and Components, Legality and Unconscionability, Breach of Contract and Remedies Section.

Unit 3: Business and Ethics, Ethical Foundations, Ethical Misconduct, The Ethical Organization Section

Unit 4: Forms of Business Organizations, Forms of Organizations, Managing the Corporation Section, Global Legal Environment, Going Global, Global Dispute Settlement, Global Business and Taxation, International Trade.

Suggested Readings:

1. Kuchhal M.C. - Business Law (Vikas Publication)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014
4. Dr Avatar Singh- Principles of Mercantile Law, Eastern Book Company 2014
5. NandanKamath- Law relating to Computer, Internet and E-Commerce (A Guide to cyber Laws), Universal Law Publishing Co. Ltd.New Delhi, 2012. 6. Relevant Acts.

CO 1: Analyze the concept of Law and Business, .

CO 2: Recognize the law of Contracts.

CO 3: Understand the ethical foundations, ethical misconduct.

CO 4: Understand the various forms of Business Organizations.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO2
CO1	3	2	-	-	-	-	2	2
CO2	2	2	-	-	-	-	2	2
CO3	2	2	-	-	-	-	2	2
CO4	2	2	-	-	-	-	2	2



SEMESTER III

MBA: 2021-2023

MBA-201 : ORGANIZATIONAL BEHAVIOUR AND DESIGN

L-T-P: 3-0-0

Objectives: To understand the behavior of the employees working in the organization. To highlight the significance of Challenges and Opportunities of OB, perception, attribution, learning, organizational change, organizational culture, motivation, leadership and conflict management.

Unit-1 Organisational Behaviour: Meaning, Foundations, Contributing Disciplines to OB, Challenges and Opportunities for OB, **Individual Behaviour:** Foundations of Individual Behaviour, Determinants of Individual Behaviour, **Learning and Reinforcement:** Theories of Learning, Schedules of Reinforcement, Behaviour Modification, **Emotions and Moods:** Types and Sources of Emotions, Emotional Intelligence, Managing Emotions at Work Place.

Unit-2 Personality: Determinants of Personality, The Myers-Briggs Type Indicator Model of personality, Traits of Personality, **Attitudes & Values:** Sources and Types of Attitude, Cognitive Dissonance Theory, Types of Attitudes at Work Place, **Perception:** Factors Influencing Perception, Process of Perception. **Motivation:** Early and Contemporary Theories of Motivation, Application of Motivation Process, **Leadership:** Nature and Significance of Leadership, Theories of Leadership, Behavioural Styles of Leaderships, Leadership Traits.

Unit-3 Understanding Organisations: Meaning and Importance of Organisations, Organisational Theory, Organizational Life Cycle, **Organization and Environment:** General vs Specific Environment, Actual vs Perceived Environment, Environmental Uncertainty.

Unit-4

Organisational Design: Meaning, Factors Influencing Organisational Design: Organizational Strategy, Size, Technology, Environment. Dimensions of Organizational Design: Complexity, Formalization, Centralization. Common Organizational Designs: Traditional Designs and Contemporary Designs. Organisational Structure: Meaning and Types of Organisational Structures, **Conflict Management:** Meaning, Types and Sources of Conflict, Process of Conflict Management, Approaches to Conflict Management, **Learning Organizations:** Meaning of Learning Organisations, Creating Learning Organisations, **Power and Politics in Organizations:** Nature & Concepts, Sources and Types of Power, Tactics and Techniques of Politics.

Text Books:

1. Organizational Behaviour and Design, Derek Lodge
2. Organizational Behavior, Theory, and Design in Health Care, **Nancy Borkowski**
3. Organization Theory and Design, Richard L. Daft, **Cengage Learning**
4. Organizational Behaviour, Stephen P. Robbins, Pearson
5. Organisational Behaviour: Text, Cases & Games, Aswathappa K, Himalaya Publishing House.

Course Outcome

CO1: Able to relate the different aspects of the human behavior to the individual, group & organizational perspectives of the workplace.

CO2: To apply the frameworks & tools effectively to analyze & approach various Organizational situations.

CO3: Able to modify their own beliefs, assumptions, and behaviors with respect to how individuals, groups and organizations act in order to expand the options of approaches and increase the own effectiveness.

CO4: To Analyze the behavior of individuals and groups in organizations. **CO5:** To develop conceptual understanding of change and its implementation.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	1	1	1	1	-	2	1
CO2	2	2	2	2	2	2	2	2
CO3	1	3	2	2	1	2	3	2
CO4	2	2	1	2	1	2	1	2
CO5	3	3	2	1	2	1	2	1

Objectives: To identify and how to obtain appropriate marketing information for strategic and tactical marketing decisions. To develop analytical skills and critical thinking to properly interpret the results of a marketing research exercise.

Unit-I Marketing Research: Definition, Nature and Scope for Marketing Decision Making. Marketing Research Process. Types of Research – Descriptive Research, Exploratory Research and Causal Research, **Sources of Data:** Commercial (Syndicated) and Non-commercial Sources of Secondary Data for Marketing Research.

Unit-II Casual Research Designs: Basic Designs – After-Only Design, Before-After design, After only with control Group Design, Before-After with Control Group Design, Time Series Design Latin Square Design, Factorial Design, Ex-Post Facto Design, Completely Randomised Design, Randomised Block Design, **Observation Research:** Direct Observation, Indirect Observation, Observational Variables, **Developing Research Proposal:** Purpose, Nature and Evaluation, Content and Format.

Unit-III Questionnaire Design: Principles of Writing Questionnaire, **Reliability and Validity:** Basic Concepts; True Score Model; Measurement Errors in Marketing; Scales of Measurement – Nominal, Ordinal, Interval and Ratio; Coefficient Alpha and Internal Consistency; Types of Reliability – Test-retest Reliability, Alternative Forms and Split-Half Reliability; Types of Validity – Content, Criterion, Concurrent, Predictive Convergent, Construct, Discriminant and Nomological Validity; Concept of Generalisability.

Unit-IV Data Preparation: Understanding SPSS, Creating SPSS Sheet; Entry of Data in SPSS; Basic Computations of Descriptive Statistics, **Basic Data Analytic Techniques:** Assessing Reliability; Computing Coefficient Alpha Scale Refinement and Item Analysis, **Advanced Data Analytic Techniques:** Correlation Analysis, Factor Analysis, Regression Analysis.

Text Books:

1. Fundamentals in Marketing Research, Scott Smith and Gerald Albaum
2. Research Methods for Business Students, Mark Saunders, Philip Lewis and Adrian Thornhi
3. Business Research Methods, Emma Bell, Alan Bryman and Bill Harley.
4. Management & Business Research, Mark Easterby-Smith, Richard Thorpe, Paul R. Jackson and Lena J. Jaspersen
5. Marketing Research: An Applied Orientation, Naresh K.
6. Marketing Research: Text and Cases, Rajendra Nargundkar

CO 1 : Discuss the significance of concepts & theories of marketing research.

CO 2 : Analyze the concepts of various marketing designs.

CO 3 : Demonstrate analytical skills in identification of types of questionnaire and designing them.

CO 4 : Evaluate and interpret the data preparation.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	1	1	2	1	1	2	3
CO2	2	3	1	2	1	2	1	3
CO3	2	3	1	2	1	1	3	3
CO4	2	2	2	3	1	3	2	3

L-T-P:3-0-0

Unit I

Employee Relations Functions and Guidelines

Employee Relations Functions in the Government, Rules and Regulations, Agency and Labor Considerations

Unit II

Performance and Performance-Based Actions

Performance Standards, Individual Development Plans, Evaluating Performance Deficiencies and Performance Improvement Plan.

UNIT III

Employee Conduct and Grievances

Misconduct vs. Performance Deficiencies, Disciplinary Actions and Employee Grievances

UNIT IV

Representing the Agency

Third-Party Actions and Preparing for Third-Party Reviews

CO1 : To understand the concept of employee relations.

CO2 : Analyse the concept of performance & and evaluate its deficiencies.

CO3 : To demonstrate the employee conduct and grievances.

CO4 : Evaluate the third party actions and prepare reviews.

CO'S/ PO'S	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1		3		3		2	
CO2		2						
CO3	2					1		
CO4			1		2			3

Specialization – Human Resource Management

MBA: 2021-2023

MBA- 205 (B) : **Organizational Change & Management**

L-T-P: 3-0-0

Course Objective:

The course aims to understand HRM concerns at the international stage. The course will provide an understanding of the impact of culture on human resource management practices across the globe and ways to manage cross cultural issues for MNCs and other organizations operating beyond their home markets.

Course Contents

Unit I

IHRM Difference between Domestic and International Manager, Issues in IHRM, Developing, International Strategy, Understanding Culture, Its Coverage, Determinants, Cross-cultural Theory (Halls & Lorange).

Unit II

Cross-cultural Negotiations, Planning and Preparation Parameter, Types and Strategy of Organisational Culture.

Unit III

International Business and IHRM: Approaches, Globalization Approaches, Globalization and the Strategy, the Competency Required for International Managers.

Unit IV

Change Management: Understanding the Nature, Importance, Forces, Types of technological change, Technology Transitions, Diagnosing Organizational Capability to Change, Process, Strategy, Structure. Systems and People: Building. Culture and Climate for Change and Innovation, Innovative Firms, Role of Leadership.

International Labour Market, Sources, Recruitment and Selection, Training, Types of Cross-cultural Training. Multinational Performance Management, Developing International Staff and Multinational Team, International Compensation System, Objectives, Approaches and Practice, Expatriation and Repatriation Process, Managing People in International Firms.

Text Books

1. Dowling P.J., Festing, M. and Engle Sr., A.D.: International Human Resource Management, Cengage Learning.
2. Bhattacharya, Mausami S. and Sengupta, Nilanjan: International Human Resource Management, Excel Books.

Reference Books

1. Tarique, I., Schuler, R.S. and Briscoe, D.R.: International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM), Routledge New York.
2. Rosemary, Lucas, Lupton, Ben and Mathieson, Hamish: Human Resource Management in an International Context, Jaico Publication House.
3. Browaeys M.J. and Price R.: Understanding Cross Cultural Management, Prentice Hall. Page 172 of 224 Cross Cultural Human Resource Management.
4. Edwards, T. and Rees, C., International Human Resource Management: Globalization, National Systems and Multinational Companies, London: Financial Times/ Prentice Hall.

CO1 : To Understand the concept of IHRM.

CO2 : Analyse the cross cultural negotiations.

CO3 : To evaluate the concept of international business approaches.

CO4 : To evaluate the concept of change management and international labour.

CO'S/ PO'S	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	1	2		3	2	3	
CO2	1				3			
CO3	2						1	2
CO4				1		2		2

L-T-P: 3-0-0

UNIT I

Global Financial Markets and Instruments: financial markets and financial assets, financial instruments, their features and valuations. basics of algorithmic trading, dark pools, buying on margin and short selling. List and distinguish the different financial instruments available to an investor, Compare global financial markets, Explain the features of equity, debt, and derivative instruments, Define traditional and alternative asset classes, different trading venues and mechanics of securities trading and the current trends affecting today's financial markets.

UNIT II

Portfolio Selection and Risk Management

Develop risk and return measures for portfolio of assets, Understand the main insights from modern portfolio theory based on diversification, Describe and identify efficient portfolios that manage risk effectively, Solve for portfolio with the best risk-return trade-offs, Understand how risk preference drive optimal asset allocation decisions and Describe and use equilibrium asset pricing models.

UNIT III

Biases and Portfolio Selection

how to capitalize on understanding behavioral biases and irrational behavior in financial markets. various behavioral biases – mistakes that investors make and understand their reasons. how to recognize your own mistakes as well as others' and understand how these mistakes can affect investment decisions and financial markets. exploring how different preferences and investment horizons impact the optimal asset allocation choice.

UNIT IV

Investment Strategies and Portfolio Analysis

Describe performance measurement measures, Evaluate portfolio performance, Describe and contrast different investment strategies and Propose investment strategy solutions Capstone: Build a Winning Investment Portfolio: Analyzing multiple asset classes , Asset allocation and risk management , Current market trends, Behavioral finance , Investment styles and strategies , Financial market innovation and Investment performance evaluation.

CO1 : Understanding the concept of global financial markets & instruments

CO2: To analyses the portfolio selection & risk management

CO3: Evaluate the process of portfolio selection

CO4: To evaluate and interpret the strategies of investment and portfolio analysis

CO'S/ PO'S	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1		3		3	2	2	1
CO2		2		3				
CO3	2	1	2			1	1	2
CO4			1		2			3

Financial Management

MBA: 2021-2023

MBA- 209(A)

MANAGEMENT OF FINANCIAL SERVICES

L-T-P: 3-0-0

Unit-I

Financial Services: Meaning, Types and Their Importance. Financial Sector Reforms in India, Future Challenges for Indian Banks, Improving Risk Management Systems, Banking and the Management of Financial Services

Mutual Funds and Pensions Funds, Insurance Services, Bank assurances, Reinsurances, Venture Capital –Private Equity –Strategic Secrets of Private Equity, Investment Strategies, Hedge Funds, E Banking, Securitization – Indian Banking and Financial Crisis, Asset Reconstruction Companies, Depositories, Credit Cards, Micro/Macro Finance, Financial Inclusion, Behavioural Finance.

Depository – Introduction, Concept, Depository Participants, Functioning of Depository Systems, Process of Switching Over to Depository Systems, Benefits, Depository System in India, Dematerialization and Rematerialization. Role, Objectives and Functions of SEBI and its Guidelines Relating to Depository System.

Unit-II

Credit Rating: The Concept and Objective of Credit Rating, Various Credit Rating Agencies in India, Credit Rating Agencies – Importance, Issue, Difference in Credit Rating, Rating Methodology and Benchmarks, Are Indian Credit Rating Credible? International Credit Rating Agencies – Crisis of Confidence?

Leasing: Concept and Development of Leasing, Business, Difference between Leasing & Hire Purchase, Types of Leasing Business, Advantages to Lessor and Lessee. Tax Aspect of Leasing.

Merchant Banking: Origin and Development of Merchant Banking in India Scope, Organizational Aspects and Importance of Merchant Bankers. Latest Guidelines of SEBI w.r.t. Merchant Bankers.

Venture Capital: Concepts and Characteristics of Venture Capital, Venture Capital in India, Guidelines for Venture Capital.

Unit-III

Debt Securitization: Meaning, Features, Scope and Process of Securitization.

Factoring: Development of Factoring Types & Importance, Procedural Aspects in Factoring, Financial Aspects, Prospects of Factoring in India.

Plastic Money: Concept and Different Forms of Plastic Money – Credit and Debit Cards, Pros and Cons. Credit Process Followed by Credit Card Organizations. Factors Affecting Utilization of Plastic Money in India.

Unit-IV

Asset Liability Management: Significances, ALM Process, Techniques – Gap, Duration, Simulation, Value at Risk Value of Equity and Market Value of Equity Perspective.

Risk Management in Banks: Credit Risk Management, Operational Risk Management, Market Risk Management, Corporate Treasury Management, Liquidity Risk Management, Governance Risk and Compliance,

Note: Relevant Case Studies should be discussed in class.

CO1: Explain the concept of fundamental financial concepts, especially time value of money.

CO2: Apply capital budgeting projects using traditional methods.

CO3: Analyze the main ways of raising capital and their respective advantages and disadvantages in different circumstances.

CO4: Integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting in business.

Pos Cos	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	PS O1	PS O2
CO1	2	1	3	3	2	2	3	2
CO2	1	3	1	1	-	1	1	3
CO3	2	1	1	-	2	2	1	3
CO4	2	1	2	-	2	2	2	3

International Business

MBA: 2021-2023

MBA- 211(A)

Business Forecasting in Global Perspectives

L-T-P: 3-0-0

UNIT I

Qualitative Forecasting Methods

Forecast Process, Data Considerations, and Model Selection

Moving Average and Exponential Smoothing

UNIT II

Forecasting with Regression Methods

Forecasting with Multiple Regression

UNIT III

Time-Series Decomposition

Box-Jenkins Methodology

UNIT IV

Forecasting of Dynamic Behavior of Economic and Financial Time Series

Combining Forecast Results

Implementing Forecasting

CO1: Understanding the methods of business forecasting

CO2: Learn the regression methods

CO3: Analyse the time-series methods

CO4: Evaluate and implement the forecasting methods

Pos Cos	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	PS O1	PS O2
C O 1	1	1	1	1	3	1	3	1
C O 2	-	2	2	-	1	-	1	1
C O 3	1	3	3	1	-	2	1	1
C O 4	-	1	2	-	2	-	-	-

Objective: The fundamental aim of the course is to develop those skills that equip students to understand and appreciate the international financial issues that companies face when they operate in several separate countries. This course discusses various issues related to international capital markets, foreign exchange rate determination and global financial management.

Course Contents

Unit I

Global Financial Environment: Overview, International Monetary System: Exchange Rate Regimes, IMF, Euro Currency Market, EURO Market, Capital Market, Balance of Payments: Understandings, Analysis & Interpretation. (10 Hours)

Unit II

Foreign Exchange Market: Nature, Structure, Types of transactions, Exchange rate quotation & Arbitrage, Spot & Forward, Foreign Exchange Market in India: Nature, Structure, Operations & Limitations, Exchange Rate Determination: Structural Models of Exchange Rate Determination, Exchange Rate Forecasting, The Exchange Rate of Rupee. (12 Hours)

Unit III

Foreign Exchange Risk Exposure: Types of Risk, The Risk Management Process: Hedging, Swaps, Futures, Options, Types of Derivatives, Role of SEBI/RBI. (10 Hours)

Unit IV

Foreign Investment Decision: International Project Appraisal, Exchange Rate Risk & Cost of Capital, International Joint Ventures, A review of NPV Approach. (10 Hours)

Text Books

1. Bhalla. V. K. (2010). International Financial Management, 10th Edition, Anmol Publications Pvt. Ltd.
2. Siddaiah, (2010). International Financial Management, 1st edition, Pearson Education.

Reference Books

1. Apte, P.G. (2009) International Financial Management, 5th edition, Tata Mcgraw-Hill.
2. Vij. Madhu. (2006) International Financial Management, 2nd Edition, Excel Books.
3. Shapiro. (2006) Multinational Financial Management. 8th Edition. Prentice-Hall
4. V. Sharan (2004) International Financial Management, 3rd edition, Prentice- Hall.

Periodicals

1. Elsevier Incorporation, Journal of International Management.
2. Sage Publication, Global Business Review.
3. Wiley Blackwell, Journal of International Financial Management & Accounting.

Course Outcomes:

CO1: Identify the money market instrument

CO2: Demonstrate analytical skills to address relevant issues relating to financial services industry

CO3: Distinguish various types of financial markets

CO4: Understand various concepts related to financial management.

P o s C o s	PO1	PO 2	PO 3	PO 4	PO 5	P O6	PS O1	PS O2
CO1	2	2	2	1	1	1	-	2
CO2	1	3	1	1	2	3	3	3
CO3	3	2	1	-	1	2	2	2
CO4	3	1	-	2	1	1	3	2

Marketing Management

MBA: 2021-2023

MBA- 207(A)

Services Marketing

L-T-P: 3-0-0

Objective: This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

Course Contents

Unit I

Introduction to Services Marketing: Meaning and Nature of Services. The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation: agricultural, industrial and service economy, Challenges of Services Marketing, Growing Importance of Services Sector in India: Classification of Services and Marketing Implications: Services Marketing Management Process.

(10 Hours)

Unit II

Understanding Consumer Behavior in Services: Consumer Decision Making in Services, Customer Expectations, and Perceptions: Defining and Measuring Service Quality and Customer Satisfaction, SERVQUAL, House of Quality, GAPS Model: Service Recovery.

(10 Hours)

Unit III

Services Marketing Mix: Service Positioning Service Design and Development: Service Blueprinting: Service Process: Pricing of Services: Services Distribution Management, Integrated Services Communication Mix. Physical Evidence and Servicescape, Managing Service Personnel: Employee and Customer Role in Service Delivery Customer Retention Strategies. Service innovation: through encounter and system modification.

(12 Hours)

Unit IV

Marketing Applications in Select Service Industries: Hospitality Services, Airlines, Tourism Services, Health Care and Wellness, Banking and Insurance Services.

(10 Hours)

Text Books

1. Zeithaml V. A., Bitner M. J., Gremler, D.D and Pandit, A. (2013), Services Marketing, 6/e, Mc Graw Hill Education.
2. Lovelock C. H., Wirtz, J. and Chatterjee, J. (2011). Services Marketing: People, Technology, Strategy, 7/e, Pearson Education.

Reference Books

1. Hoffman, K. D. & Bateson, J. E.G. (2012), Marketing of Services, 47e, Cengage Learning India Pvt. Ltd., New Delhi
2. Kurtz D. L. and Clow K-E. (2003), Services Marketing, Biztantra, New Delhi.
3. Nargundkar, Rajendra, (2080), Services Marketing Text and Cases, 3/e.-Mc GrawHill Education.
4. Fitzsimmons, JA, and Fitzsimmons, M.J (2014), Service Management: Operations, Strategy, and Information Technology, 7/e. Mc Graw Hill Education.

CO1: To understand and explain the nature and scope of services marketing and present about this in a professional and engaging manner.

CO2: To explain the significance of services marketing in the global economy and the deeper aspects of successful services marketing. also found challenges and opportunities in services marketing

CO3: To understand the expectations of customers and know how to translate this knowledge into genuine value for customers

CO4: To understand current research trends in services marketing and management

P o s c o s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
C O 1	3	1	1	2	-	1	1	1
C O 2	2	1	3	3	1	2	2	3
C O 3	2	1	-	2	2	1	2	1
C O 4	-	3	3	1	2	-	3	-

Marketing Management

MBA: 2021-2023

MBA- 207(B)

Consumer Behavior & Advertising Management

L-T-P: 3-0-0

Objective: This course aims at enabling students to understand the various aspects of consumer behavior, the external and internal factors that influence consumer behavior, an understanding of the basic principles of advertising management and to apply this understanding to the development of marketing strategy.

Course Contents

Unit I

Introduction to Consumer Behavior: Scope and Relevance of Consumer Behavior Studies; Approaches to studying Consumer Behaviour, Buying Decision Process- Problem Recognition; Information Search, Alternative Evaluation Decision Rules and Purchase, Outlet Selection, Post Purchase Behavior and Customer Satisfaction, Types of Buying Behaviour, Role of Involvement; Models of Consumer Behavior, Howard and Sheth, Nicosia and Engle and Blackwell model.

Unit II

Individual Determinants of Consumer Behavior: Motivation. Attentions Perception and Consumer Imagery; Learning and Memory; Personality and Self Concept: Consumer Attitudes-Formation and Change: Consumer Values and Lifestyles. **External Determinants of Consumer Behavior:** Influence of Culture and Subculture: Social Class: Reference Groups. Word of Mouth & Opinion Leadership: Family Influences: Family decision making: decision making unit, roles and influence.

Unit III

Consumer Behaviour Related and Emerging Issues: Diffusion of Innovation: Researching Consumer Behavior: Measuring Consumer Satisfaction. Consumer Behavior and Public Policy; Negative Aspects of Consumer Behavior, Online Consumer Behavior.

Unit IV

Concept of IMC: Definition of Advertising- Nature and scope of Advertising Management; Setting Advertising Objectives, DAGMAR and other models, Advertising Planning and Strategy Making, Creative Strategy Development and Implementation, Advertising Budget (Indian Prospects). **Media Planning:** Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness; Pre testing & Post testing; Social, Ethical and Legal Aspect of Advertising.

Text Books

1. Schiffman, L.G, Wisenblit, J & Ramesh Kumar S. (2016), Consumer Behaviour, 11/e, Pearson Education.
2. Hawkins, D.I, Mother & Baugh, D.L &. Mookerjee, A. (2014), Consumer Behaviour, Building Marketing Strategy, 12/e, Mc Graw Hill Education.

- Batra Rajiv, Myer G. John, Aaker A. David (2006), Advertising management, 5/e, Pearson Education.

References Books

- Solomon, Michael R. (2016). Consumer Behaviour: Buying. Having and Being, 11/e, Pearson Education.
- Sharma D. Sheth J. N. & Mittal B. (2015), Consumer Behaviour. A Managerial Perspective, 1/e, Cengage Learning, New Delhi.
- Babin, B. J., Harris, E.G. & Mohan, A. (2016). Consumer Behavior: A south Asian Perspective, 1/e, Cengage Learning India Pvt. Ltd. New Delhi.
- Loudon, David L. and Della Bitta, J. (2001), Consumer Behaviour, 4/e, Mc Graw Hill Education.

- CO1. Demonstrate the alternative ways of thinking about consumers as individuals and able to use quantitative and qualitative research methods on consumer behaviour.
- CO2. Interpret the role of personality and learning in consumer behavior.
- CO3. Analyze social and cultural factors that effect consumer behaviour.
- CO4. Develop marketing strategies that are consumer based and also create and enhance customer value.

P o s c o s	PO1	PO 2	PO 3	PO 4	PO 5	P O6	PS O1	PS O2
CO1	2		2	1	1	1	1	3
CO2	1	3	1	2				1
CO3	3		3	-		1		
CO4		1	-	2	1	1	2	1

Objectives: The availability of large data in the organizations are compelling them find patterns in them for better decision making. This course will help the students to analyze the data using data exploration and modeling techniques.

Unit I

Concept of Business Analytics: Meaning types and scope of Business Analytics, Data Science, Applications for data science, Data Scientists Roles and Responsibility, Data Scientist vs. Business Analyst.

(12 Hours)

Unit II

Introduction to Data: Data Collection, Organization/sources of data, Importance of data quality, dealing with missing or incomplete data, Data Visualization, Data Classification, Use of Spread Sheet to analyze data- Descriptive analytics.

(10 Hours)

Unit III

Predictive Analysis: Simple Linear Regression, Coefficient of determination, significance tests, Multiple Linear regression, Interpretation of regression coefficients.

Optimization: Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization.

(10 Hours)

Unit IV

Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.

(10 Hours)

Text Books

1. An Introduction to Business Analytics, GerKoole, Lulu.com, 2019
2. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer

Reference Books

1. Microsoft Excel Data Analysis and Business Modeling by Wayne L. Winston
2. Theobald, Oliver, Data Analytics for Absolute Beginners Cengage Learning, 2nd Edition, 2019.
3. Albright, Christian S., and Winston, Wayne, L., Business Analytics: Data Analysis & Decision Making, Cengage Learning, 6th Edition.

CO1: To understand the concept of business analytics.

CO2: To learn the basic concepts of data , its classification .

CO3: To analyse the predictive methods & optimization.

CO4: Apply the various analytics in business.

P o s C o s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
C O 1	3	1	1	2	2	1	1	1
C O 2	2		3		1	2	2	
C O 3	2	1	-	3		1		1
C O 4	-		3	1	2	-	3	-

Business Analytics

MBA: 2021-2023

MBA213(B)

Data Science using R

L-T-P: 3-0-0

Objectives: The availability of large data in the organizations are compelling them find patterns in them for better decision making. This course will help the students to analyze the data using data exploration and modeling techniques.

Course Contents

Unit I

Introduction to Data Analysis with R, R packages for data analysis, Loading and Handling Data in R, Exploring Data in R. Data Wrangling or data pre-processing (categorized or mapped to other data, creating predictable relationships between them, and making it easier to build the models you need to answer questions about your data).

Unit II

An introduction to data pre-processing in R, the tools to identify and handle missing values in the dataset, transforming data formats to align them with other data, normalizing data, create categories of information through data binning, and convert categorical variables into quantitative values that can then be used in numeric-based analyses.

Unit III

Exploratory Data Analysis

Exploratory data analysis, or EDA, exploratory data analysis techniques .

Unit IV

Model Development in R

regression techniques for determining the correlation between variables dataset, and evaluating the result both visually and through the calculation of metrics.

CO1: Learn the basics of data analysis with R

CO2: Understand the practical use of R tool

CO3: Evaluating the exploratory data

CO4: Developing the techniques of data calculation.

P o s c o s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
C O 1	3	1	1	2	-	1	1	1

C O 2	2	1	3	3	1	2	2	3
C O 3	2	1	-	2	2	1	2	1
C O 4	-	3	3	1	2	-	3	-



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MBA: 2021-2023

MBA-202

CORPORATE STRATEGIC PLANNING

L-T-P: 3-1-0

Objectives: To develop the ability to work within complex and dynamic organizational environments. To explore and understand the key issues of business management, and more concretely of strategic management.

Unit 1. Concept of strategy: Defining strategy, Levels at which strategy operates, Strategic Decision Making and Approaches to Strategic Decision making, essence of strategic thinking, replacing planning with strategic thinking, strategic management process. Mission and Purpose, Objectives and Goals, Strategic Business Units. Environment Analysis and Diagnosis - Concept of Environment and its components, Environment scanning and appraisal, organizational appraisal, Strategic advantage analysis and diagnosis, SWOT analysis.

Unit 2. Strategy Formulation and Choice of Alternatives - Grand Strategies –Stability, growth, retrenchment & combination strategies- Modernization, Diversification, Integration, Merger, Take-over and Joint Venture strategies, Turnaround – divestment and Liquidation strategies. Strategies for competing in globalizing markets. Process of Strategic Choice – Process of strategic choice – Gap analysis. Industry analysis, competitor analysis - Porter's Five forces Model of competition. SWOT analysis- Synergy and Dysergy, Mckinsey's 7's framework; GE-9 Cell Model, Bostan's Consultancy Model. Distinctive competitiveness; Factors affecting Strategic Choice.

Unit 3. Strategy Implementation: Inter-relationship between formulation and implementation; Issues in strategy implementation, Resource Allocation, Budgets, Behavioural Issues – Leadership styles – Charismatic, transformational, visionary, team, cross-cultural & ethical leadership, Corporate culture and values power Social Responsibilities – Ethics, Building capable organization; Functional Issues – Financial, Marketing, Operations and Personnel Plans and policies. Strategy and Structure: Organization structure, Structural Considerations, Structure for strategies, Organizational design and change, Matching structure and strategy.

Unit 4. Strategy Evaluation: Importance, Overview of strategic evaluation, strategic control, techniques of strategic evaluation and control, Operational Control. B) Corporate Governance – Introduction & meaning, who

are stakeholders?, ownership & management, governing board, governance issues, governance & strategic implementation.

Text Books:

1. Business Policy –Azhar Kazmi –S.Chand &Co. New Delhi
2. Strategic Management : Concepts & Cases – Upendra Kachru, Excel Books.
3. Strategic Planning: Formulation of Corporate strategy – V.S. Ramaswamy, S. Namakumari- Macmillan Publishing House Ltd.
4. Management Policy & Strategic Management – R.M.Shivastava, Himalaya Publishing House, Mumbai. 5. Creating Excellence – Craig R. Hickman & Michael A. Silva – London Univeral Book Stall, New Delhi. 6. Organizational Behaviour- Stephen P. Robbinson – PHI, New Delhi

CO1: To understand the concept of strategy, its process, SWOT analysis.

CO2: To learn the formulation of strategy and choice of alternatives.

CO3: Analyse the concept of strategy formulation

CO4: Evaluate the strategies and its techniques.

P o s s i b l e C o u r s e s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
C O 1	3	1	1	3	-	1	-	1
C O 2	1	1	-	-	1	2	2	-
C O 3	2	1	-	2	2	1	2	1
C O 4	-	3	3	1	2	-	-	-



MBA: 2021-2023

MBA- 204

Business process reengineering

L-T-P: 3-1-0

Objectives: To understand concepts and philosophy of Business Process Reengineering. To learn various BPR and alternate methodologies – TQM, Work Study, ISO standards practiced in the industry. To understand and analyze the role of Information Technology and change management in the implementation of BPR. To expose practically BPR implementation and best practices through research papers and case discussions.

UNIT-I Business process reengineering-an overview: Historical background Fundamentals of BPR Concepts and techniques. Changing business processes: the importance of technology as a driver for organization: Nature, significance and rationale of business process reengineering (BPR).

UNIT-II Process redesign: Major issues in process redesign: Business vision and process objectives, Processes to be redesigned, measuring existing processes, Role of information technology (IT) and identifying IT levers.

UNIT-III Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases. BPRE & TQM, benchmarking, ISO standards. Implementation of BPRE-business process management, principles, Business models, barriers.

UNIT-IV Change management: Change and the manager: change and the human resource: the cultural web and the past: the cultural attributes of change Typical BPR activities within phases: Change management, Performance management, and programme management.

UNIT-V BPR and continuous improvement: Co-ordination and complementary efforts, IT capabilities and their organizational impacts, Implementation of BPR, Stages of implementation and critical aspects.

Text Books:

1. Omar El Sawy, Business Process Re-engineering, Tata McGraw Hill , 2010
2. R. Srinivasan, Business Process Re-engineering, Tata McGraw Hill , 2011
3. Warner Winslow, Strategic Business Process Transformation through BPR, , Tata McGraw Hill , 1996
4. R. Radhakrisnan, Business Process Reengineering, Prentice Hall of India.

CO1: To understand the concept of business process reengineering.

CO2: To learn the major issues in process redesign.

CO3: To evaluate the designing and building a prototype of new process

CO4: Implement the change management.

CO5: Implementation of BPR

P o s C o s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
C O 1	3	1	1	2	-	1	1	1
C O 2	2	1	3	3	1	2	2	3
C O 3	2	1	-	2	2	1	2	1
C O 4	-	3	3	1	2	-	3	-
C O 5	1	2	1	-	-	1	-	2



LINGAYA'S VIDYAPEETH

MBA: 2021-2023

MBA- 266

Dissertation

L-T-P: 0-0-16

choose to know

Each student is required to do a research project prepare before the commencement of the end-term Examination. The research project report will Carry 100 marks. It will be evaluated for 100 marks by an External Examiner to be appointed by the university.



LINGAYA'S VIDYAPEETH

MBA: 2021-2023

MBA- 206(A)

Strategic HRM and Leadership

L-T-P:3-0-0

Course Contents

Unit I

Nature of Strategic Management: Concept of Strategy; Strategy, Tactics & Policy, Vision Mission. Goals and Objectives, External Environmental Analysis, Analyzing Companies Resource in Competitive Position, Competence Analysis, Mintzberg's 5Ps of Strategy; Strategic Management Process; Corporate Governance, Corporate Social Responsibility, Strategic Window.

(10 Hours)

Unit II

Strategy Formulation: External Environmental Analysis; Analyzing Companies Resource in Competitive Position; Concept of Stretch, Leverage and fit; Vision Mission, Goals and Objectives; Strategic Analysis and Choice – BCG, GE, Directional Policy and Hofer's Matrices; Intended & Realized Strategies, ETOP Analysis,

CPM, Shell Matrix, EEF Need for Balanced Scorecard; Porter's Five Forces Model, Concept of Value Chain, Grand Strategies; Porter's Generic Strategies; Strategies for competing in Global Markets.

(12 Hours)

Unit III

Corporate Level Strategies: Diversification strategies, Creating Corporate Value and the issue of Relatedness, Stability Strategy, Expansion Strategy, Integration Strategies, Diversification Strategy, Horizontal Integration, Vertical Integration: Coordinating the Value Chain, The Growth of the Firm: Internal Development, Merger & Acquisitions & strategic Alliances Restructuring Strategies, 7-S Frame work of MC Kinsey, Strategy – culture compatibility.

(10 Hours)

Unit IV

Strategy Implementation & Evaluation: Structural Considerations and Organizational Design: Behavioural Implementation, Functional & Operational Implementation, Importance and Nature of Strategic Evaluation, Strategic and Operational Control; Evaluation Process for Operational Control; Evaluation Techniques for Strategic and Operational Control, Balance Score Card.

(10 Hours)

Text Books

1. Thomas L. Wheelen, J. David Hunger (2016), Concept in Strategic Management and Business. Policy, 14/e, Pearson Education.
2. Arthur, A, Thompson and Strickland, A. J. (2014), Strategic Management - Concept and Cases, 19/e, McGraw Hill Education.

Reference Books

1. Kark, Rajneesh (2008). Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena, Penguin Books, India.
2. AzharKazmi (2015), Business Policy and Strategic Management, 4/e, McGraw Hill Education.
3. Hitt Michael A., Ireland R.D. and Robert E Hoskisson, (2017), Strategic Management: Competitiveness & Globalization, Concepts and Cases, 12/e. Addison Wesley.
4. Fred David (2015). Strategic Management: A Competitive Advantage Approach, Concepts and Cases, 15/e. Pearson Education.

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CO1: Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.


CO2: Apply Knowledge of concept / fundamentals for different types of models.

CO3: Synthesizing different techniques of Training and Development in finding suitable candidate.

CO4: Understand HR implications of organizational strategies

P o s C o	P O 1	PO2	P O3	P O4	PO 5	PO 6	PS O1	PS O2
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C O 1	1	1	1	2	3	2	-	2
C O 2	3	1	2	2	1	1	3	3
C O 3	1	3	1	3	3	1	3	3
C O 4	1	1	3	2	1	3	2	2



LINGAYA'S VIDYAPEETH

choose to know

MBA: 2021-2023

MBA- 208(A)

Diversity and Inclusion of HR Professionals

L-T-P: 3-0-0

Course Objectives:

Organizations are unlikely to remain competitive without high performing employees to execute team and organizational strategy. The objective of this course is to facilitate students in developing insights and understanding of effective management and development of talent in teams and organizations. The syllabus is intended to help students identify best practices and approaches for talent management. The course is designed for students and executives who will be significantly involved in creating and managing talent.

Course Contents

Unit I

Define Talent and Talent Management: historical context of talent management; Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent management for competitive advantage. **(12 Hours)**

Unit II

Best HRM Practices for managing talent/star employees (hiring, rewarding, retaining, performance management and succession planning etc.); employer branding and talent management; Role of social media in talent management. **(10 Hours)**

Unit III

Talent management in different organizational contexts: global context, disruptive organizations, complex and uncertain scenarios etc. **(10 Hours)**

Unit IV

Diversity and Talent: Talent management and future directions, Talent Analytics; preparing a talent development plan. **(10 Hours)**

Suggested Readings

- Collings, D.G., Mellahi, K. & Cascio, W.F. (2017). The Oxford Handbook of Talent Management: Oxford University Press.
- Wilcox, M. (2016). Effective Talent Management: Aligning Strategy, People and Performance. Routledge.
- Sparrow, P., Scullion, H. & Tarique, I. (eds) (2014) Strategic Talent Management: Contemporary Issues in Global Context. Cambridge: Cambridge University Press.
- Sparrow, P., Hird, M., and Cooper, C.L. (2015). Do We Need HR? Repositioning People Management for Success. Palgrave Macmillan
- Born, M. and Heers, M. (2009) Talent Management: Alternatives to the single-ladder approach. DEA, EHRM, Denmark (Faculty Report)
https://dea.nu/sites/default/files/Report_EHRM.pdf (accessed 19/08/2018).

CO1: Understand the concept of talent management.

CO2: To learn about the best practices for talent management.

CO3: Analyse the talent management in different context.

CO4: Evaluate the concept of diversity & talent.

P o s s i b l e	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
C O 1	3	1	1	2	-	1	1	1

C O 2	-	-	3	-	1	-	-	-
C O 3	2	1	-	-	1	1	-	1
C O 4	-	3	2	1	2	-	3	-



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UNIT I

Setting Financial Goals and Assessing Your Situation Budgeting and Cash Flow Management, importance of budgeting in the financial planning and management process, and resources available for cash flow management.

UNIT II

Basic process of budgeting, a panel discussion with practicing investment advisors, and a comparative discussion of the more common tools and methods for managing cash flows.

Saving strategies, best practices for building saving habit and barriers to saving.

UNIT III

Mental accounting, the time value of money, borrowing and credit, the ability to use debt and credit to finance purchases and its advantages and disadvantages.

Loan repayment, credit report, investment terms and key investment strategies. Investment choices and risk Management. Insurance, personal risk tolerance and individualized risk management strategies. Financial planning as a career, career opportunities in financial planning.

UNIT IV

Personal & Family Financial Planning

Financial Statements, tools and budgets, managing your flows and reviewing your statements. Managing income taxes, income tax basics. Building and maintaining good credit. Credit basics. Managing Risk, Risk management basics and insurance overview. Investment Fundamentals, Rules of investing; Debt and equity. Investing Through Mutual Funds

Mutual funds and managed portfolios; create a personal investment plan. Personal Plan of Action

CO1: To understand the basics of finance and assess the cash flows.

CO2: To learn the process of budgeting

CO3: Analyses the investment strategies

CO4: Evaluate the tools for calculation Of finances.

P o s s i b l e O u t c o m e s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
C O 1	2	1	1	2	-	1	-	-
C O 2	-	1	-	-	1	1	-	2
C O 3	2	1	-	2	2	1	1	1
C O 4	-	3	3	1	2	-	-	-

MBA: 2021-2023

MBA- 210(B)

Taxation

L-T-P: 3-0-0

UNIT I

Overview of Business Taxation: the basics of tax law, the origins of taxation, the three sources of tax law, the hierarchy of tax law, and judicial doctrines, the fundamental features of the different organizational forms: sole proprietorship, partnership, corporation, and limited liability corporation and entity classification for tax purposes.

UNIT II

Corporate Income Taxation

compare the tax formula for C corporations with the tax formula for individuals. examine special tax deductions available only to corporations, such as the dividends received deduction, and the organizational expenditures deduction. how to calculate corporate income tax liability and compute the corporate Alternative Minimum Tax (AMT). book-tax differences, and finally and compliance procedures.

UNIT III

Corporate Formation I:

review the taxation of property transactions, examine the non-recognition provisions in property-for-stock transactions and consider possible exceptions and conditions.

Corporate Formation II

explore property-for-stock transactions. Assumption of liabilities and transfer of services along with property, examining the effects of capital contributions on corporations, shareholders, and non-shareholders. analyze the rules for debt and equity regarding capital structure and investor losses due to worthlessness of debt/equity investments and bad debts

UNIT IV

Corporate Non-Liquidating Distributions

corporate non-liquidating distributions, earnings and profits (E&P), calculate E&P. analyze the treatment of cash distributions followed by property distributions, treatment of stock distributions, treatment of constructive dividends and qualified dividends. Corporate Redemptions and Partial Liquidations: redemptions and partial liquidations, the five types of qualified redemptions, which are applied after you have considered stock attribution rules. And analyze how these redemptions are treated by both the shareholders and the corporation.

C

CO1: To learn the overview of business taxation

CO2: Understand the concept of corporate income taxation

CO3: Analyse the topic of corporate income taxation

CO4: Evaluate the corporate non-liquidating distributions

P o s C o s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
C O 1	3	1	1	2	-	1	1	1

C O 2	2	1	3	-	1	2	-	3
C O 3	2	1	-	2	2	1	-	1
C O 4	-	3	3	1	2	-	3	-

MBA: 2021-2023

MBA- 212(A)

International Trade (Practices, Procedures and Documentation)

L-T-P: 3-0-0

Objectives: The purpose of the course is to familiarize students with various environmental factors and forces that affect a firm's overseas operations and learn to manage international business.

Course Contents

Unit I

International Business and Environment: An Interface; World Trade in Goods and Services– Major Trends and Developments; Framework for Understanding International Business Environment: Analysis of Physical, Demographic, Economic, Socio-cultural, Political, Legal and Technological Environment of a Foreign Country, Hofstede Model, EPRG framework.

(10Hours)

Unit II

Global Trading Environment: Liberalization of World Trade. FDI and their Impact on the Economy, Multinationals and their Economic Impact; Political and Legal Impact of Multinational Corporations; Strategies for Dealing with Multinationals; Technology Transfer – Importance and Types, Issues in Transfer of Technology to Developing Countries.

(12Hours)

Unit III

International Financial Environment: Foreign Investment – Types and Flows; Asian Model, Monetary System- Exchange Rate Mechanism and Arrangements, Movements in Foreign Exchange Rates and Impact on Trade and Investment Flows, Global Capital Markets, Euro Currency. Role of Banks in Global Financial Transactions – NOSTRO, VOSTRO, SWIFT. Modes of Payment in International Trade – Advance, Open Account, Documents on Collection, L/C, Consignment basis.

(10 Hours)

Unit IV

International Economic Institutions and Regional Economic Groups: IMF, World Bank, MIGA, UNCTAD and WTO; ATC, GSP and International Commodity Agreements. Forms and their Functioning: Multilateralism Vs. Regionalism; EU, NAFTA, ASEAN, SAFTA and other Regional Economic Groupings, Contemporary Issues in International Business.

(10 Hours)

Text Books

1. Daniels, John D. and Radebaugh, Lee H. (2004). International Business: Environment and Operations. 8th Edition, Pearson Education.
2. Charles, W. L. Hill (2012). International Business: Competing in the Global Marketplace. Tata McGraw Hill.

Reference Books

1. Deresky (2003). International Management: Managing Across Borders and Culture. Pearson Education.
2. Paul, J (2004). International Business. Prentice-Hall.
3. Aswathappa (2015). International Business. Tata McGraw Hill.
4. Sundaram and Black, (2013), International Business Environment, Prentice Hall of India Pvt. Ltd.
5. Francis Cherulinam, (2012), International Business, Himalaya Publishing House

Course Outcome

C01. Explain the concepts in trade documentation in international business with respect to foreign trade

C02. Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects

C03. Analyse the principle of international business and strategies adopted by firms to expand globally

C04. Integrate concept in international business concepts with functioning of global trade

P o s C o s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
C O 1	3	3	1	2	2	1	2	1
C O 2	3	3	2	-	1	2	3	-
C O 3	3	2	1	1	3	3	-	2
C O 4	2	1	3	1	2	-	1	-



MBA: 2021-2023

MBA- 210(B)

Total Quality Management

L-T-P: 3-0-0

- Principles of TQM Process module, Quality
- QA dept role
- Quality control awareness
- Types of defects, analysis
- Why Why analysis
- 8 D analysis
- 7 QC tools
- QA Engineer role
- QMS introduction, 4MT analysis
- Audit system & procedures

UNIT I

QC Tools/problem solving tools

Cost of Poor quality(CTQ)

How to use ISO clauses? Clauses of ISO 9001 – 2008 Standard, its co-relation with Organization structure.

UNIT II

Documentation required+ Quality objectives preparation

Study of Audit procedures, MR function responsibilities

MRMS' format & review

UNIT III

Minutes of meetings with top management of Dept. Head.

Lean techniques(5-S, Kaizen, Kanban, Poka yoke)

Process approach

Team work

UNIT IV

Operations Redefining & Restructuring: Demand and Revenue Management; Operations Strategy Process – Substitutes: BPR, Lean, Six Sigma: Business Process Focused Strategies & Organization Development: Quality Planning and Controlling System, Improving Response Time with IT, Operations Audit Approach; Risk Management, Business Continuity Planning, Disaster Recovery strategy

Suggested Readings:

- Introduction of Statistical Quality Control: Douglas C. Montgomery, John Wiley & Sons, 2009, ISBN: 978-0-470-16992-6
- Total Quality Management: Dale H. Besterfield , Hemant Urdhwareshe , Mary Besterfield-Sacre , Carol Besterfield-Michna , Rashmi Urdhwareshe , Glen H. Besterfield, Pearson, ISBN: 978-81-7758-412-7
- Design of Experiment: Douglas C. Montgomery, John Wiley & Sons, ISBN: 0-471-31649-0

CO1: Understand the basics of TQM

CO2: To learn the documentation of TQM

CO3: Analyse the methods of TQM

CO4: Evaluate the redefining & restructuring of processes.

P o s t s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
CO 1	1	1	1	2	-	1	1	1
CO 2	1	1	2	3	1	3	2	1
CO 3	2	1	-	2	2	2	2	1

C O 4	-	3	3	1	2	-	1	-
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Objective: This course is aimed at providing students with a comprehensive understanding of the theoretical and applied aspects of retail management.

Unit I

Introduction to the World of Retailing: Concept, Nature and Scope, Functions, , Importance Economic Significance of Retailing, Retail Mix, Global and Indian Retail Scenario, Types of Retailers–Retail Formats, Theories of Retail Development, **The Retail Life Cycle, Information Gathering in Retail.**

(10 Hours)

Unit II

Retail Strategy Retail Market Strategy, Financial Strategy, Retail Locations, Franchising Decisions, Retail Information Systems, Store Positioning, Customer Service, Customer Relationship Management, **GAPs Model in Retail**

(10 Hours)

Unit III

Merchandise Management & Retail Promotion: Sales Forecasting, Merchandise budget, Assortment Plan, Inventory Management, Merchandise Buying, Retail Price, Retail Communication–Objectives, Promotion Mix.

(10 Hours)

Unit IV

Store Design & Management: **Managing retail service store Layout and Design, Visual Merchandising, Atmospherics, Store Management & Responsibilities of a store manager, Inventory Shrinkage, Retail HRM, Online Retailing , International Retailing, Legal and ethical issues in retailing.**

(12 Hours)

Text Books

1. Levy IM. And Weitz B.A, Pandit A (2012), Retailing Management, 8th ed., Tata McGraw Hill.
2. Berman B. Evans J. R. & Mathur (2011), Retail Management, 11th Edition, Pearson Education.

Reference Books

1. Bajaj, C., Tuli, R. & Srivastava, N. (2016). Retail Management (3rd ed) New Delhi: Oxford University Publication.
2. Pradhan, S. (2017). Retailing Management: Text and Cases. New Delhi: McGraw-Hill.
3. Dunne, P., Lusch, R. & Carver, J. (2014). Retailing (8th ed.). Cengage.
4. Michael, L. M., Weitz, B. W. & Grewal, D. (2013). Retailing Management. New Delhi: McGraw Hill
5. 5.Vedmani ,Gibson G 2012 Retail Management Functional principles and practices 4 e Jaico Books , New Delhi

CO1: Understand the basics of retail marketing

CO2: Learn the strategy of retail marketing

CO3: To analyse the promotional techniques.

CO4: Evaluate the various layout and design of marketing.

P o s s i b l e C o u r s e s	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P S O 1	P S O 2
C O 1	3	1	1	2	-	1	1	1
C O 2	2	1	3	3	1	2	2	3
C O 3	2	1	-	2	2	1	2	1
C O 4	-	3	3	1	2	-	3	-



LINGAYA'S
VIDYAPEETH

choose to know



MBA: 2021-2023

MBA- 208(B)

DIGITAL MARKETING

L-T-P: 3-0-0

Objective: This course attempts to help students to understand both functional and management roles required to plan and execute effective Digital Marketing campaigns.

Unit I

Introduction to Digital Marketing: Digital Marketing; Origin of digital marketing; Traditional Vs Digital Marketing; Internet Users in India; Grehan's 4Ps of digital marketing; The consumer decision journey; The P-O-E-M Framework; The digital landscape; Digital Marketing Plan.

Unit II

Display Advertising and e-mail Marketing: Concept of Display Advertising; Types of display Ads; Buying Models; Display Plan; Targeting – Contextual targeting- Placement Targeting-Remarketing- Interest categories- Geographic Language Tagging; What makes a good Ad? Programmatic digital advertising; Analytics tools – viewability, on target reach, Ad fraud, Brand Health.

e-mail Marketing – Building a List- Content Strategies – e-mail newsletter – Automating e-mail marketing- Analytics

Unit III

Social Media Marketing: How to build a successful social media strategy? Facebook Marketing- Facebook for Business-Anatomy of an Ad campaign – Adverts - Facebook Insights

Linkedin Marketing – Linkedin Strategy- Sales lead generation – Content Strategy – Linkedin Analytics – Targeting – Ad Campaign

Twitter Marketing – Getting started with Twitter – Building a content strategy – Twitter Ads – Twitter Analytics

Instagram Marketing – Objectives – Content Strategy – Style guidelines – Hashtags – Videos- Sponsored Ads – Apps – Generate leads

Unit IV

Search Engine Advertising and Search Engine Optimisation: Why pay for Search Advertising? Understanding Ad Placement; Understanding Ad ranks; Creating the first Ad campaign; Enhancing the Ad campaigns; Performance reports. Google Adsense.

Search Engine Optimisation – How search engine works? SEO Phases; On page Optimisation; Off-page Optimisation; Social Media Reach; Maintenance

Mobile Advertising – Mobile Marketing toolkit – Mobile Marketing Features – Mobile Analytics

Web Analytics – Key Metrics – Making web analytics actionable – Types of tracking codes

Suggested Readings:

1. Seema Gupta. (2018). Digital Marketing (1st Ed). Tata Mc Graw Hill
2. Evans. D. & Bratton, S. (2008). Social Media Marketing: An Hour a Day (2nded.). Wiley.

3. Ryan, D. & Jones, C. (2012). Understanding digital marketing: Marketing strategies for engaging the digital generation. Kogan Page.
4. Teixeira, J. (2010). Your Google Game Plan for Success: Increasing Your Web Presence with Google AdWords, Analytics and Website Optimizer. Wiley.

- CO1** DEFINE various concepts related to Digital Marketing.
- CO2** EXPLAIN the role of Facebook, Google Ad words, Youtube and Email in digital marketing.
- CO3** MAKE USE OF Facebook, Google Ad words, Youtube and Email for carrying out digital marketing of real life products.
- CO4** ILLUSTRATE the use of Facebook, Google Ad words, Youtube and Email in various contexts of Digital Marketing.

Pos Cos	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	PS O1	PS O2
C O 1	3	2	1	-	1	1	2	1
C O 2	-	2	3	-	1	3	1	2
C O 3	1	2	1	1	-	2	2	3
C O 4	-	3	2	-	1	2	2	2

MBA:2021-2023

MBA 212 C

INTERNATIONAL FINANCIAL MANAGEMENT

L-T-P: 3-0-0

Objectives: The course aims to orient the students on global business environment and international markets and to make students understand the various risks an enterprise is exposed to on account of international transactions.

Course Contents

Unit I

GLOBAL FINANCIAL MANAGEMENT

Evolution of International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, The current Exchange Rate Agreements, European Monetary System, Fixed vs. Flexible Exchange Rate Regime

Unit II

BALANCE OF PAYMENTS

Introduction, Accounting Principles in Balance of Payments, Valuation and Timing, Components of the Balance of Payments, 'Surplus' and 'Deficit' in Balance of Payments, Importance and limitations of BOP Statistics, Relationship of BOP with other economic variables.

Unit III

INTERNATIONAL FINANCIAL MARKETS

Motives for using International Financial Markets. Foreign Exchange Market – History and Transactions, interpreting Foreign Exchange Quotations, International Money Markets, International Credit Markets and International Bond Markets. Comparison of International Financial Markets.

Unit IV

FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES

Transaction Risk, Translation Risk, Economic Risk. Risk Hedging Strategies: Internal – Netting, Leads and Lags. External – Forwards, Futures, Options, Money-market Hedging, Currency Swaps

Text Books

1. Alan Shapiro: Multinational Financial Management , Prentice Hall, New Delhi.
2. Apte, Prakash, "International Finance – A Business Perspective", Tata Mc Graw Hill.
3. Rita M. Rodriguez L. Bigame Carter: International Financial Management.

Reference Books

1. Madura, Jeff, "International Corporate Finance", Thomson South-Western
2. Sharan, Vyuptakesh, "International Financial Management", Prentice Hall of India.

Course Outcome

CO1. Understanding of the global financial environment, currency system, relationship between economies

CO2. To analyse the impact of international transactions on the economy.

CO3. Functioning of international financial markets.

CO4. Foreign currency risks and hedging strategies.

Pos Cos	P O 1	P O 2	P O 3	P O 4	PO5	PO6	PS O 1	PSO 2
CO1	3	3	1	2	2	1	2	1
CO2	3	3	2	-	1	2	3	-
CO3	3	2	1	1	3	3	-	2
CO4	2	1	3	1	2	-	1	-

MBA: 2021-2023

MBA- 214 (B)

Business Forecasting

L-T-P: 3-0-0

Objective:

Become acquainted with the theoretical and practical elements of forecasting techniques and their applications. • Acquire experience in analyzing a business problem using appropriate model for forecasting. • Develop the skills to use the model for a problem solution and interpret for decision making.

Unit-I

Overview of forecasting process – Forecasting, planning and goals – Forecasting data and methods

Unit-II

Exploratory Data Analytics - Time series graphics using R- Time series patterns- Scatterplots- Lag plots

Unit-III

Time Series Modeling using Regression– Forecasting using models– Evaluating the regression model.

Unit-IV

Time Series Decomposition – Components – Moving Averages – Classical method

Exponential smoothing- Trend methods- ARIMA models – Dynamic models- hierarchical or grouped time series

Note: SUGGESTED SOFTWARE: GMDH Streamline, Forecast Pro etc.

Suggested Readings/ Books:

1. . Rob J Hyndman , George Athanasopoulos, Forecasting: Principles and Practice, Ed.2,2018, Otexts
2. Devon Powers, On Trend: The Business of Forecasting the Future, Ed.1, 2019, University of Illinois Press
3. Render, Quantitative Analysis For Management, Ed.13,2018, Pearson Education
4. David Hendry , Jennifer Castle , Michael Clements, Forecasting: An Essential Introduction, Ed.1, 2019, Yale University
5. GerardusBlokdyk, Management And Forecasting A Complete Guide, Ed.1, 2019, 5STARCOoks Press

CO1: Understand the process of forecasting

CO2: To learn the Exploratory Data Analytics

CO3: To analyse the Time Series Modeling using Regression

CO4: Evaluate the Time Series Decomposition

Pos Cos	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	PS O1	PS O2
C O 1	1	-	1	-	2	-	-	2
C O 2	-	-	2	-	1	3	1	-
C O 3	1	1	1	1	-	1	1	-
C O 4	-	2	2	-	1	-	-	1

MBA: 2021-2023

MBA- 214(A)

Marketing Analytic

L-T-P: 3-0-0

Objective: The course will introduce marketing analytics and its commonly used tools. It would focus on developing an understanding of the data available to marketing managers and the tools for generating insights from data and how such insights are used in marketing decision making.

Unit I

Introduction to Marketing Analytics: Meaning and scope of marketing analytics, Sources of marketing data, Marketing metrics and measurements, Offline and digital marketing measures, Marketing analytics in the age of big data. **(10 Hours)**

Unit II

Product analytics: Pricing and revenue management; Segmentation, targeting and positioning; Marketing mix analytics; Assortment optimization; New product and service design. **(10 Hours)**

Unit III

Customer Analytics: Customer lifetime value, Customer choice, Market basket analysis, Cross-selling and optimization. **(10 Hours)**

Unit IV

Emerging issues in marketing Analytics: Data collection and Protection laws; Ethical use of data and analytics; Future of marketing analytics. **(12 Hours)**

Text Book

1. Moutusy Maity & Pavankumar Gurazada, First edition Marketing Analytics, Oxford university press.

Reference Books

1. Blattberg, R. C., Do- Kim, B., & Neslin, S. A. (2008) Database marketing: analyzing and managing customers. New York: Springer.
2. Jeffery, M. (2010). Data Driven Marketing. Wiley.
3. Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2017). Principles of Marketing Engineering and Analytics. Decision Pro.
4. Stephan, S. (2013). Marketing Analytics: Strategic Models and Metrics (1st ed.). Createspace Independent Publishing
5. Venkatesan, R., Farris, P., & Wilcox, R. T. (2014). Cutting-edge marketing analytics: real world cases and data sets for hands on learning. Pearson Education.

- CO1: Understanding the concept of marketing analytics
CO2: Learn the product analytics concept
CO3: Analyse the customer analytics
CO4: Evaluate the emerging issues in marketing analytics

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	1	1	-	1	1	2	1
CO2	-	2	2	-	2	-	1	1
CO3	2	1	1	1	-	2	2	3
CO4	-	-	1	-	1	2	2	1

Program Outcomes (PO's)

PO's - MBA

PO1- Market Climate and domain knowledge: Indian businesses economic, legal and social environment. Graduates will be able to increase their understanding and knowledge of how global and local business operates. This aids in the recognition of business operations, the identification of future business opportunities, the evolution of business enterprises and the exploration of business opportunities.

PO2- Competencies in quantitative and qualitative approaches for critical thought, business analysis, problem solving and innovative solutions. Graduates should be able to analyze business data, apply applicable research and solve problems in a variety of functional fields including marketing, business management and human resources.

PO3- Demonstrate a global perspective and the ability to recognize facets of global business and cross-cultural understanding.

PO4 – Developing responsiveness to contextual social issues / problems and finding solutions, learning business ethics and overcoming ethical dilemmas are all examples of social responsiveness and ethics. Graduates should be able to recognize current social issues, explore possibilities for social entrepreneurship, design business solutions and illustrate ethical practices in the workplace.

PO5- Effective communication: Graduates should be able to communicate effectively orally and in writing, especially in business settings, using appropriate technology (business presentations, digital communication, social media platforms).

PO6- Understanding leadership: Graduates should be able to work and lead teams across organizational borders, demonstrate leadership qualities and optimize the use of team members diverse skills in the background.

PSO's - MBA

PSO1 – Having the ability to specialize in a management discipline.

PSO 2- Demonstrate sufficient expertise, skills and experimental learning in the field of management



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