



**ST. JOHN COLLEGE OF ENGINEERING & MANAGEMENT,
PALGHAR**
Master of Management Studies
NBA Accredited | NAAC “A+” Grade



Syllabus under Credit Based Semester and Grading System

Effective Academic Year 2024-25

**Version-1
For**

**MASTER OF MANAGEMENT STUDIES
MMS (Autonomous)
TWO-YEAR FULL-TIME PROGRAM
AFFILIATED TO UNIVERSITY OF MUMBAI**

(Prepared & Authored by Dr. Jaydip Raval & Mr. Pravin Aloz with inputs from other teaching faculties)

PREFACE

St. John College of Engineering & Management (Autonomous) has been established with a commitment to academic excellence and holistic development. The journey towards curriculum enhancement at St. John College has been guided by UGC & AICTE norms and a rigorous process of review and refinement. The syllabus revision committees, comprising eminent academicians and industry experts, meticulously studied the existing curriculum to propose insightful modifications aimed at further enriching the learning experience. These changes, slated for implementation from the academic year 2024-25, are poised to equip students with not just theoretical knowledge but also practical skills and strategic perspectives essential for leadership roles in the competitive global landscape.

The revised syllabus aligns with the mission of the department to empower manager aspirants to unearth their full potential, impart value-based quality education, widen horizons of knowledge in management and encourage entrepreneurship and societal orientation through research and innovation. The newly adopted curriculum will help management aspirants to get trained in accordance with national and international standards, representing current requirements of the industry to achieve superior employability.

St. John College of Engineering and Management stands as a beacon of educational excellence, committed to preparing its students not only for professional success but also to contribute meaningfully to society. With its autonomous status, the college continues to evolve, driven by a mission to nurture skilled professionals who can navigate complexities and lead with integrity in a rapidly changing world.

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ABOUT SJCEM MMS

St. John College of Engineering and Management - Master of Management Post Graduate Programme was launched in 2010 offering a two-year full time MMS (MBA) degree approved by All India Council for Technical Education (AICTE), Directorate of Technical Education and affiliated to the University of Mumbai.

SJCEM has world-class infrastructure that facilitates teaching, research, consulting and other professional activities. The Computer Centre at the Institute is equipped with state-of-the-art facilities like high speed internet access and relevant software. The Institute has a well-stocked library to provide extensive literature on all aspects of management. All conference and lecture rooms are provided with the latest equipment and facilities. The department has a fine blend of qualified and experienced faculty contributing towards the holistic development of the students.

SJCEM - MMS believes in developing globally competitive business leaders with a holistic perspective coupled with appropriate competencies and social consciousness. We have realize the need for a new generation of business leaders who understand conducting business with values and consciousness.

The culture of the Institute is to impart knowledge while encouraging students to participate in sports, music, cultural and social activities to achieve their holistic growth. This makes the Campus a Discovery and Development workshop.

VISION & MISSION

Vision

“Excellence in Creating Next Gen Leaders/Managers”

Mission

- Provide Quality Management Education through Innovative Learning
- Building competencies with focus on Holistic Development for better Employability
- Develop Entrepreneurial Skills
- Creating Social and Environmental Consciousness
- Collaboration with the Industry and Society to build Industry ready Leaders/Managers and create employment opportunities

The following are the PEO statements of the MMS Program:

No.	PEO Statement
PEO1	To impart knowledge of various management theories and their application in problem solving.
PEO2	To provide quality education and prepare the students to face a competitive environment.
PEO3	To inculcate team spirit and leadership qualities among students.
PEO4	To impart professional ethics in students in their dealings with industry and society.
PEO5	To improve overall empathy and help students contribute to local community development.

Programme Outcomes:

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based leadership ability.
PO4	Ability to understand, analyse and communicate global, economic, legal, and social aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
Additional POs added by the Department	
PO6	Foster technical and managerial skills to become an effective manager.
PO7	Ability to develop research aptitude and entrepreneurial mind set.

Programme Structure

Masters in Management Studies - SEMESTER I (CBGS)

Course Code	Subject	Teaching Hours	Assessment Pattern			
			Continuous Assessment (Marks)	Semester End Examination (Marks)	Total Marks	No. Of Credits
MMS101	Perspective Management	45	40	60	100	3
MMS102	Financial Accounting	45	40	60	100	3
MMS103	Business Statistics	45	40	60	100	3
MMS104	Operations Management	45	40	60	100	3
MMS105	Managerial Economics	45	40	60	100	3
MMS106	Organizational Behaviour	45	40	60	100	3
MMS107	Effective and Management Communication	45	40	60	100	3
MMS108	IT Skills for Management	45	40	60	100	3
Total No. of Credits						24

Masters in Management Studies - SEMESTER II (CBGS)

Course Code	Subject	Teaching Hours	Assessment Pattern			
			Continuous Assessment (Marks)	Semester End Examination (Marks)	Total Marks	No. Of Credits
MMS201	Marketing Management	45	40	60	100	3
MMS202	Financial Management	45	40	60	100	3
MMS203	Operations Research	45	40	60	100	3
MMS204	Business Research Methods	45	40	60	100	3
MMS205	Human Resource Management	45	40	60	100	3
MMS206	Legal & Tax Aspects of Business	45	40	60	100	3
MMS207	Cost & Management Accounting	45	40	60	100	3
MMS208	Entrepreneurship Management	45	40	60	100	3
Total No. of Credits						24

Masters in Management Studies - SEMESTER III (CBGS)**MARKETING Specialization**

Course Code	Subject	Teaching Hours	Assessment Pattern			
			Continuous Assessment (Marks)	Semester End Examination (Marks)	Total Marks	No. Of Credits
MMS301	Strategic Management (Core)	45	40	60	100	3
MMS302	International Business (Core)	45	40	60	100	3
MMS303	Sales Management	45	40	60	100	3
MMS304	Marketing Strategy	45	40	60	100	3
MMS305	Consumer Behaviour	45	40	60	100	3
MMS306	Services Marketing	45	40	60	100	3
MMS307	Product & Brand Management	45	40	60	100	3
MMS308	Digital Marketing	45	40	60	100	3
MMS309	Summer Internship	-	-	-	100	4
Total No. of Credits						28

Masters in Management Studies - SEMESTER III (CBGS)**FINANCE Specialization**

Course Code	Subject	Teaching Hours	Assessment Pattern			
			Continuous Assessment (Marks)	Semester End Examination (Marks)	Total Marks	No. Of Credits
MMS301	Strategic Management (Core)	45	40	60	100	3
MMS302	International Business (Core)	45	40	60	100	3
MMS310	Corporate Valuation and Mergers & Acquisitions	45	40	60	100	3
MMS311	Strategic Cost Management	45	40	60	100	3
MMS312	Financial Markets and Institutions	45	40	60	100	3
MMS313	Derivatives and Risk Management	45	40	60	100	3
MMS314	Financial Regulations	45	40	60	100	3
MMS315	Security Analysis and Portfolio Management	45	40	60	100	3
MMS309	Summer Internship	-	-	-	100	4
Total No. of Credits						28

Masters in Management Studies - SEMESTER III (CBGS)

HR Specialization

Course Code	Subject	Teaching Hours	Assessment Pattern			
			Continuous Assessment (Marks)	Semester End Examination (Marks)	Total Marks	No. Of Credits
MMS301	Strategic Management (Core)	45	40	60	100	3
MMS302	International Business (Core)	45	40	60	100	3
MMS316	Labour Laws and its Implications on Industrial Relations	45	40	60	100	3
MMS317	HR Planning and Application of Technology in HR	45	40	60	100	3
MMS318	Competency Based HRM and Performance Management	45	40	60	100	3
MMS319	Compensation & Benefits	45	40	60	100	3
MMS320	Training & Development	45	40	60	100	3
MMS321	Organization Structure, Theory and Design	45	40	60	100	3
MMS309	Summer Internship	-	-	-	100	4
Total No. of Credits						28

Masters in Management Studies - SEMESTER IV (CBGS)

Course Code	Subject	Teaching Hours	Assessment Pattern			
			Continuous Assessment (Marks)	Semester End Examination (Marks)	Total Marks	No. Of Credits
MMS401	Project Management (Core)	45	40	60	100	3
MMS402	Integrated Marketing Communications (Marketing)	45	40	60	100	3
MMS403	Commercial Banking (Finance)	45	40	60	100	3
MMS404	OD and Change Management (HR)	45	40	60	100	3
	Final Project – 2 nos	-	-	-	-	-
MMS405	Functional Specialisation	-	-	-	100	3
MMS406	Social Relevance	-	-	-	100	3
Total No. of Credits						12

Evaluation Criteria: 40 Marks Internal, 60 Marks External (End Sem. Exam)

Internal: 40 Marks

Unit Test 1	Unit Test 2 / Quiz	Attendance	Assignments / Case Study	Presentation / Project Work
10 marks	10 marks	5 marks	5 marks	10 marks

Attendance	Marks
95 %	5
90-95 %	4
85-90%	3
80-85%	2
75-80%	1

Semester	I		
Title of the Subject / course	Perspective Management		
Course Code	MMS101		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To explain the relationships between organizational mission, goals, and objectives
2	To comprehend the significance and necessity of managing stakeholders
3	To conceptualize how internal and external environment shape organizations and their responses
4	To develop critical thinking skills in identifying ethical, global, and diversity issues in planning, organizing, controlling and leading functions of management
5	To Understand organizational design and structural issues
6	To understand that citizenship involves taking conscious steps for societal advancement at individual level and organizational level

Course Outcomes / Learning Outcomes

CO	BT
Students will be able to understand the fundamentals of success & personal leadership.	Understand
Students will be able to understanding various principles of management and the theories associated with them.	Understand
Students will be able to prepare their own SWOC analysis based on their career interest	Create
Students will be able to understand how to manage crisis, importance of CSR and sustainability.	Understand
Students will be able to analyse various types of leadership style, change management in corporate environment and basics of strategic management and TQM.	Analyse

Content

Module 1: Fundamentals to Success Fundamentals for personal and organizational success, Fundamentals of personal leadership
Module 2: The Evolution of Management Functions of Management - Nature and purpose of Planning, Objectives, Strategies, Policies and Planning Premises – Decision making
Module 3: Career Management Managing your career and understanding organizational dynamics: SWOC Analysis – Special dilemmas of early career Landing stretch assignments. Building a network of relationships.
Module 4: Crisis Management Managing in adversities / Management of crisis
Module 5: Corporate Social Responsibility Social Responsibility, Ethics and Sustainable Development
Module 6: Introduction to Managers Role and Responsibilities of a Manager, Effective and Ineffective Managerial styles
Module 7: Introduction to Leadership Difference between management and leadership, Understanding. Level 5 Leadership

Modules 8: Strategic Management Definition, classes of decisions, levels of decision, Strategy, Role of different Strategists, Relevance of Strategic Management and its benefits, Strategic Management in India
Module 9: Change Management
Module 10: Total Quality Management

Text & Reference Books

1	Dr. Kiran Nerkar & Dr. Vilas Chopde, <i>Principles and Practices of Management</i> , DreamTech Press
2	Davar, <i>Principles of Management</i>
3	Koontz & Wehrich, <i>Essentials of Management</i> , McGraw-Hill Education
4	V S P Rao & V Hari Krishna, <i>Strategic Management</i> , Excel Books
5	Drea Zigarmi, Michael O'Connor, Ken Blenhard, Carl Edeburn, <i>The Leader Within</i> , Pearson

Assessment

Internal	40%
Semester-end	60%

Semester	I		
Title of the Subject / course	Financial Accounting		
Course Code	MMS102		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To understand the basic concepts and fundamentals used in financial accounting
2	To learn all the intricacies of corporate financial statements.

Course Outcomes / Learning Outcomes

CO	BT
Will be able to understand basic concepts and fundamentals used in financial accounting.	Understand
Will learn all the intricacies of corporate financial statements.	Understand
Will be able to apply the principles and concepts of accounting in the preparation of the financial statements.	Apply
Will be able to examine the accounting process, recording, classifying and summarizing the accounting information.	Understand
Will be able to evaluate and interpret the financial statements of any organisation.	Evaluate
Will be able to construct the financial statements of the organisation.	Create

Content
Module 1: Introduction to Accounting Meaning and necessity of accounting cycle, An overview of Financial Statements – Income Statement and Balance Sheet.
Module 2: Introduction and meaning of GAAP, IFRS and Ind AS, Important Accounting Standards Concepts used in accounting concepts related to Income Statement and Balance Sheet Accounting Equation and its relation to accounting mechanics
Module 3: Preparation of Financial Statements Adjustment - 'T' form and vertical form of financial statements, Detailed discussion and understanding of various items in Schedule III, Preparation of Corporate Financial Statements and Notes to Accounts
Module 4: Accounting mechanics and process leading to preparation of Trial Balance and Financial Statements
Module 5: Revenue recognition and measurement Capital and revenue items Treatment of R&D expenses, Preproduction cost, Deferred revenue expenditure etc.
Module 6: Cash Flow Statement
Module 7: Financial Statement Analysis Trend Analysis, Common sizing statements, Ratio analysis

Module 8: Corporate Financial Reporting

Reading of Annual Report, Presentation and analysis of audit reports and directors report.

Text & Reference Books

1	Dinesh D Harsolekar, <i>Financial Accounting for Management</i> , Multitecgh Publishing
2	Dearden and Bhattacharyya, <i>Financial Accounting –Text and Cases</i> , S Chand
3	Robert Anthony, David Hawkins & Kenneth Merchant, <i>Accounting- Text and Cases</i> , McGraw Hill
4	Stice and Diamond, <i>Financial Accounting - Reporting & Analysis</i> , Thomson
5	<i>Full Text of Indian Accounting Standard</i> , Taxmann Publication

Assessment

Internal	40%
Semester-end	60%

Semester	I		
Title of the Subject / course	Business Statistics		
Course Code	MMS103		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To know statistical techniques.
2	To understand different statistical tools
3	To understand importance of decision support provided by analysis techniques
4	To understand Managerial applications of Statistics.

Course Outcomes / Learning Outcomes

CO	BT
Students will be able to apply statistical techniques to data sets, and correctly interpret the results.	Apply
Students will understand the uncertainty in business situations as Probability	Understand
Students will understand Managerial applications of Statistics.	Understand
Students will be able to apply statistical techniques in business situations using modelling and cases.	Apply
Students will be able to evaluate the suitability of various statistical tests for social and business decision making.	Evaluate

Content
Module 1: Introduction to Business Statistics Revision of Data Representation, Central Tendency and Dispersion Kurtosis and Skewness
Module 2: Probability Axioms, Addition and Multiplication rule, Types of probability, Independence of events, probability tree, Bayes' Theorem.
Module 3: Random Variable Expected value and variance of random variable, conditional expectation
Module 4: Probability Distributions Binomial, Poisson, Normal
Module 5: Sampling & Sampling Distribution Probability and Non-Probability Sampling, Probability Sampling Technique: Simple Random, Systematic, Cluster and Stratified, Non-Probability Sampling Technique: Judgment, Quota and Convenience, Sampling Distribution of the Mean, Central Limit Theorem and Its Significance.
Module 6: Statistical Inference Testing of Hypothesis, Types of Errors, Critical Region, Z-Test, Student's t-Test and Chi-Square Test: Goodness of Fit and Independence of Attributes, Analysis of Variance: One- and Two-Way Classifications, Point Estimates and Interval Estimates.
Module 7: Correlation & Regression Karl Pearson's Correlation, Rank Correlation, Regression

Text & Reference Books

1	Richard Levin, David Rubin, <i>Statistics for Management</i> , Prentice Hall of India.
2	Levine, Stephen, Krihbiel, Berenson, <i>Statistics for Managers</i> , Pearson Education.
3	Aczel Sounderpandian, <i>Complete Business Statistics</i> , Tata McGraw Hill.
4	Newbold, Carlson, Thorne, <i>Statistics for Business and Economics</i> , Pearson Education.
5	Anderson, Sweeney, Williams, <i>Statistics for Business and Economics</i> , Cengage Learning.

Assessment

Internal	40%
Semester-end	60%

Semester	I		
Title of the Subject / course	Operations Management		
Course Code	MMS104		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To expose a student of Management to operations principles.
2	To understand basic operating principles in the product and service industry
3	To apply different analytical techniques of operations Management in various industry sectors like hotels, hospitals, malls, BPOs, Airlines, manufacturing, consulting, etc.

Course Outcomes / Learning Outcomes

CO	BT
Students will understand the basic concepts, principles, tools, and techniques of operations management	Understand
Students will understand the problems Issues and latest developments of Operations management.	Understand
Students will apply the concepts, tools, and techniques learned for operational analysis and decision-making.	Apply
Students will be able to perform quantitative and qualitative analysis in the contemporary environment for acquiring problem-solving and analytical thinking skills.	Analyse

Content
Module 1: Introduction to Operations Management Introduction to Operations Management, applications in the product and service industry, use competitive advantage, Process analysis in the Industry, Facility location, Facility layout
Module 2: Inventory Management Inventory Management, EOQ, ABC analysis, Discount policy
Module 3: Capacity Management Capacity and introduction to aggregate planning, PPC, Basics of MRP, Sequencing techniques
Module 4: Introduction to Service Operation Management Introduction to Service Operation Management
Module 5: Work study and method study Work study and method study, QC and SQC
Module 6: ISO systems, Value engineering, and analysis ISO systems, Value engineering, and analysis
Module 7: Introduction to Supply Chain Management Introduction to Supply Chain Management
Module 8: Cases in Operations Management

Text & Reference Books

1	S N Chary, <i>Theory & Problems in Production & Operations Management</i> , Tata McGraw Hill
2	Kanishka Bedi, <i>Production & Operations Management</i> , Oxford University Press
3	S N Chary, <i>Production and Operations Management</i> , Tata McGraw Hill
4	Chunawalla & Patel, <i>Production and Operations Management</i> , Himalaya Publishing
5	Chase & Jacob, <i>Operations Management for Competitive Advantage</i> , McGraw Hill/Irwin

Assessment

Internal	40%
Semester-end	60%

Semester	I		
Title of the Subject / course	Managerial Economics		
Course Code	MMS105		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To understand the Theory & Practice of Managerial Economics
2	To ensure that students are able to understand the finer nuances of the subject
3	To help students apply knowledge in policy planning and managerial decision making

Course Outcomes / Learning Outcomes

CO	BT
Students will be able to understand the various theories of Economics and how they affect society and the world.	Understand
Students will be able to understand pricing strategies from a human perspective.	Understand
Students will be able to apply the knowledge so acquired in problem solving practical applications.	Apply
Students will be able to apply Economic Theory to alleviate social problems like poverty, employment and inflation.	Apply
Students will be able to understand Macroeconomic Indicators and apply the same for forecasting Demand.	Understand
Students will be able to apply the knowledge of economic theories in planning for applications in inventory, product launches and other spheres.	Apply

Content
Module 1: Basics of Economics: Definitions: Basics of Macro Economics and Micro Economics, Relevance of Economics in Daily Life, Basics of Economics: Role of Money, Evolution of Money, Basics of Economics: The Invisible Hand, Division of Labour
Module 2: Demand and Supply: Demand Curve, Movement along the Demand Curve, Movement of the Demand Curve, Substitution Effect and Income Effect, Demand and Supply: Creating Demand Curves, Demand and Supply: Supply Curve, Movement along the Supply Curve, Movement of the Supply Curve, Substitution Effect and Income Effect
Module 3: Demand and Supply: Equilibrium of Demand & Supply, Movement of Equilibrium, Demand and Supply: Simulation of Demand & Supply, Demand and Supply: Part 6: Price Elasticity of Demand/Supply, Elastic and Inelastic Demand/Supply, Demand and Supply, Giffen Goods, Paradox of Bumper Harvest
Module 4: Production, Distribution, and Consumption: Utility, Marginal Utility, Total Utility, Law of Diminishing Marginal Utility, Production, Distribution, and Consumption: Production Function, Capitalist Economy vs. State Controlled Economy, Production, Distribution, and Consumption: Returns to Scale, Short Run and Long Run
Module 5: Business Organizations: Types of Companies, Business Organizations: Role of Companies in Employment and GDP, Role of Entrepreneurship, Cost Analysis: Total Costs (Fixed + Variable), Average Cost, Relation between Various Costs, U-Shaped Cost Curves, Least Cost Rule, Cost Sheet, Breakeven Analysis

<p>Module 6: Market Analysis: Behaviour of a Competitive Firm, Perfect Competition, Market Analysis: Backward Bending Supply Curve, Constant Cost, Increasing Cost - Diminishing Return, Market Analysis: Monopoly, Oligopoly, Monopolistic Competition, Market Analysis: Sources of Market Imperfections, Barriers to Entry, Nature of Imperfect Competition</p>
<p>Module 7: Economics of Uncertainty: Speculation, Arbitrage, Hedging, Economic Impact of Speculation, Capital: Capital Budgeting, Cost of Capital, IRR, NPV, Capital: Appraising a Project, Probability Analysis, Case Study: IRR Calculations, Macro Economics Business: Definitions, Objectives & Instruments of Macro Economics, Aggregate Demand & Supply, GDP, Macro Economics Business: Gini Coefficient, Goods Flow vs. Earnings Flow, Real vs. Nominal GDP, ISLM Curve, Price Indexes (WPI & CPI), Case Studies and Analysis: Japanese Beer Industry, Growth of the Indian Economy</p>

Text & Reference Books

1	Paul Samuelson, <i>Economics</i> , McGraw Hill
2	Lipsey & Crystal, <i>Economics</i> , Oxford University Press
3	Mankiw N.G., <i>Principles of Economics</i> , Cengage Learning
4	Mishra & Puri, <i>Indian Economy</i> , Himalaya Publishing House
5	Adam Smith, <i>The Wealth of Nations</i>

Assessment

Internal	40%
Semester-end	60%

Semester	I		
Title of the Subject / course	Organizational Behavior		
Course Code	MMS106		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To learn about the basics of human behavior
2	To learn about the individual and group behavior

Course Outcomes / Learning Outcomes

CO	BT
To provide students understanding of how and why people behave in organizations as individuals or groups.	Develop
To provide students an understanding of how the behaviour of employees affect their performance and performance of the organization as a whole.	Develop
To provide the students an understanding of how to effectively modify their behaviour through motivation and leadership to enhance their performance	Analyze
To provide understanding about the concepts such as Organisation, Structure, Design and Culture.	Evaluate
To help students to understand human behaviour in organizations and equip them to enhance their performance.	Develop
To equip the students to enhance the performance of the people reporting to them.	Understand

Content
Module 1: Introduction to OB Understand the nature and scope of organizational behavior at individual, group, organizational and societal levels
Module 2: Personality: Meaning and Determinants of Personality Comprehend the meaning and determinants of personality and the effects of perception, attitude and values on work
Module 3: Perception, Attitude and Value Understand the concepts of group dynamics, team effectiveness, team roles and conflict management
Module 4: Motivation Concepts: Motives Distinguish between the various theories of motivation and their application in organizations
Module 5: Group Behaviour and Group Dynamics Define the concept of leadership and distinguish between a number of different leadership Theories
Module 6: Organisational Design: Structure, size, technology Identify the different bases of power; and discuss how individuals and groups use power in Organizations
Module 7: Understanding of the Concept of Defence Mechanism Types of Defence Mechanism; Role of Defence Mechanism in Personality, Perception & Attitude; Significance & Relevance of Defence Mechanism for Interpersonal Relations and Group Dynamics, Enhanced understanding of the behavior of superiors, peers and subordinates especially in problem situations and the ways to deal with them more effectively

Text & Reference Books

1	Stephen Robbins, <i>Organizational Behavior</i> , Pearson
2	Fred Luthans, <i>Organizational Behavior</i> , McGraw Hill Publications
3	Dipak Kumar Bhattacharya, <i>Organizational Behavior</i> , Oxford Publications
4	McShane, <i>Organizational Behavior</i> , McGraw Hill Publications
5	LM Prasad, <i>Organizational Behavior</i> , Sultan Chand

Assessment

Internal	40%
Semester-end	60%

Semester	I		
Title of the Subject / course	Effective and Management Communication		
Course Code	MMS107		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	In all social behavior, communication is essential in building and maintaining human relationships.
2	In business, communication is essential for the smooth and efficient conduct of day-to-day transactions/activities.

Course Outcomes / Learning Outcomes

CO	BT
Students will learn about the Historical background and the development of communication; Importance and role of communication in everyday life.	Develop
Students will learn the mechanics behind the communication process, difficulties experienced in communication.	Develop
Students will learn the different types of communication, impedance due to extraneous factors called “barriers”.	Analyze
Students will understand about how to make your communication effective.	Evaluate
Students will learn how to become a convincing and forceful public speaker.	Develop
Students will understand the communication in groups, guidelines to improve performance/effectiveness in group interactions.	Understand

Content
Module 1: Introduction to Communication Introduction and Theory of Communication: nature, function & scope; The 7 Cs of communication, The communication Process: classification, components and models of communication; Problems in communication (Filters)
Module 2: Channels of Communication Channels of communication: Formal v/s Informal, Upward, Downward, Horizontal, Grapevine; Barriers to communication, Verbal and Non-verbal communication: Listening, Kinesics, Paralanguage, Proxemics,
Module 3: Essentials of Effective Communication Essentials of effective verbal communication: Voice modulation, Tone, Pitch, Knowledge and self-confidence, Meetings: Types; purpose. Group Discussions: Do’s and Don’ts; Committees: Types, Advantages and disadvantages, effectiveness.
Module 4: Public Speaking Public Speaking: Preparation, Attire, Posture and Delivery techniques, Written communication: Business letters, Types, Essentials, Format, common errors. e-mail: format, language and courtesy, common errors
Module 5: Communication and Culture Report Writing: Types of Reports, requirements, format, Communication and Culture: Intercultural sensitivities, Business etiquette when dealing with people from different nationalities.
Module 6: Impact of Technology Impact of modern Technology on Business Communication: the paperless office, use of Modern devices, Cases, sample communications and exercises, audio-visual presentations

Text & Reference Books

1	Singh Nirmal, <i>Business Communication: Principles, Methods & Techniques</i> , Deep & Deep Publications.
2	Krishna Mohan & Meera Banerji, <i>Developing Communication Skills</i> , MacMillan.
3	Mukherjee Hory Sankar, <i>Business Communication: Connecting at Work</i> , Oxford University Press.
4	Doctor & Doctor, <i>Business Communication</i> , Sheth Publishers.
5	Raman & Singh, <i>Business Communication</i> , Oxford University Press.

Assessment

Internal	40%
Semester-end	60%

Semester	I		
Title of the Subject / course	IT Skills for Management		
Course Code	MMS108		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To have the basics practical skills of information Technology (i.e Hardware - Software, Database, Networking, Communication Technology) with its application and usage
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Course Outcomes / Learning Outcomes

CO	BT
Students will understand the basics of Information Technology (i.e., Hardware, Software, Database, Networking, Communication Technology) with its application and usage.	Understand
Students will be able to analyse data using Excel and Access.	Analyse
Students will be able to prepare interactive business presentations using Powerpoint.	Apply
Students will be able to design a web page.	Apply

Content
<p>Module 1: Basic concepts of IT Conceptual background of Hardware - Software (Systems Software, Application Software and Packages) Introduction and Fundamentals of operating system- Windows, Unix/Linux. Introduction and knowledge of Internet operations. World Wide Web, Emerging communication technologies</p>
<p>Module 2: Introduction to Software Packages Introduction to Software Packages & practical knowledge of Microsoft Word, Microsoft Excel – Formulas, Graphs, Basis statistical formulae. Microsoft Power Point – Creating effective presentations Microsoft Access - Introduction to DBMS concepts, creating a database, Basic queries. Lab Sessions of Document Preparation & Presentation Skills</p>
<p>Module 3: Internet & Web Technology Internet Technology, Understanding Websites, Understanding Domain Names & Domain Extensions Web Server & Web hosting, Web Designing, Home page designing, Website Content designing, Payment Gateways, Web Hosting, E-commerce, Mobile Technology</p>
<p>Module 4: Case Study and Practical Exercises with Lab Sessions</p>

Text & Reference Books

1	Rajaraman, V, <i>Introduction to Information Technology</i> , Prentice Hall India.
2	Ram, B, <i>Computer Fundamentals</i> , New Age Publication.
3	Turban, Rainer and Potter, <i>Introduction to Information Technology</i> , John Wiley.
4	Sinha, P.K & Sinha Priti, <i>Foundation of Computing</i> , BPB Publications.
5	Keshav Trehan, <i>Excel VBA for Managers</i> , Shroff Publications

Assessment

Internal	40%
Semester-end	60%

Semester	II		
Title of the Subject / course	Marketing Management		
Course Code	MMS201		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	This coursework is designed to introduce the student to the basic elements of the marketing management terms, implementation of studied term in the industry and related process.
2	The scope of marketing management is quite broad and the students will be exposed to the marketing concepts that will enable them to acquaint with contemporary marketing practices.
3	This module is to learn the art and science of choosing target markets and getting, keeping and growing customers through creating, delivering, and communicating superior customer value.
4	This module will give the student a very broad understanding of what marketing is all about and the vital role that it plays in every organization, every department and every specialization.
5	The module will help the student to identify and solve many business problems by using a marketing perspective, as a universal concept.

Course Outcomes/Learning Outcomes

CO	BT
Students will be able to develop an understanding of concepts in the marketing with respect to historical development of the subject	Understand
Students will be able develop an understanding of the marketing environment, market research and forecasting.	Understand
Students will be able to analyze buying behaviour of individual consumers and organizations.	Analyse
Students will develop an understanding of marketing mix	Understand
Students will be able to develop an understanding on strategic perspective of marketing.	Understand

Content
Module 1: Introduction to Marketing Introduction to Marketing Concept, Evolution of Marketing from Production to Sustainability & Customer Orientation
Module 2: Understanding the Basics: Concept of Need, Want and Demand, Concept of Product and Brand, Business Environment in India, Demand States & Marketing Tasks Company Orientation towards the Market Place
Module 3: Marketing Environment Marketing Environment and Evaluation of Market Opportunities like Services, Rural & International
Module 4: Market Research & MIS Market Research & Marketing Information Systems and Demand Forecasting and Market Potential Analysis.
Module 5: Buying Behaviour Consumer Buying Process & Organizational Buying Behaviour

Module 6: Pillars of Marketing Market Segmentation, Target Marketing, Positioning & Differentiation
Module 7: Introduction to Marketing Mix Marketing Mix and Product Decisions – Product Life Cycle, & Brand
Module 8: Product, Price, Place & Promotion New Product Development Process, Pricing Decisions, Distribution Decisions – Logistics & Channel Decisions (Retail, Ecommerce, etc.), Promotion Decisions – Integrated Marketing Communications Concept: Advertising, Sales Promotions, Public Relations, Direct Marketing; Communication Tools, Personal Selling & Sales Management
Module 9: Strategic Aspects of Marketing Overview of Marketing Strategies, BCG, Ansoff, GE, Shell Model, Porter Generic Model, 5 Forces Model, PLC, 7s Model of Marketing, A Little Model, Value Chain Model
Module 10: Neuro Marketing Introduction to Neuro Marketing

Text & Reference Books

1	Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha, <i>Marketing Management (A South Asian Perspective)</i> , Pearson Education
2	R. Varshney, <i>Marketing Management</i> , S. Chand
3	Rajan Saxena, <i>Marketing Management</i> , Tata McGraw Hill
4	William Perreault, Joseph Cannon and E. Jerome McCarthy, <i>Basic Marketing</i> , McGraw Hill
5	V.S. Ramswamy & S. Namakumari, <i>Marketing Management – Planning, Implementation and Control</i> , McMillan

Assessment

Internal	40%
Semester-end	60%

Semester	II		
Title of the Subject / course	Financial Management		
Course Code	MMS202		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To gain in-depth knowledge of corporate finance and understand the functions of finance management.
2	Students should learn to analyze corporate financial statements and other parts of the annual report.

Course Outcomes/ Learning Outcomes

CO	BT
Students will gain an in-depth knowledge of corporate finance & understand the functions of finance management.	Understand
Students will be able to understand corporate financial statements using Ratio Analysis	Understand
Students will be able to demonstrate the concept of Leverage and finding risk exposure of firm	Apply
Students will be able to analyse various sources of finance for corporates.	Analyse
Students will be able to appraise impact of Capital Structure Theories on value of the firm	Evaluate
Students will be able to evaluate and formulate feasibility of a project.	Evaluate

Content
Module 1: Introduction Meaning, Scope & Objectives of Financial Management, Functions and Role of Financial Manager
Module 2: Types of Financing Financial Needs & Sources of Finance, Long-term Sources of Finance, Short-term sources of Finance, Other sources of Finance
Module 3: Working Capital Management Estimation and Financing, Inventory Management, Receivables Management, Cash Management
Module 4: Financial Analysis and Planning – Ratio Analysis Introduction, Types of Ratios, Users and Objectives of Financial analysis, Application of Ratio Analysis in Financial Decision Making, Limitations of Ratio Analysis.
Module 5: Capital Budgeting Meaning and Nature of investment decisions; Process of Capital Budgeting, Time value of money, Investment evaluation criteria: Discounted and Non-Discounted Methods (Pay-Back Period, Average rate of return, Net Present Value, Internal Rate of Return)
Module 6: Capital Structure Net income approach; Net operating income approach; MM approach; Traditional approach, Planning and Designing capital structure based on EBIT and EPS/MPS approach, Factors affecting capital structure.

Module 7: Leverage Analysis

Meaning, Types of Leverage, Operating Leverage, Financial leverage, Combined Leverage.

Module 8: Dividend Decision

Determinants of dividend policy, types of dividend policy, forms of dividend. Dividend theories: Walter's Model, Gordon's Model, MM Hypothesis.

Text & Reference Books

1	M.Y. Khan & P.K. Jain, <i>Financial Management</i> , McGraw Hill
2	Prasanna Chandra, <i>Financial Management</i> , McGraw Hill
3	I. M. Pandey, <i>Financial Management</i> , Pearson
4	Myers & Brealey, <i>Principles of Corporate Finance</i> , McGraw Hill
5	James Van Horne, <i>Fundamentals of Financial Management</i> , Prentice Hall

Assessment

Internal	40%
Semester-end	60%

Semester	II		
Title of the Subject / course	Operations Research		
Course Code	MMS203		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To know optimizing techniques.
2	To understand its use in decision making in business
3	To Identify and develop operational research model from real system
4	To appreciate the mathematical basis for business decision making

Course Outcomes/ Learning Outcomes

CO	BT
Students will be able to formulate and solve linear programming problems.	Apply
Students will understand special cases of Linear Programming Problems and apply in appropriate situation.	Apply
Students will be able to take business decisions under uncertainty.	Apply
Students will understand queue model as a measure of performance of system.	Understand
Students will be able to create simulation models in MS Excel.	Create

Content
Module 1: Linear Programming Formulation, Graphical Solution, Simplex, Duality, Post optimality and Sensitivity Analysis
Module 2: Transportation Problem Formulation, Optimal solution, Unbalanced transportation problem, Degeneracy.
Module 3: Assignment Problem Formulation, Optimal solution, Variants of Assignment Problem, Traveling Salesman problem
Module 4: Game Theory Introduction, Two Person Zero-sum game, Pure Strategies: Games with Saddle Points, Mixed Strategies: Games without Saddle points, Rule of Dominance
Module 5: Decision Theory Decision Theory- Under Risk, Uncertainty, decision tree.
Module 6: Waiting Lines Introduction, M/M/C or M/M/C: ∞ /FCFS Queueing Model
Module 7: Simulation Introduction, Definition, Types of Simulation models, Simulation Process, Advantages and Disadvantages, Applications of Simulation to Queuing and Inventory

Text & Reference Books

1	Hamdy Taha, <i>Operation Research – An introduction</i> , Prentice Hall of India
2	N D Vohra, <i>Quantitative Techniques in Management</i> , Tata McGraw Hill
3	J K Sharma, <i>Operations Research Theory and Applications</i> , Macmillan Business books
4	Wagner, <i>Principles of Operations Research</i> , Prentice Hall of India
5	Anderson Sweeney Williams, <i>An Introduction to Management Science</i> , Cengage Learning

Assessment

Internal	40%
Semester-end	60%

Semester	II		
Title of the Subject / course	Business Research Methods		
Course Code	MMS204		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To understand the importance of research and various methods that the researcher may use to investigate problems.
2	To apply the most suitable Modern Analytical tools for Business Research.
3	To derive strategies from research
4	To understand challenges in data collection and analysis
5	To interpret data and make meaningful decisions

Course Outcomes/ Learning Outcomes

CO	BT
To understand the right research method to be used to investigate problems	Understand
To understand the most suitable Modern Analytical tools for Business Research	Apply
To select best suitable “Research Design” for problem.	Evaluate
To effectively collect data and make the appropriate analysis	Understand
To interpret the data to make meaningful decisions	Analyse
To expose students to industry/academic standards of report writing.	Create

Content
<p>Module 1: Introduction to Research Lecture Meaning of research; Difference Between Search & Research, Types of research: Exploratory research, Conclusive research, Introduction to Research Lecture, The process of research, Introduction to Research Lecture, Research applications in social and business sciences, Introduction to Research Lecture, Features of a Good research study</p>
<p>Module 2: Research Problem Defining the Research problem; Management Decision Problem vs Management Research Problem; Problem identification process; Components of the research problem, Research Problem, Choosing a Research Topic, Formulation of Research Hypotheses, Formulating the Research Hypothesis, Formulation of Research Hypotheses, Appropriateness of Research Hypothesis</p>
<p>Module 3: Research Proposal Contents of a research proposal, Research Proposal, Writing a Research Proposal, Literature Review: Sources of Literature Review, Literature Review Understanding a Research Paper, Literature Review, Conducting a Literature Review on Chosen Topic, Literature Review, Creating Gap Analysis for Literature Review</p>

<p>Module 4: Meaning of Research Design Nature and Classification of Research Designs, Research Design, Exploratory Research Designs: Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions; Descriptive Research Designs: Cross-sectional studies and Longitudinal studies, Primary and Secondary Data: Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and sources, Field Work: Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method, Attitude Measurement and Scaling: Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement</p>
<p>Module 5: Questionnaire Design: Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method, Questionnaire Design, Questionnaire Preparation, Questionnaire Evaluation, Sampling Information: Sampling vs Non-Sampling error; Sampling Design - Probability and Non-Probability Sampling design; Determination of Sample size- Sample size for estimating population mean, Determination of sample size for estimating the population proportion, Data Editing- Field Editing, Centralized in-house editing; Coding- Coding Closed ended structured Questions, Coding open ended structured Questions, Classification and Tabulation of Data, Basic Analysis Using Excel/Spreadsheet</p>
<p>Module 6: Understanding the Basics of SPSS, Descriptive Analysis of Data, Data Processing Case Study using SPSS, t-Test, f- Test, Data Processing Case Study using SPSS, Inferential Analysis of Data: ANOVA, Inferential Analysis of Data: Chi-Square Non-Parametric Testing, Understanding the Basics of SAS & Importing Data, Descriptive Analysis of Data, Normality Testing in SAS using QQ Plots</p>
<p>Module 7: Ethics in Research: Plagiarism, Bias, Incompetence, Report Writing, Abstract, Introduction, Literature Review, Report Writing, Objectives, Hypothesis, Significance, Report Writing, Analysis, Findings, Conclusion & Bibliography</p>

Text & Reference Books

1	Cooper & Schindler, <i>Research Methodology</i> , McGraw Hill
2	C.R. Kothari, <i>Research Methodology & Research</i> , New Age
3	Richard Levin, <i>Statistics for Management</i> , Pearson
4	Saunders, <i>Research Methods for Business Students</i> , Pearson
5	Alan Bryman & Emma Bell, <i>Business Research Methods</i> , Oxford University Press

Assessment

Internal	40%
Semester-end	60%

Semester	II		
Title of the Subject / course	Human Resource Management		
Course Code	MMS205		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To prepare a student for a career in HR sector.
2	To facilitate a student with basic concepts of HR.

Course Outcomes / Lesson Outcomes

CO	BT
To prepare a student for a career in industry and services.	Develop
To facilitate learning in modern concepts, techniques and practices in the management of human resources.	Develop
To expose the student to different functional areas of Human Resource Management to enhance their effectiveness.	Analyze
To provide understanding about the concepts such as recruitment, selection, training, compensation and benefits.	Understand
To help students to understand how to write a job description and job specification	Evaluate
To equip the students to enhance their knowledge about performance management system.	Analyze

Content
<p>Module 1: Introduction to HRM Apply the theoretical and practical aspects of human resource management to formulate strategies that will enable organizations to achieve both operational and strategic goals related to the organization's human capital. Understand the scope of HRM and its relationship to other social sciences</p>
<p>Module 2: Salary Structure Basics of salary structure, components of salary, calculation of PF and gratuity, basics of retiral benefits and perquisites</p>
<p>Module 3: Manpower Planning Study the personnel function with respect to its organization, polices and responsibilities in an organization</p>
<p>Module 4: Motivating Employees Understand the importance and the process of man power planning, the process of job analysis, compare and contrast methods used for selection and placement of human Resources.</p>
<p>Module 5: Performance Appraisal Systems Understand the application of the theories of motivation, explaining the difference between internal and external equity in terms of monetary and non-monetary rewards and recognition.</p>
<p>Module 6: Training & Development Discuss the importance and process of performance management, organizational strategic planning and succession planning.</p>

Module 7: Organisation Development

Describe the steps required to analyze needs, develop and evaluate an employee training and development programs in organizations

Module 8: Management of Organizational Change

Define the concept and practice of change management and organizational development; with an analytical insight related to application of OD interventions strategically

Text & Reference Books

1	P. Subba Rao, <i>Human Resource Management</i> , Himalaya Publishing
2	C.B. Mammoria, <i>Personnel Management</i> , Himalaya Publishing
3	Dessler, <i>Human Resource Management</i> , Prentice Hall India
4	DeCenzo & Robbins, <i>Personnel/Human Resource Management</i> , Prentice Hall India
5	D. K. Bhattacharya, <i>Human Resource Management</i> , Excel Books

Assessment

Internal	40%
Semester-end	60%

Semester	II		
Title of the Subject / course	Legal & Tax Aspects of Business		
Course Code	MMS206		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To learn about the important provisions of some of the important business laws
2	To get exposure to important provisions of Indian Income Tax Act and Indirect Taxes

Course Outcomes / Learning Outcomes

CO	BT
Students will be able to understand various aspects of Indian Contract Act, Negotiable Instruments, Sale of Goods Act.	Understand
Students will be able to understand various provisions of Indian Companies Act	Understand
Students will be able to understand Consumer Protection and IPR regime.	Understand
Students will be able to analyze the given situation from legal perspective and take Decision.	Analyse
Students will be able to understand important provisions of Direct Tax.	Understand
Students will be able to understand important provisions of Indirect Tax.	Understand

Content
Module 1: The Indian Contract Act, 1872
Module 2: The Sales of Goods Act, 1930
Module 3: The Negotiable Instruments Act, 1881
Module 4: The Consumer Protection Act, 1986
Module 5: The Companies Act, 2013
Module 6: Introduction to IPR Laws a) The Copy Right Act, b) The Patents Act, c) The Trade Marks Act,
Module 7: Introduction to Direct and Indirect Taxes
Module 8: Income Tax: Basic Concepts, Heads of Income, Deductions & Exemptions, Filing of Returns
Module 9: Goods and Services Tax (GST): Concepts, Levies, Input Tax Credit, Compliance Procedures

Text & Reference books

1	Akhileshwar Pathak, <i>Legal Aspects of Business</i> , Mcgraw Hill
2	Monica Singhania and Vinod Singhania, <i>Students Guide to Income Tax</i> , Taxmann
3	Monica Singhania and Vinod Singhania, <i>Students Guide to Indirect Tax Laws</i> , Taxmann
4	N.D. Kapoor, <i>Business Law</i> , Sultan Chand & Sons
5	CA S K Mishra, <i>Systematic Approach to GST</i> , Atlantic

Assessment

Internal	40%
Semester-end	60%

Semester	II		
Title of the Subject / course	Cost and Management Accounting		
Course Code	MMS207		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To understand the basic cost concepts and techniques of analyzing cost to have better management control and decision-making
2	To understand and prepare various Process Accounts, Budgeting and Cost Sheet
3	To Understand the basic difference among finance, cost and management accounting

Course Outcomes / Learning Outcomes

CO	BT
Students will be able to understand the basic cost concepts and techniques of analyzing cost terminology to have better management control and decision-making.	Understand
Students will be able to understand various elements of cost and types of Costing	Understand
Students will be able to understand the concept of financial, cost and management Accounting	Understand
Students will be able to prepare cost sheet	Create
Students will be able to prepare flexible budget	Create
Students will be able to make decisions based on cost-volume-profit analysis	Analyze

Content
Module 1: Introduction to Cost and Management Accounting Introduction, Role of Cost in decision making, Analysis and classification of cost, Elements of cost - Materials, Labour and Overheads, Allocation and apportionment of overheads, Managerial Implications of Overhead Cost.
Module 2: Preparation of Cost Sheet
Module 3: Methods of Costing Introduction to different costing techniques; Methods of costing – with special reference to job costing, process costing, services costing
Module 4: Budgeting and Budgetary Control Concept of budgets, budgeting and budgetary control, Types of budget
Module 5: Profit Volume Analysis Marginal Costing and Cost-Volume-Profit Analysis, Marginal costing versus absorption costing, Computation of breakeven point, margin of safety and P/V Ratio Differential Costing and Incremental Costing
Module 6: Distinction among FA, CA and MA Distinction and relationship among financial accounting, cost accounting and management Accounting
Module 7: Responsibility Centres Understanding various responsibility centres such as Profit Center, Expense Centre, Investment Centre etc.

Text & Reference Books

1	Horngren, Datar, Foster, <i>Cost Accounting for Managerial Emphasis</i> , Prentice Hall
2	Robert Kaplan, Anthony A. Atkinson, <i>Management Accounting</i> , Prentice Hall
3	Paresh Shah, <i>Management Accounting</i> , Oxford Publications
4	Jawaharlal and Seema Srivastava, <i>Cost Accounting</i> , Mcgraw Hill
5	Ravi. M. Kishore, <i>Cost and Management Accounting</i> , Taxmann Publications

Assessment

Internal	40%
Semester-end	60%

Semester	II		
Title of the Subject/course	Entrepreneurship Management		
Course Code	MMS208		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To acquaint the students with both the theory and practice of Entrepreneurship
2	To expose the students to the finer nuances of the subject
3	to re-orient the outlook of students toward new business ventures and start-ups and also to help them look at these as a possible career option.

Course Outcomes / Learning Outcomes

CO	BT
Will be able to develop an understanding of the concept of entrepreneur, entrepreneurship enterprise, and its development along with various types & issues/ challenges	Understand
Will be able to understand the differences and similarities between Managers and entrepreneurship.	Understand
Develop an understanding of the relationship between innovation, Creativity and entrepreneurship.	Understand
Ability to understand the various starting routes, legal and environmental framework for starting a business in India in the context of Make in India & Digital India as well as in the global environment.	Apply
Able to design a business plan with product identification, financing, early growth of the business, Venture expansion strategies, and present.	Create
Will be able to develop an understanding on Indian Family Business along with its genesis, features, issues, and challenges.	Create

Content
Module 1: Entrepreneurial Perspective Concept of entrepreneur, entrepreneurship, and enterprise, advantages of entrepreneurship, Nature and development of entrepreneur and entrepreneurship
Module 2: an understanding of entrepreneurship opportunity-based entrepreneurship, social entrepreneurship, entrepreneurship by Dalits technopreneurs, Gender bias, and women entrepreneurs
Module 3: Entrepreneurs, managers, and intrapreneurs: similarities and differences Entrepreneurs, managers, and intrapreneurs: similarities and differences
Module 4: Innovation, creativity and entrepreneurship Innovation, creativity, and entrepreneurship
Module 5: Quick-start routes Analysis of business opportunities in both the domestic and global economies, including the analysis of PEST factors
Module 6: Legal framework for starting a business in India The Make in India Campaign, the Digital India Campaign, and the opportunities for start-ups in India

Module 7: The Enterprise Launching Product / Project Identification Preparing a Business Plan Business financing, including venture capital finance and private equity
Module 8: New venture expansion Managing early growth of business, New venture expansion – strategies and issues
Module 9: International variations in entrepreneurship (including cultural and political differences) Indian Family Business: genesis, features, issues and challenges

Text & Reference Books

1	P N Singh & J C Saboo, <i>Entrepreneurship Management</i> ,
2	Rajeev Roy, <i>Entrepreneurship</i> , Oxford University Press
3	Robert Hisrich, Michael Peters and Dean Shepperd, <i>Entrepreneurship</i> , Mcgraw Hill
4	James C Collins and William C Lazier, <i>Beyond Entrepreneurship</i> , Penguin
5	Vasant Desai, <i>Dynamics of Entrepreneurial Development</i> , Himalaya Publishing

Assessment

Internal	40%
Semester-end	60%

Semester	III-Core		
Title of the Subject / course	Strategic Management		
Course Code	MMS301		
Credits	3	Duration	: 45 hrs.

Learning Objectives

1	To appreciate the role of Strategic thinking in changing business environment
2	To understand the process of Strategy Formulation, Implementation & Evaluation
3	Focus on application & decision making

Course Outcomes / Lesson Outcomes

CO	BT
Students will be able to comprehend strategic management from operational management and identify the strategy development process including the different levels of strategy.	Understand
Students will be able to coherent purpose of an organization's existence & communicating it to all stakeholders.	Understand
Students will be able to evaluate the key structural drivers in the business environment	Evaluate
Students will be able to deliberate contemporary approaches to strategy development processes and evaluate strategic choices by value adding capabilities in managing a portfolio of businesses.	Understand
Students will be able to emulate the different bases of achieving competitive advantage and outline the means to achieve sustainability in a competitive environment for an SBU.	Apply

Content
Module 1: Strategic Management - A Back Drop Introduction to Strategic Management, the Strategic Position, Strategy Development, Competitor analysis
Module 2: Strategic Management Selection Strategic Choices, Strategy Implementation, Competing for Future, Strategy towards buyers and suppliers.
Module 3: Strategies with Strategic Management (Level I) Corporate Restructuring, Turnaround Management, Strategic Alliances and Joint Ventures
Module 4: Strategies with Strategic Management (Level II) Mergers and Acquisitions, Strategic Tools, Structural analysis within industries, Capacity expansion and Entry into new business.
Module 5: Future Trends with Strategic Management Contemporary Issues, Vertical Integration
Module 6: Red – Blue - Purple Ocean strategy
Module 7: BCG matrix / GE matrix, 7S McKinsey models as tools for strategic formulation
Module 8: Ansoff matrix, Grand strategy as tools for strategic formulation

Text & Reference Books

1	Thompson et al., <i>Crafting and Executing Strategy - The Quest for Competitive Advantage - Concepts & Cases</i> , Tata McGraw Hill
2	Prahalad, C.K. & Hamel, Gary, <i>Competing for the Future</i> , Free Press
3	Keven Scholes & Gerry Johnson, <i>Exploring Corporate Strategy</i> , Prentice Hall
4	Porter, Michael E., <i>Competitive Advantage</i> , Free Press
5	Prahalad, C.K. & Venkat Ramaswamy, <i>Future of Competition</i> , HBS Press

Assessment

Internal	40%
Semester-end	60%

Semester	III-Core		
Title of the Subject / course	International Business		
Course Code	MMS302		
Credits	3	Duration	: 45 hrs.

Learning Objectives

1	To develop a deep understanding of International Management
2	To develop the analytical ability of the student to attain an insight into International Management contexts.

Course Outcomes / Learning Outcomes

CO	BT
Students will develop a deep understanding of various modes of entry in an International Business.	Develop
Students will develop the analytical ability to compare Political, Social, Technological and Legal factors that affects International Business	Develop
Students will be able to analyze Benefits and Cost of Foreign Direct Investment to both Host and Home Country.	Analyze
Students will be able to understand concept, Multinational Corporations and its classification.	Understand
Students will be able to evaluate role of WTO and RTA's in the development of International Business.	Evaluate
Students will be able to analyze the impact of globalization on management of multinationals in International Business.	Analyze

Content
Module 1: Introduction to International Business Definition and Examples, Reasons to Enter in International Business – Company and Government Angle, Difference between Domestic and International Business
Module 2: Modes of Entry Exports and its Classification, International Licensing, Franchising, Contract Manufacturing, Contract Marketing, Management Contract, Joint Venture and Strategic Alliance, Mergers and Acquisitions, Collaborations, Turn Key Projects
Module 3: Country Analysis and Cross Culture Management PESTLE Analysis, The Atlas of Economic Complexity, Transfer Pricing, Country Risk Analysis, International Adjustment, Hofstede's Cultural Dimension
Module 4: Foreign Direct Investment Concept of FDI, FII vs FDI, Benefits and Cost of FDI, Criteria considered by investors Prior to selecting a destination, Scope of India to attract More FDI, ADR and GDR, Working and Advantages, Correspondent Banking
Module 5: Multinational Corporations (MNC's) Overview of Multinational Corporations, Classification of MNCs based on Relationship between Headquarter and Subsidiary, Classification of MNC's based on their Origin, EPRG Model, Opportunists for Indian MNC's, Benefits of MNC's, Criticism of MNC's.
Module 6: Trade Theory Free Trade, Pattern of Trade, Theory of Mercantilism, Theory of Absolute Advantage, Theory of Comparative Cost Advantage, Modern Theory, Porter's Diamond Model, Product Life Cycle, Purchasing Power Parity, Implications of Trade Theory for Managers

Module 7: World Trade Organization and India

WTO – Structure, Principles, Functions, MFN and National Treatment Clause, Impact of WTO agreement on India, World Bank, Asian Development Bank

Module 8: Globalization

Concept of Globalization, Global Company, Stages of Global Organizations, Role of Global Organization, Criteria for success, Role of Global Managers.

Text & Reference Books

1	Mike W. Peng; Klaus E. Meyer, <i>International Business</i> , Cengage Learning
2	J Stewart Black & Anant K Sundaram, <i>International Business Environment, Text and Cases</i> , Prentice Hall India
3	Charles W L Hill, <i>International Business</i> , McGraw Hill
4	P. Subba Rao, <i>International Business</i> , Himalaya Publishing House
5	Alan Sitkin, Nick Bowen, <i>International Business: Challenges and Choices</i> , Oxford Press

Assessment

Internal	40%
Semester-end	60%

Semester	III		
Title of the Subject / course	Sales Management		
Course Code	MMS303		
Credits	3	Duration	: 45 hrs.

Learning Objectives

1	To understand function of sales and its importance
2	To comprehend the art of managing the sales force
3	To motivate and manage sales force effectively
4	To develop critical thinking skills and situational leaderships
5	To learn the art of solving problems related to sales process on the field

Course Outcomes / Learning Outcomes

CO	BT
Develop an understanding on function, importance and structures of sales Organization	Understand
Develop an understanding on selling skills and sales process	Understand
Able to design a territory plan for the organization	Develop
Develop an understanding on sales forecasting	Understand
Able to understand various aspects of sales administration and salesforce Management	Understand
Able to examine the importance of field sales, distribution and logistics Management	Analyse

Content
Module 1: Introduction to Sale Management Introduction to sales organization and types of sales force. Importance of sales management in any business organization.
Module 2: Sales Organization Structure Sales Organization Structures, both B2B, B2C
Module 3: Selling skills Negotiation skills for services sales as against physical good sales, Sales dyads , Decision Making Units (DMUs),
Module 4: Sales process Sales approach, demonstration & closure, Personal selling, Applications of AIDA Model in sales.
Module 5: Territory and time management Route planning, and scheduling customer visits. Manpower planning- Recruitment, Selection, Training and development of sales personnel.
Module 6: Planning & Forecasting Planning & forecasting techniques such as Moving Averages, Trend Analysis etc. and target setting (sales budget and quota setting), using software support or Excel.
Module 7: Sales force management Sales force management during different phases which includes motivation during bad times (positive reinforcement), planning sales contests.

Module 8: Field sales control

Sales reporting system which includes weekly, monthly, quarterly reports and interpretation of the data for future action plans, sales analysis and marketing cost analysis, sales audit, managing outstanding.

Module 9: Distribution & Logistics

Importance of Distribution and Logistics Management in relation to Sales Management, Understanding lead time and delivery schedule etc.

Module 10: Remote Sales Team Management:

Addressing the challenges of managing remote sales teams effectively, including communication strategies, collaboration tools integration within Salesforce, remote performance monitoring, and maintaining team cohesion.

Text & Reference Books

1	Sales Management, <i>Still, Cundiff & Govani</i> , Prentice Hall India
2	Professional Sales Management, <i>Anderson, Hair & Bush</i> , Tata McGraw Hill
3	Management of Sales Force, <i>Stanton & Spiro</i> , McGraw Hill International
4	Futrell, <i>Sales Management</i> , Thomson South western
5	S L Gupta, <i>Sales and Distribution Management</i> , Excel Books India

Assessment

Internal	40%
Semester-end	60%

Semester	III		
Title of the Subject / course	Marketing Strategy		
Course Code	MMS304		
Credits	3	Duration	: 45 hrs.

Learning Objectives

1	To understand and predict changes in the macroeconomic environment and its impact on marketing programmes.
2	To develop an ability to respond rapidly to changes driven by consumer behaviours / new technologies etc.

Course Outcomes / Learning Outcomes

CO	BT
Develop an understanding and ability predict changes in the macroeconomic environment and its impact on marketing programmes and develop the understanding of marketing strategy	Understand
Develop an understanding about the strategic formulation process from marketing functional point of view.	Understand
Able to analyse various marketing metrics	Analyse
Formulate marketing plan through different analysis.	Develop
Develop students' ability to take decisions related to product, brand, price and channel policies.	Develop
Create an ability to respond rapidly to changes driven by consumer behaviours / new technologies etc.	Develop

Content
Module 1: Introduction to Marketing Strategy Introduction to Marketing strategy - Concept, Principles, Understanding of Strategy & Tactics
Module 2: New Product Development process SWOT analysis, PARTS framework and design of the demand landscape, Commercialization of innovation through alliances Challenges during the technology adoption life cycle
Module 3: Marketing Intelligence Assessment of key marketing metrics – Return on Marketing Investment; Market share and payback period; Net Promoter score; Customer satisfaction and share of wallet; Brand awareness/preference; purchase intentions; Average Unit retail price, percentage sales on deals; All commodity volume; Inventory turns, same store sales, Cannibalization.
Module 4: Product and Brand Policy Product Policy decisions – Line and Mix decisions, Managing across the product life cycle from pre-launch, pruning and withdrawal from the market, Lead users and role in product design. Brand Culture – Aligning with organizational culture.

Module 5: Pricing Policy

Pricing strategies – Types of pricing strategies: Cost-plus, Perceived value, etc. Price band – Types and width of price bands and its management. Using promotions as a lever to manage the price band.

Module 6: Marketing Plan

Situation Analysis – 5C’s analysis (customer/competitor/collaborator/company/context); Forecasting societal changes based on PEST analysis. Preparing and Presenting the Marketing plan

Module 7: Channel Policy

Designing the length, breadth, and modifying the dimensions of the channel Need for control and availability of resources and role in channel design Channel selection strategy – direct, corporate, contractual systems, Omni-channels, Channel conflicts and resolution

Module 8: Promotion Channels

Selecting channels to reach target audience. Online and offline channels such as social media, email marketing, content marketing, search engine optimization (SEO), paid advertising, influencer marketing, events, and promotions.

Text & Reference Books

1	Walker Mullins Boyd & Larreche, <i>Marketing Strategy</i> , Tata McGraw Hill
2	Luck & Ferrell, <i>Marketing Strategy</i> , Southwestern
3	Stephen Schnaars, <i>Marketing Strategy</i> , Free Press
4	Reibstein, Farris, Bendle, Pfeifer, <i>Marketing Metrics</i> , Pearson
5	Dr. Shahjahan, <i>Strategic Marketing</i>

Assessment

Internal	40%
Semester-end	60%

Semester	III		
Title of the Subject / course	Consumer Behaviour		
Course Code	MMS305		
Credits	3	Duration	: 45 hrs.

Learning Objectives

1	An understanding of the pre and post purchase consumer behaviour.
2	To develop conceptual insights into key aspects such as social, psychological and other factors that influence consumer behaviour.

Course Outcomes / Learning Outcomes

CO	BT
Students will be able to understand the pre and post purchase consumer behaviour	Understand
Students will develop conceptual insights into key aspects such as social, psychological and other factors that influence consumer behavior	Develop
Students will be introduced to various consumer behaviour model.	Understand
Students will be able to understand the influence of group behaviour.	Understand
Students will be able to analyse individual and organizational buying process	Analyse
Students will be able to analyse factors that influence consumer behaviour	Analyse

Content
<p>Module 1: Introduction to Consumer Behaviour: Consumer Behaviour: Introduction, definition and impact of digital revolution and importance to marketing.</p>
<p>Module 2: Models of Consumer Behaviour and Marketing Implications: Models of consumer behaviour and their marketing implications: The economic model, Learning model, Psychoanalytic model, sociological model, Howard Seth Model of buying behaviour, The Nicosia Model, The Engel-Kollat-Blackwell Model, Decision Making Model</p>
<p>Module 3: Motivation and Consumer Behaviour Motivation: Definition, types of motives, (Positive and Negative Goal, negative goal, Rational versus Emotional Motives), Discovering Purchase Motives. Theories of motivation, Maslow's hierarchy of needs and its relevance to consumer behaviour and marketing strategy; the physiology of technology on consumer behaviour.</p>
<p>Module 4: Perception in Consumer Behaviour Absolute and differential thresh hold, Internal and external factors affecting perception, Gestalt Psychology, subliminal perception, Consumer Imagery, Zaltman metaphors to understand attitude towards products</p>
<p>Module 5: Learning and Information Processing Learning and Information Processing and its impact on behaviour.</p>
<p>Module 6: Attitudes and Consumer Behaviour: Attitudes: Concepts and Models- Cognitive Dissonance, Tri- component Theory, Multi attribute model, Attitude and market segmentation, product development strategies and attitude change strategies.</p>

<p>Module 7: Personality and Consumer Behaviour Personality: Meaning, nature, definition and characteristics, Theories of Personality (Freudian theory, Trait Theory, Jungian Theory) Self-image and self- concept, VALS model and segmentation, Personality and consumer behaviour.</p>
<p>Module 8: Social Class and Consumer Behaviour Social Class: concept of social class, homogeneity of needs in social class, social class stratification in India New SEC/ NCAER, classification of the society, Influence of social class on purchase behaviour.</p>
<p>Module 9: Group Influences on Consumer Behaviour Reference Groups and its influence on consumption, Diffusion of innovation process, Consumer Adoption of new products, Impact of social media on formulating opinions on products and brands. Family: Role of family in decision making and consumption process</p>
<p>Module 10: Culture and Subcultures Understanding the influence of culture, norms and their role, traditions and value system, Indian core values, cultural aspects of emerging Indian markets</p>
<p>Module 11: Post purchase behaviour Post purchase evaluation and disposition towards the product, Post purchase satisfaction measures</p>
<p>Module 12: Organization buying process Nested segmentation, Role & Power of Buying centres (Initiators, Influencers, Deciders, Buyer & Gatekeepers). Buying decisions based on ABC / VED / FSND analysis.</p>

Text & Reference Books

1	Schiffman & Kanuk & S Ramesh Kumar, <i>Consumer Behaviour</i> , Prentice Hall India.
2	Loudon & Della Bitta, <i>Consumer Behaviour</i> , Tata McGraw Hill
3	Suja R. Nair, <i>Consumer Behaviour in Indian Perspective- Text and Cases</i> , Himalaya Publication House.
4	Del Hawkins, David Mothersbaug & Amit Mookerjee, <i>Consumer Behaviour: Building Marketing Strategy</i> , McGraw Hill
5	Satish Batra & S.H.H.Kazmi, <i>Consumer Behaviour Text & Cases</i> , Excel Books

Assessment

Internal	40%
Semester-end	60%

Semester	III		
Title of the Subject / course	Services Marketing		
Course Code	MMS306		
Credits	3	Duration	: 45 hrs.

Learning Objectives

1	To familiarize students to basic concepts and decision-making processes involved in Services Management
2	To help students to understand application of these concepts to various industries in service sector

Course Outcomes / Learning Outcomes

CO	BT
To familiarize students to basic concepts and decision-making processes involved in Services Management	Understand
To help students to understand application of these concepts to various industries in service sector	Understand
To analyze the difference between product and services marketing.	Analyse
To analyze new trends in services marketing.	Analyse
To create a sense of importance in students mind about managing customer Relationship	Develop
To create capability of students to the level where they could improve service quality.	Develop

Content
Module 1: Foundations of Services Marketing Introduction – Difference between Products & services, Key characteristics of services, Managing Challenges of services
Module 2: Understanding Service Consumers Consumer Behaviour in Services
Module 3: The Services Marketing Mix Services Marketing Mix decisions- 7Ps, SERVQUAL model
Module 4: Designing and Delivering Effective Services Designing services; Managing Demand, capacity & service assets, Service Gaps model
Module 5: Building Customer Loyalty in Services Managing Customer Relationships- CRM as a tool for customer satisfaction and retention, service blueprints – moments of truth, Leaking bucket theory
Module 6: Service Recovery and Quality Improvement Complaint handling, Service Failure & Service Recovery
Module 7: Tools for Service Quality Improvement Improving Service Quality, Service Marketing triangle, Fishbone Diagram
Module 8: Emerging Trends in Services Marketing New developments in service marketing –Peer to Peer sharing (Airbnb, Uber, Ola)

Text & Reference Books

1	Zeithamal V., M. J. Bitner & Gremeler, <i>Services Marketing</i> , McGraw Hill
2	Rajendra Nargundkar, <i>Services Marketing – Text and Cases</i> , McGraw Hill
3	Lovelock, Wirtz & Chatterjee, <i>Services Marketing</i> , Pearson
4	Valarie A Zeithmal, Dwayne D Gremler, Mary Jo Bitner, Ajay Pandit <i>Services Marketing, Indian Edition</i> , McGraw Hill
5	C. Bhattacharjee, <i>Services Marketing</i> , Excel Books

Assessment

Internal	40%
Semester-end	60%

Semester	III		
Title of the Subject / course	Product and Brand Management		
Course Code	MMS307		
Credits	3	Duration	: 45 hrs.

Learning Objectives

1	To expose and sensitize the students with the practices of product and brand management.
2	To understand the key issues in Product and Brand Management

Course Outcomes / Learning Outcomes

CO	BT
Be able to recall the roles and functions of a product manager.	Remember
Be able to compare and contrast different product portfolio analysis methods like BCG and GE Multifactor Matrix.	Analyse
Be able to develop a new product development process for a specific product category	Apply
Be able to critically assess the financial viability of a product launch using the Polly and Cook Model.	Evaluate
Be able to design a brand architecture strategy (Branded House vs. House of Brands) for a fictional company.	Create
Be able to evaluate the brand equity of a real-world brand using Kapferer's Brand Prism model.	Analyse

Content
Module 1: Foundational Concepts Introduction to Product Management, Role and Functions of Product Managers
Module 2: Product Strategy and Analysis Product Mix and SBU Strategies, Portfolio analysis (BCG / GE Multifactor Matrix)
Module 3: Product Lifecycle Management Product Decisions over the PLC
Module 4: Innovation and Development New Product Development Process
Module 5: Financial Management for Products Financial Decision on the PLC using Polly and Cook Model
Module 6: Building Brands Introduction to Brand Management- Branded House Vs House of Brands, Corporate Brand.
Module 7: Understanding Brands Brand prism by Kapferer Model, Brand Anatomy.
Module 8: Brand Strategies Branding Decisions- Line Extensions, Category Extension
Module 9: Brand Value Brand Equity – Concept and measure

Text & Reference Books

1	Kevin Lane Keller, M G Parameswaran, Isaac Jacob, <i>Strategic Brand Management</i> , Pearson
2	David Aaker, <i>Brand Management</i> , McGraw Hill
3	YLR Murthy, <i>Brand Management-Indian Perspective</i> , Vikas Publishing
4	S. Ramesh Kumar, <i>Marketing and Branding</i> , Pearson
5	P. Kotler, <i>Principles of Marketing</i> , Pearson

Assessment

Internal	40%
Semester-end	60%

Semester	III		
Title of the Subject / course	Digital Marketing		
Course Code	MMS308		
Credits	3	Duration	: 45 hrs.

Learning Objectives

1	To understand the new media, Different types, their strengths and the way customer interacts with new / digital media.
2	To develop the skills to strategize and execute campaigns on new / digital media

Course Outcomes / Learning Outcomes

CO	BT
Students will be able to define and explain the key concepts of digital marketing, including types of digital media, industry trends, and customer consumption trends.	Remember
Students will be able to compare and contrast traditional and digital media, and explain the role of digital media in the consumer decision-making process.	Understand
Students will be able to identify the need for Search Engine Optimization (SEO) and analyze website performance using reports and metrics from Google Analytics.	Apply
Students will be able to develop a basic Search Engine Marketing (SEM) campaign strategy, including keyword identification.	Apply
Students will be able to critically assess the effectiveness of a social media campaign using Facebook analytics.	Evaluate
Students will be able to evaluate the effectiveness of different display advertising formats, such as video advertising and blog marketing.	Evaluate

Content
Module 1: Introduction Introduction to digital marketing – types of digital media, industry trends, Indian media spends, comparison with traditional media
Module 2: Customer Trends Customer consumption trends of digital media Role of digital media in consumer decision making process. Behavioural and Contextual targeting
Module 3: Search Engine Optimization (SEO) Need for SEO – Strategies – Method - Integration with Google Analytics, analysis of reports and Metrics
Module 4: Search Engine Marketing (SEM) Importance and need - Campaign strategy - Identifying keywords and their configurations – Creating AdWords campaigns - Assess campaign using AdWords analytics reports

Module 5: Social Media Marketing

- Introduction & comparison of various social media (including subscriber base, features, popularity etc.).
- Social Media Marketing strategies – with examples/ cases
- Content Strategy for various social media
- Creating Campaign on Social media (Facebook)
- Assessment of campaign using Facebook analytics

Module 6: Display advertising

Video advertising - types and their effectiveness. Blog marketing

Module 7: Pricing Models

Cost per Click (CPC) - Cost per thousand Impression (CPM) - Cost per acquisition (CPA).
Relevance of each in different situations. - Prevention of click frauds

Module 8: Email Marketing

Trends, types, Challenges - Planning & designing campaign - Assess effectiveness of the campaign using various metrics

Module 9: Mobile Marketing

Market size, growth etc. – Applications – Coupons – Gamification - Mobile wallets - QR codes – USSD, SMS

Module 10: E-commerce

Understand trends and profile of e-commerce players - Use of e-tailers for promotion and distribution of brands - Strategies used by E- commerce players

Text & Reference Books

1	Ian Dodson, <i>The Art of Digital Marketing</i> , Wiley Publication
2	Vandana Ahuja, <i>Digital Marketing</i> , Oxford Publication
3	Damian Ryan, <i>Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation</i> , Kogan Page
4	Dave Chaffey & Fiona Ellis-Chadwick, <i>Digital Marketing: Strategy, Implementation & Practice</i> , Pearson
5	Ben Hunt, <i>Convert! Designing Websites For traffics and Conversions</i> , Wiley

Assessment

Internal	40%
Semester-end	60%

Semester	III		
Title of the Subject / course	Corporate Valuation and Mergers & Acquisitions		
Course Code	MMS 310		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To help the students to have a working level ability to understand Various methods of corporate valuations
2	To help the students to identify various inorganic methods of Business Expansion
3	To help the students to make a mental framework / checklist so as select the most apt valuation and business expansion approach

Course Outcomes / Learning Outcomes

CO	BT
Students will be having a framework to move through the legal maze on inorganic expansion	Understand
Students will be able to identify the “Deal Breakers” in M&A deals	Understand
Students will be able to understand the various forms of CR and M&A Life cycle	Understand
Students will be able to understand the basics of DCF and Relative Valuations and will be able to solve related problems.	Understand
Students will be able to make a basic brief Excel model for corporate valuations	Apply

Content
<p>Module 1: Corporate Restructuring - Overview</p> <p>Forms of CR -</p> <ul style="list-style-type: none"> • Expansion • Sell Off's • Corporate Control • Changes in ownership structure • Regulatory Definitions under Ind AS 103, AS 14, Income Tax Act, Companies Act 2013
<p>Module 2: Introduction to M&A</p> <ul style="list-style-type: none"> • M&A lifecycle • Measuring the Success of M&A • Numericals
<p>Module 3: Acquisition Valuations -Asset Based Valuations</p>
<p>Module 4: DCF Valuations & Relative Valuations</p> <p>DDM, FCFE & FCFF, PE, PEG, PEGY, P/S, P/BV</p> <p>Dividend Discount Model, Free Cash flow to Equity, Free Cash flow to Firm, Price/Earnings, Price/Earnings to Growth, Price/ Earnings to Growth and Yield, Price/Sales, Price to Book Value</p>
<p>Module 5: Synergy and Its Valuation</p> <p>Synergies in M&A, different types of synergies, how to value different types of synergies, Problems</p>

Module 6: Acquisition & Takeover – <ul style="list-style-type: none"> • Methods • Legalities • Acquisition Process • Takeover Defenses, various financing methods available for Takeover. • Practical Impact and Implementation
Module 7: Legal Aspects of M&A- <ul style="list-style-type: none"> • SEBI Takeover Regulations • Income Tax • Companies act- provisions of CA 2013 that govern M&A in India
Module 8: LBO Basics of LBO, LBO Model with various Scenarios, Excel Model

Text & Reference Books

1	Rabi Narayan Kar, Minakshi, <i>Merger, Acquisition & Corporate Restructuring - Strategies & Practices</i> , Taxmann Publications
2	Aswath Damodaran, <i>Damodaran on Valuation</i> , Wiley
3	Ashish Patil, <i>Mergers & Acquisitions – The Art of Science</i> , Saa Capital
4	Patrick A Gaughan, <i>Mergers, Acquisitions, and Corporate Restructuring</i> , Wiley
5	Palepu, Healy and Bernard, <i>Business Analysis and Valuation Using Financial Statements</i> , Cengage India

Assessment

Internal	40%
Semester-end	60%

Semester	III		
Title of the Subject / course	Strategic Cost Management		
Course Code	MMS311		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To understand the concepts and techniques in cost and management accounting.
2	To learn the application of cost and management accounting techniques in strategic decision-making.

Course Outcomes / Learning Outcomes

CO	BT
Students will be able to apply Cost Management Initiatives based on Cost benefit analysis	Apply
Students will be able to understand the concept of Activity Based Costing.	Understand
Students will Develop knowledge to analyse the performance of an organization using cost management strategically.	Develop / Create
Students will be able to understand the concept of balance scorecard	Understand
Students will be able to apply strategic cost management concepts in decision making.	Apply
Students will be able to analyse strategic need for costing in an organization	Analyse

Content
<p>Module 1: Cost Benefit Analysis and Cost Management tools CVP analysis for decision making, Lean Manufacturing and Quality Control, Life cycle costing, Kaizen costing, JIT & theory of constraints, BPR and bench marking, Flexible Manufacturing Systems (FMS), Total Quality Management (TQM), Lean Costing, Target Costing</p>
<p>Module 2: Activity Based Costing Nature of activity-based costing (ABC), benefits and limitations of ABC, limitation of volume -based costing system, indicators of ABC, activity hierarchies, cost drivers, designing an ABC system Activity- based management, operational and strategic application of ABC, customer profitability analysis.</p>
<p>Module 3: Lean costing Concept, application to accounting process, lean performance measurements, financial reports for lean operations.</p>
<p>Module 4: Life- cycle costing Introduction, Life-cycle costing analysis, importance of life-cycle costing to a utility, life-cycle costing methodology, life-cycle cost estimation.</p>
<p>Module 5: Entrepreneurial Approach to Cost Management Entrepreneur and Intermediaries, Functions to minimize cost of intermediaries, Micro Profit Center Approach, Empowered Organizations, Benefits and Reasons of Entrepreneurial Approach to Cost Management.</p>
<p>Module 6: Strategic cost management & Value Analysis Strategic positioning analysis. Value Chain Analysis and Long-Term Cost Management. Nature of value-chain analysis, activity analysis and linkage analysis, application of linkage analysis in cost reduction and value addition. Value Engineering</p>

Module 7: Costing and Strategies Blue ocean and red ocean strategy, Judo strategy, Edge strategy, Three box strategy.
Module 8: Performance Evaluation Balance Score Card Concept, prospective and limitations, establishing objectives and performance measures in different perspectives of balance score card, productivity measurement and control, quality cost management and reporting.
Module 9: Cost and Management Audit Cost Audit, Function and Types of Cost Audit, Management Audit, Objectives of Management Audit, Procedure of Management Audit

Text & Reference Books

1	Vijay Govindarajan, <i>Strategic Cost Management</i> , Free Press
2	Hornigren and Datar, <i>Cost Management</i> , Pearson
3	Robert S. Kaplan & Anthony A Atkinson, <i>Advanced Management Accounting</i> , Pearson
4	Ravi M Kishore, <i>Strategic Cost Management</i> , Taxmann Publication
5	Girish Jakhotiya, <i>Strategic Financial Management</i> , Vikas Publishing

Assessment

Internal	40%
Semester End	60%

Semester	III		
Title of the Subject / course	Financial Markets and Institutions		
Course Code	MMS312		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To understand different components of the Indian Financial system and their functions.
2	To comprehend various products issued through different financial institutions in the primary and secondary markets.
3	To understand the fixed income market, the different instruments and concepts related to it.

Course Outcomes/Learning Outcomes

CO	BT
Students will be able to understand different components of the Indian Financial system and their functions.	Understand
Students will be able to comprehend various products issued through different financial institutions in the primary and secondary markets.	Understand
Students will be able to understand the fixed income market, the different instruments and concepts related to it.	Understand
Students will be able to analyse the role of central bank of India in the smooth functioning of IFS.	Analyse
Students will be able to apply their knowledge about fixed income securities.	Apply

Content
Module 1: Financial System Meaning and components of Financial System: Financial Institutions, Financial markets, Financial instruments and Financial services.
Module 2: The Role of the Central Bank – RBI RBI's monetary policy in its proper perspective in the overall financial system.
Module 3: Financial Markets Introduction, Money Markets and its Instruments, Capital Markets.
Module 4: Primary Market Functions, Types of Primary Market, Book Building, IPO, Rights Issue, Private Placement.
Module 5: Secondary Markets Stock Exchange, Listing of Securities, Stock Market Index, NSE, OTCEI, Clearing & Settlement, Custodians & Depositories.
Module 6: Financial Intermediaries Commercial Banks, Insurance Companies, Mutual Funds and Development Banks.
Module 7: Mutual Funds Concepts, Classification, Equity Funds, Debt Funds, Other Funds, Risk and Return in Mutual Funds, SEBI Guidelines
Module 8: Fixed Income Securities Bond characteristics, bond types, coupon types, computation of different yields and bond price, relationship between yield and price, Bond duration, modified duration.

Module 9: Forex Market

Functions, Types of Forex Market, Spot & Forward Market, Participants.

Text & Reference Books

1	Bharati V. Pathak, <i>The Indian Financial System-Markets, Institutions and Services</i> , Pearson
2	Khan, M.Y, <i>Indian Financial System</i> , McGraw Hill
3	L M Bhole and Jitendra Mahakud, <i>Financial Markets & Institutions</i> , McGraw Hill
4	Meir Kohn, <i>Financial Institutions & Markets</i> , Oxford
5	Mishkin and Eakins, <i>Financial Markets and Institutions</i> , Pearson

Assessment

Internal	40%
Semester-end	60%

Semester	III		
Title of the Subject / course	Derivatives & Risk Management		
Course Code	MMS313		
Credits	3	Duration	: 45 hrs.

Learning Objectives

1	To understand the concepts related to derivatives markets and gain in-depth knowledge of functioning of derivatives markets.
2	To learn the derivatives pricing and application of strategies for financial risk management.
3	To acquaint learners with the trading, clearing and settlement mechanism in derivatives markets.

Course Outcomes/Learning Outcomes

CO	BT
Students will be able to understand the concepts related to derivatives markets and gain in-depth knowledge of functioning of derivatives markets.	Understand
Students will be able to understand mechanism of trading, clearing and settlement in derivatives markets.	Understand
Students will be able to value options and analyze scenarios.	Evaluate
Students will be able to evaluate volatility and its relation to demand and supply of options.	Evaluate
Students will be able to understand and formulate Pay-off of option strategies.	Apply

Content
Module 1: Introduction to Derivatives Economic functions of derivatives, application of derivatives – for risk management and speculation (Leveraging), basic terms and properties of options, futures and forwards.
Module 2: Forwards and Futures Pricing and valuation - futures and forwards, Risk management using futures, introduction to currencies, commodity and interest rate futures.
Module 3: Option Basics Concept, Options Terminology, Types of Options, Put-Call Parity, Exotic Options
Module 4: Option Strategies Directional strategies (Bull call spread, Bear put spread, Ladder, Ratio spreads), non-directional strategy (butterfly, condor), Volatility based strategies (Straddle, Strangle, Calendar Spread), Hedging strategies (Protective put, covered call).
Module 5: Options Valuation Determinants of Option Pricing, Binomial Model, Black-Scholes Model.
Module 6: Risk Management Options sensitivity to the underlying, historic and implied volatility, strike price, interest rate, time to expiration. Risk management using Greeks- Delta, Theta, Vega and Gamma risks of options, Value at Risk.
Module 7: Swaps Meaning, overview, interest rate swaps, currency swaps, credit default swap.
Module 8: Trading, Clearing and Settlement in Derivatives Markets

Meaning and concept, SEBI guidelines, Trading mechanism, learning mechanism role of NSCCL, settlement mechanism, types of settlement, accounting and taxation aspect of derivatives trade

Text & Reference Books

1	Redhead Keith, Financial Derivatives, <i>An introduction to Futures, Forwards, Options and Swaps</i> , Pearson
2	Hull John C, <i>Options, Futures and other derivatives</i> , Pearson
3	Yadav Surendra S, Jain PK, <i>Foreign Exchange Markets: Understanding Derivatives and other Instruments</i> , Macmillan
4	S L Gupta, <i>Financial Derivatives</i> , Prentice Hall
5	Bhalla V K, <i>Financial derivatives (Risk Management)</i> , S. Chand

Assessment

Internal	40%
Semester-end	60%

Semester	III		
Title of the Subject / Course	Financial Regulations		
Course Code	MMS314		
Credits	3	Duration	45 hrs

Learning Objectives

1	To understand the regulations and its framework involved in financial system.
2	To learn major intricacies of financial regulations.

Course Outcomes / Learning Outcomes

CO	BT
Develop an understanding on the financial regulations framework and its significance in financial system	Understand
Develop an understanding on the regulatory framework with respect to RBI and SEBI	Understand
Develop an understanding about the regulatory framework of IRDA and CCI	Understand
Ability to analyse the significance of FEMA and foreign trade policy regulations framework	Analyse
Develop an understanding on the regulatory framework for money laundering and international funds	Understand
Develop an understanding on regulatory framework related to credit rating Agencies	Understand

Content

<p>Module 1: Introduction to Financial Regulations Need and significance of Indian financial system regulations, structure of financial regulations in India, global financial crisis – response of the Indian regulations. Introduction to FinTech Regulation</p>
<p>Module 2: Introduction to RBI & SEBI Functions of RBI, credit control measures, qualitative credit control and quantitative credit control, regulatory measures taken by RBI to facilitate financial inclusion. RBI Regulation to NBFCs. Securities and Exchange Board of India (SEBI), Introduction to SEBI Act (1992), Powers and functions of SEBI.</p>
<p>Module 3: Introduction to important SEBI Regulations pertaining to Capital Market</p> <ul style="list-style-type: none"> ● Issue of Capital and Disclosure Regulations (2009). ● SEBI (Prohibition of Insider Trading) Regulations – 2015. ● SEBI (Prohibition of Fraudulent and Unfair Trade Practices Related to Securities Market) Regulations – 2003. ● SEBI Substantial Acquisition and Takeover Regulations – (2011). ● Mutual Fund: SEBI (Mutual Funds) Regulations – 1996.
<p>Module 4: Introduction to Regulatory Regime of IRDAI, CCI & PFRDA IRDA Act, Salient features of the IRDA Act, 1999, IRDA (protection of policy holder interests) Regulations 2002, its duties, power and functions of authority. The Pension Fund Regulatory and Development Authority (PFRDA)</p>

<p>Competition Commission of India Concept of competition, development of Competition Law, Competition Policy - Competition Act, 2002 - Anti Competitive Agreements, abuse of dominant position, combination, regulation of combinations, competition commission of India, appearance before commission and Appellate Tribunal, compliance of Competition Law. The Pension Fund Regulatory and Development Authority (PFRDA)</p>
<p>Module 5: Foreign Exchange Management and Regulations Objectives and definitions under FEMA, 1999, current account transactions and capital account transactions, establishment of branch, office etc. in India, realization and repatriation of foreign exchange, authorized person, penalties and enforcement, foreign contribution (Regulation)Act, 2010.</p>
<p>Module 6: Prevention of Money Laundering Genesis, prevention of Money Laundering Act, 2002, concept and definitions, various transactions, etc., obligations of banks and financial institution, KYC. Anti-Terrorist Financing (ATF)</p>
<p>Module 7: Regulatory framework for International Funds, Regulations framework for rising fund through: Global Depository Receipts (GDRs) and American Depository Receipts (ADRs), External Commercial Borrowings. Foreign Direct Investment Regulations: Foreign Direct Investment (FDI) Policy. SEBI (Foreign Portfolio Investors) Regulations -2014, SEBI (Alternate Investment Fund) Regulations – 2012.</p>
<p>Module 8: Regulatory framework related to Credit Rating Agencies: SEBI (Credit Rating Agencies Regulations) – 1999.</p>

Text & Reference Books

1	Siddhartha Shankar Saha, <i>Indian Financial System and Markets</i> , McGraw Hill
2	Shashi K. Gupta & Nisha Aggarwal, <i>Financial Services</i> , Kalyani Publishers
3	Guruswamy, <i>Merchant Banking and Financial Services</i> , McGraw Hill
4	<i>SEBI Manual</i> , Taxmann Publication
5	Ritika Garg & Bharat Agarwal, <i>Guide to Prevention of Money Laundering Act with Rules and Notifications</i> , McGraw Hill

Assessment

Internal	40 %
Semester end	60%

Semester	III		
Title of the Subject / Course	Security Analysis & Portfolio Management		
Course Code	MMS315		
Credits	3	Duration	45 hrs.

Learning Objectives

1	To understand the factors affecting the prices of different assets and to create an optimum portfolio based on given risk conditions.
2	To understand the need for continuous evaluation and review of the portfolio with different techniques.
3	To learn technical analysis to predict price movements based on indicators and forecasting techniques.

Course Outcomes / Learning Outcomes

CO	BT
Students will understand factors affecting different assets	Understand
Students will be able to conduct fundamental analysis	Understand
Students will be able to create an efficient portfolio for a given risk	Create
Students will be able to predict price movements based on techniques	Analyse
Students will be able to judge if bonds are over-priced or under-priced.	Evaluate
Develop an understanding on regulatory framework related to credit rating Agencies	Understand

Content
Module 1: Introduction to Securities: What is SAPM, Objectives of SAPM, Basics of Market, Fundamental Analysis Economic & Market Analysis, Fundamental Analysis Industry Analysis: 5 Forces, Fundamental Analysis Company Analysis
Module 2: Equity Research and Valuation Free Cash Flow to Equity, Equity Research and Valuation Discounted Cash Flow, Net Present Value, Share Price, Risk & Return Analysis What is Return and Types of Return, What is Risk and Types of Risk, Relation between Risk and Return
Module 3: Risk & Return Analysis What is Beta, Calculation of Beta, Risk & Return Analysis What is CAPM, Calculation of CAPM, Efficient Market Hypothesis: How are Markets Efficient, What are Inefficient Markets
Module 4: Technical Analysis Basics of Technical Analysis, Understanding Candle Sticks, Technical Analysis Understanding Graphs, Understanding Moving Averages, Understanding MACD, Financial Statements Analysis of Financial Statements, Accessing Balance Sheets, Understanding Components of Financial Statements

Module 5: Financial Statements Ratio Analysis: Profitability Ratio, Debt Ratios, Unit Test, Fixed Income Security Analysis: Systematic Risk, Unsystematic Risk, what are Bonds, Bond Valuation Basic Terminology, Bond Valuation Bond Valuation, Bond Valuation YTM
Module 6: Indexing & Benchmarking What is an Index, Purpose of an Index, how do you create an Index, Indexing & Benchmarking Create an Index (Sector-wise or Aggregate), Indexing & Benchmarking Create an Index (Sector-wise or Aggregate), Indexing & Benchmarking Fallacies of an Index, Fallacies in the Sensex, Nifty
Module 7: Arbitrage, Portfolio Theory: Constructing a Portfolio, analyzing a Portfolio, Portfolio Theory: Optimizing Portfolio using Markowitz Bootstrapping

Text & Reference Books

1	Prasanna Chandra, <i>Security Analysis & Portfolio Management</i> , Pearson
2	Donald E. Fischer, <i>Security Analysis & Portfolio Management</i> , Prentice Hall
3	Cooper, G.Robert, J.Scott, <i>Portfolio Management for New Products</i> ,
4	Steven Achelis, <i>Technical Analysis</i> , McGraw Hill
5	John Murphy, <i>Technical Analysis of The Financial Markets</i> , Prentice Hall

Assessment

Internal	40 %
Semester end	60%

Semester	III		
Title of Subject/Course	Labour Laws & its implications on Industrial Relations		
Course Code	MMS316		
Credits	3	Duration	: 45 hrs

Learning Objectives:

1	To understand the concepts relating to Industrial Relations & Labour Laws.
2	To understand various labour legislations with their history, basic provisions & case laws.
3	To study current amendments in Labour laws in the light of the passing of recent new labour code.
4	To know labour laws from the perspective of its application on Industrial relations.

Course Outcomes/Learning Outcomes:

CO	BT
Will understand legal challenges posed by employee-employer relations in the business scenario.	Understand
Will develop & create legally compliant workforce policies.	Develop/Create
Will update & apply the labour laws as per the changes happening from time to time.	Apply
Will create a fair, just, non-discriminatory & inclusive Employee Manual for the company.	Create
Will develop robust Grievance handling & Discipline procedures for the company as per the draft given in the Standing Orders & Industrial Dispute Acts	Develop

Content
<p>Module 1: Economy of labour force in India, structure, composition, trend & issues, Industrial Relations history in brief, System approach, IR model, Rules, Constitutional Framework, Collective Bargaining Process, Basic Grievance handling machinery and disciplinary procedure, Relevance of Workers Participation in Management, Comparing India with other countries. Changing dynamics of IR in the present-day scenario, relating Labour laws to Industrial relations in delivering fair & just treatment to the employees.</p>
<p>Module 2: Introduction to Labour Laws Government of India Structure, Constitutional provisions for Labour, Ministry of Labour & Employment, Structure of Courts, Court jurisdiction and the appropriate authorities dealing with Labour Laws in India, Principles of Labour Laws, Classification of Labour Laws, Introduction to Labour Code 2020.</p>
<p>Module 3: Introduction to Industrial Relations Code 2020, Salient features of IR Code & its relevance, Industrial Dispute Act 1947- Salient features, definitions, Authorities under the Act, Strikes/Lockouts, Retrenchment/Layoffs, Transfer of Undertakings, Dispute Resolution mechanisms, Industrial Employment Standing Orders Act 1946- Contract of Employment, Matters provided under draft Standing Orders, Certification of Standing Orders, Discipline, Misconduct, Disciplinary Procedures, Grievance & discipline Handling Mechanism, Trade Union- History, Structure, Types & affiliations,</p>

Trade Union Act 1926- Definition, purpose, formation, registration & activities.
<p>Module 4: Regulatory Laws- Introduction to OSHWC 2020- (Occupational Safety, Health & Working Conditions)- Provisions relating to health, Safety, working hours/conditions & license for Contractors, Relevant authorities under the Code- Inspector cum Facilitator, National Safety Advisory, Safety Committee etc, Factories Act 1948, Maharashtra Shops & Establishments Act, 1948, Contract Labour Act 1970, (All Acts will be covered with appropriate amendments envisaged in OSHWC 2020)</p>
<p>Module 5: Social Security Code 2020, Specific amalgamated Labour laws under Social Security Code 2020 will be covered with workings. Students will be introduced to the online system through EPF & ESIC websites, EPF & Miscellaneous Provisions Act 1952, ESIC Act 1948, Employees' Compensation Act 1923, The Payment of Gratuity Act 1952 & The Maternity Benefits Act 1961</p>
<p>Module 6: Code on Wages 2020, Payment of Wages Act 1936, Payment of Bonus Act 1965 will be covered with relevant provisions & Bonus workings, Minimum Wages Act 1948 & updated Wage chart released from time to time & Equal Remuneration Act 1976 covering setting up Advisory Committees for eliminating discriminatory work practices for men & women.</p>
<p>Module 7: ILO, India & International Labour Standards, ILO Conventions, Ratification of Conventions by India, ILO data sets, ILO Stats for learning engagements.</p>
<p>Module 8: Alternate Dispute Resolution Mechanisms, Introduction, Methods- Mediation, Conciliation, Arbitration & Negotiation, International Dispute Resolution Bodies- An introduction</p>

Text & Reference Books

1	Venkata Ratnam C.S, <i>Industrial Relations</i> , Oxford University Press
2	Tripathi P.C., Gupta C.B, Kapoor N.D, <i>Industrial Relations & Labour Laws</i> , Sultan Chand & Sons
3	Sharma, A. M, <i>Industrial Relations: Conceptual & Legal Framework</i> , Himalaya Publishing House
4	Mamoria, C. B., Mamoria, S. & S. V. Gankar, <i>Dynamics of Industrial Relations in India</i> , Himalaya Publishing House
5	Kapoor, N.D, <i>Elements of Industrial Law</i> , Sultan Chand & Sons

Assessment

Internal	40%
Semester-end	60%

Semester	III		
Title of Subject/Course	Human Resource Planning and Application of Technology in HR		
Course Code	MMS317		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	Understanding the Nature and Importance of HRP
2	To understand the concept of HR Planning and application of technology in HR
3	To understand the concept of forecasting techniques.
4	To understand the process of recruitment and selection.

Course Outcomes/Learning Outcomes:

CO	BT
To understand the concept of HRP	Understand
To understand the concept of job analysis	Understand
To understand the process of recruitment and selection	Analyze
To understand the concept of workforce Diversity	Develop
To understand the use of technology in HR	Understand
To understand the issues and challenges in HRP	Analyze

Content

<p>Module 1: Human Resource Planning Meaning, The planning process. Indicators and trends, Ascertaining demand and supply in human resource. Causes of demand, forecasting techniques and human resource requirements, Estimation of internal supply and external supply, Linking human resource planning with strategic human resource management.</p> <p>Module 2: Job Analysis, HR Planning and Selection in the Modern Business Environment Job analysis and design, Collection and application of job analysis information, alignment of job analysis to selection. Changing perspectives in the field of recruitment and selection in the information age: e- recruitment and selection, Employment Tests: Concepts of Testing, Types of tests, Executive Talent Search</p> <p>Module 3: Workforce Diversity Diversity Planning, Dimensions of Diversity, Policies, Valuing Diversity in Organizations, Gender Diversity Legislation, Corporate initiatives on Gender Diversity. Organizational Strategies for Promoting Diversity, Diversity Awareness Training and Programs, Systemic and Individual Diversity Change Initiatives, The Future of Diversity – A Global Perspective.</p> <p>Module 4: Technology in Human Resource Administration and Human Resource Information Systems, Talent Management, Job Analysis and Human Resource Planning, Recruitment and Selection in an Internet Context, Training and Development: Issues and Human Resource Information Systems Applications, Process of raising and resolving tickets, Performance Management, Compensation, Benefits, Payroll and the Human Resource Information Systems, International Human Resource Management</p>
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Module 5: Introduction to Analytics

Introduction to Business Analytics: Need for Analytics: Use of Analytics in business, Introduction to HR Analytics, HR Analytics and people strategy: Becoming a persuasive HR Function

Text & Reference Books

1	James W Walker, <i>Human Resource Planning</i> , McGraw Hill
2	Uday Kumar Haldar, <i>Human Resource Development</i> , Oxford Publications
3	Michalle E. Mor Barak, <i>Managing Diversity: Toward a Globally Inclusive Workplace Book</i> , Sage Publications
4	Tracey Smith, <i>HR Analytics: The What, Why and How</i>
5	William J Rothwell, H.C Kazanas, <i>Planning & Managing Human Resources</i>

Assessment

Internal	40%
Semester-end	60%

Semester	III		
Title of Subject/Course	Competency Based HRM & Performance Management		
Course Code	MMS318		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To provide both theoretical and application-oriented inputs on competency mapping and developing mapped competencies
2	To understand the concept of competency and competency based HR practices
3	To understand the various approaches towards building a competency model
4	To understand how to integrate the applications of competency model with other HRM Functions.
5	To impart the understanding about the Performance Management system and strategies adopted by the Organizations

Course Outcomes/Learning Outcomes

CO	BT
To provide both theoretical and application-oriented inputs on competency mapping and developing mapped competencies.	Understand
To analyse the concept of competency and competency-based HR practices.	Analyse
To illustrate various approaches towards building a competency model.	Create
To decide how to integrate the applications of competency models with other HRM functions.	Apply
To analyse Performance Management system and strategies adopted by the Organizations.	Analyse
To analyse various issues in performance appraisal system.	Analyse

Content
<p>Module 1: Concept and definition of competency & Competency Based HRM, Characteristics of competency, Competency versus competence, Performance versus competency, Types of competencies – generic/specific, threshold/performance, History of competency, how competencies are identified & how to validate identified competencies.</p>
<p>Module 2: Methods of Data Collection for Mapping: -. Observation, Repertory Grid, Critical Incident Technique, Expert Panels, Surveys, Job Task Analysis, Behavioral Event Interview, use of technology</p>
<p>Module 3: Competency mapping: Framework of competency mapping, approaches of competency mapping, process of competency mapping, Role of assessors in an assessment centre, designing tools in an assessment centre, Integration of data, Report Writing and Feedback mechanism.</p>

Approaches to Mapping Competency modelling: phases of competency model, classification of competency models, Iceberg's model of competency, Competency Assessment: prerequisites for competency assessment, process of competency assessment
Module 4: Competency based HRM applications: competency-based recruitment and selection, training and development, compensation, performance management and career and succession planning system, mapping challenges of competency based HRM, Advantages of competency based HRM.
Module 5: Performance Management process; Objectives of Performance Management system; Historical development in India; Performance management and Performance appraisal; Linkage of Performance Management system with other HR practices. Components of Performance Management System: Performance planning; Ongoing support and coaching; Performance measurement and evaluation. Implementation and Issues in Performance Management, Defining Performance, Determinants of Performance, Performance Dimensions, Approaches to Measuring Performance, Diagnosing the Causes of Poor Performance, Differentiating Task from Contextual Performance.
Module 6: Performance Management and Employee Development, Personal Development Plans, 360 Degree Feedback as a Developmental Tool, Performance Management and Reward System, Performance Linked Remuneration System, Performance Linked Career Planning and Promotion Policy
Module 7: Conducting Staff Appraisals, Introduction & Need, Skills Required, The Role of The Appraiser, Job Description and Job Specification, Appraisal Methods, Raters Errors, Data Collection, Conducting an Appraisal Interview, Follow Up and Validation
Module 8: Reward for Performance: Reward System, Components of Reward System, Objective of Reward System, Linkage of performance management to reward and compensation System Performance Management Pitfalls and Remedies, Recognizing the problems and Pitfalls, Limitations, shortcomings or efficiencies of performance appraisal, Guideline for performance appraisal and good practices
Module 9: Ethical Performance Management Defined, Objectives and Significance of Ethics in performance Management, Ethical issues and dilemmas in Performance Management, Ethical Strategies in Performance management, Performance Management in Multinational Corporations

Text/Reference books

1	Armstrong, M. & Baron, A., <i>Performance Management and Development</i> , Jaico Publishing House
2	Armstrong, M., <i>Performance Management: Key Strategies and Practical Guidelines</i> , Kogan Page
3	Bagchi, S. N., <i>Performance Management</i> , Cengage Learning
4	Bhattacharyya, D.K., <i>Performance Management Systems and Strategies</i> , Pearson Education
5	Ganesh Shermon, <i>Competency based HRM</i> , Tata McGraw Hill

Assessment

Internal	40%
Semester End	60%

Semester	III		
Title of Subject/Course	Compensation & Benefits		
Course Code	MMS 319		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To understand the concept of compensation, various elements, inflation, laws related to compensation, variable pay and income tax
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Course Outcomes/Learning Outcomes

CO	BT
Student will be able to understand the concept of compensation, various elements, and inflation, laws related to compensation variable pay and income tax	Understand
Students will enable to formulate a reward strategy	Apply
Students will be able to categorize various elements of compensation structure	Analyse
Student will be able to analyse the role of inflation in compensation	Analyse
Student will be able to analyse various statutory elements of compensation	Analyse
Student will be able to analyse the SEBI guidelines for employee equity compensation plans	Analyse

Content
<p>Module 1: Understanding compensation and its elements-Human Resources Philosophy and Approach for an Organization, Elements of Reward strategy, understanding reward management, understanding elements of compensation structure- fixed and variable, Costing the CTC of each element of compensation structure, designing salary offer template, competency-based Pay, cafeteria plans</p>
<p>Module 2: Understanding Inflation, Neutralisation of Inflation, Dearness Allowance, Consumer Price Indices, WPI</p>
<p>Module 3: Remuneration Survey, Choosing a partner, conducting a survey, benchmarking, arriving at a comparator, target position, understanding median, Percentile, ageing of market data, Converting Remuneration Survey results into a Salary Proposal, using third party survey, sources of third party survey</p>
<p>Module 4: The Reward System, Reward Strategies – Articulating and understanding business context for reward strategies, Elements of Reward Strategy – Understanding Reward Management Compensation / Remuneration place in Reward Strategy</p>

Text & Reference Books

1	P. Subba Rao, <i>Textbook of HRM</i> , Himalaya Publishing House
2	Bohlander, Snell, Sherman, <i>Managing Human Resources</i> , Cengage Learning
3	Dipak Kumar Bhattacharya, <i>Compensation Management</i> , Oxford Publications
4	<i>The World at Work Handbook of Compensation, Benefits & Total Rewards</i> ; John Wiley & Sons
5	Richard I Henderson, <i>Compensation Management in a Knowledge Based World</i> , Pearson

Assessment

Internal	40%
Semester End	60%

Semester	III		
Title of Subject/Course	Training & Development		
Course Code	MMS320		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	Learning the intricacies of process of training and development and audit
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Course Outcomes / Learning Outcomes

CO	BT
To learn the traditional and modern methods of providing training.	Understand
To give an overview of the process of training and development in the organization	Understand
To learn the principles of adult learning.	Analyse
To provide understanding of the process of training needs assessment	Apply
To learn how to conduct a hands-on training program.	Create
To provide an understanding of training evaluation.	Evaluate

Content
Module 1: Introduction to Human Resource Development, Overview of Training & Development in organizations, The Learning Organization
Module 2: Training Needs Analysis, Training Design, Traditional Training Methods, Learning styles, experiential learning, Principles of adult learning
Module 3: Training need assessment Training administration- training budget, design training calendar, designing and executing training inputs, developing training modules
Module 4: Modern Training Methods, Development of Training, Implementation of Training.
Module 5: Training Evaluation, Employee Development.

Text & Reference Books

1	P. Nick Blanchard, James W Thacker, <i>Effective Training Systems, Strategies and Practices</i> , Pearson Education
2	Raymond A. Noe and Amitabh Deo Kodwani, <i>Employee Training & Development</i> , McGraw Hill
3	Craig, Robert L, <i>Training and Development Handbook</i> , McGraw Hill
4	Devendra Agochia, <i>Every Trainer's Handbook</i> , SAGE India
5	S.K. Bhatia, <i>Training and Development</i> , Deep & Deep Publications

Assessment

Internal	40%
Semester End	60%

Semester	III		
Title of the Subject / course	Organization Structure, Theory and Design		
Course Code	MMS321		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To understand the organizational design and different factors affecting organizational Design
2	To study the evolution of organizational theories
3	To appreciate the organizational culture and its effect on organizational design

Course Outcomes / Lesson Outcomes

CO	BT
To understand the organizational design and different factors	Understand
To study the evolution of organizational theories affecting organizational design	Understand
To appreciate the organizational culture and its effect on organizational design.	Develop
To understand the effect of strategy on organizational design.	Understand
To understand the effect of environment on organization design	Apply
To study the fundamentals of organization structure	Analyze

Content
<p>Module 1: Organizations and Organization Theory Organization theory in action, What is an organization? Perspectives on organizations: open systems and organizational configuration, Dimensions of organization design, structural and conceptual, The evolution of organization theory and design</p>
<p>Module 2: Strategy, Organization Design, and Effectiveness The role of strategic direction on organization design, Organization purpose, A framework for selecting strategy and design/structure, Assessing organizational effectiveness, Contingency effectiveness approach, resource-based approach, and internal process approach. An integrated effectiveness model</p>
<p>Module 3: Fundamental of Organization Structure Organization structure, Information processing, perspective in organization structure Organization design alternatives, Functional, divisional, and geographical designs, Matrix structure, Horizontal structure, Modular structure Hybrid structure</p>

Module 4: Open Systems Design Elements The external environment, Inter-organizational Relationships, Organization size and life cycle and design/structure, Comparative management
Module 5: Organizational Culture Organizational culture, Organization design and culture, Culture and the learning organization, Ethical values in organizations. Leadership and culture and ethics
Module 6: Decision-Making Process Rational approach, Bounded rationality perspective, Organizational decision-making, The learning organization, Contingency decision-making perspective, Special decision circumstances
Module 7: Conflict, Power, and Politics Intergroup conflict in organizations, Power and organizations, Political processes in organizations. Using power, politics, and collaboration.

Text Books & Reference Books

1	Daft, R. L, <i>Organization Theory and Design</i> , Thomson Southwestern
2	Stephen P. Robbins and M. Mathew, <i>Organization Theory, Structure, Design and Applications</i> , Pearson Education India
3	Jay R. Galbraith, Jossey-Bass, <i>Designing Organizations: Strategy, Structure, and Process at the Business Unit and Enterprise Levels</i> ,
4	Mary J. Benner and Michael L. Tushman, <i>Organizational Structure: A Strategic Perspective</i> , Oxford University Press
5	Robins Khandwalla, P. N. <i>Organizational Design for Excellence</i> , Tata McGraw Hill

Assessment

Internal	40%
Semester end	60%

Semester	IV		
Title of the Subject / course	Project Management		
Course Code	MMS401		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To introduce students of Management to concepts of Project
2	To apply and evaluate success parameters of cost, time and quality in project management.
3	To apply various techniques as CPM/PERT/Earned value analysis and projected financial Statements
4	To enable student to conceive an idea, evaluate its feasibility and make it workable

Course Outcomes/Learning Outcomes

CO	BT
Students will be able to understand basic concepts, and practices of project management.	Understand
Students will be able apply different project scheduling techniques.	Apply
Students will be able to analyse and evaluate various risks and profitability of project.	Analyse/Evaluate
Students will be able to understand project-based organisation, project teams and structures	Understand
Students will be able to estimate and evaluate project value, estimated of cost and time.	Evaluate
Students will be able to understand, analyse and evaluate project proposals financially.	Analyse/Evaluate

Content
<p>Module 1: Overview of Project Management Concepts and attributes of Project, Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities, Project Identification, Market feasibility with Moving Average and Exponential smoothing methods, Techno-economic feasibility, Government policy to location, legal aspects, Preparation of DPR</p>
<p>Module 2: Project Planning Time and cost estimates with AON and AOA conventions, Budget estimates, Network analysis, Critical Path Method, Float analysis, Project Crashing.</p>
<p>Module 3: Project Scheduling & Risk Management Gantt chart, Risks in time estimates, PERT analysis</p>
<p>Module 4: Project Organization Role and responsibilities of Project Manager, Team development model, sources of conflicts, conflict resolution</p>
<p>Module 5: Earned value analysis ‘S’ curve, Cost and schedule performance indices using network, Revised estimates of cost and time</p>
<p>Module 6: Financial Analysis Profitability analysis, Using NPV, IRR, Payback and discounted Payback period, Profitability Index.</p>

Preparation of projected statements of Income expenditure and balance-sheet

Module 7: Cases in Project Management
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Text & Reference Books

1	Prasanna Chandra, <i>Project Planning Estimation and Assessment</i> , McGraw Hill
2	Gray and Larson Hill, <i>Project Management: The Managerial Process</i> , McGraw Hill
3	N D Vohra, <i>Quantitative Techniques in Management</i> , McGraw Hill
4	Meredith and Mantel, <i>Project Management Managerial Emphasis</i> , John Wiley
5	Project Management Institute, <i>Project Management Body of Knowledge</i>

Assessment

Internal	40%
Semester-end	60%

Semester	IV		
Title of the Subject / course	Integrated Marketing Communications		
Course Code	MMS402		
Credits	3	Duration	: 45 hrs.

Learning Objectives

1	To understand how key elements of IMC i.e. Advertising, Public Relations, Sales Promotion, Direct Marketing are integrated.
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Course Outcomes / Learning Outcomes

CO	BT
Will be able to define and explain the key concepts of Integrated Marketing Communication (IMC), including its features and different types	Remember
Will be able to identify and categorize various advertising media platforms, such as TV, print, radio, OOH (Out-of-Home), and internet advertising	Understand
Will be able to develop a basic framework for an advertising campaign, considering factors like celebrity endorsements	Apply
Will be able to analyze the potential benefits and drawbacks of using sales promotions for consumer and trade audiences	Analyze
Will be able to critically assess the challenges faced in reputation management and propose strategies to address them	Evaluate
Will be able to create a basic media plan, considering factors like message alignment, media objectives, and scheduling	Create

Content

Module 1: Introduction Definition of IMC, Key Features, Types.
Module 2: Advertising Fundamentals Advertising-Types of Media - TV, Print, Radio, OOH, Internet
Module 3: Power of Influence Advertising- Developing the Campaign, effect of Celebrity endorsements. Advertising Agency- Functions, Types, Structure
Module 4: Reputation Management Reputation Management-Issues and challenges.
Module 5: Promotional campaigns Sales Promotion- Consumer Promotions, Trade Promotions etc.
Module 6: Direct Marketing Methods, Advantages, Limitations
Module 7: Media Planning Media and Message, Media Planning Process, Media Objectives, Media scheduling, Media Planning Implementation
Module 8: Personal Selling Principles, Negotiation skills, Public relations, Internet Marketing-Email Advertising, Mobile Marketing, Search Engine Advertising, Social Media Marketing

Text & Reference Books

1	George Belch, Michael Belch, Keyoor Purani, <i>Advertising and Promotion</i> , McGraw Hill
2	Terence Shimp, <i>Integrated Marketing Communication in Advertising and Promotion</i> , Cengage Learning
3	Jaishree Jethwaney & Shruti Jain, <i>Advertising and Promotion</i> , Oxford
4	Kruti Shah and Allan D'Souza, <i>Advertising & Promotion: An IMC Perspective</i> , Tata McGraw Hill
5	Wells, Moriarty and Burnett, <i>Advertising Principles and Practice</i> , Pearson

Assessment

Internal	40%
Semester-end	60%

Semester	IV		
Title of the Subject /Course	Commercial Banking		
Course Code	MMS403		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	To understand the concepts and fundamentals of Commercial Banking,
2	To understand the Structure and growth of banking and various services rendered through commercial banks.

Course Outcomes/Learning Outcomes

CO	BT
Students will be able to understand the concepts and fundamentals of Commercial Banking.	Understand
Students will be able to understand the structure and growth of banking and various services rendered through commercial banks.	Understand
Students will be able to analyse the various causes and provisions related to NPA.	Analyse
Students will be able to analyse financial statements of bank.	Analyse
Students will be able to assess healthiness of bank on the basis of Basel norms.	Evaluate

Content
Module 1: Introduction to Commercial Banking Banking structure, growth/history of Indian banking, banking sector reforms.
Module 2: Banking Operations Retail liabilities, retails assets, KYC, ALM and preventive vigilance.
Module 3: Banking products Fund based and fee based, term loan/working capital, appraisal process.
Module 4: Legal Aspects of Banking Negotiable Instrument Act, Banking Regulation Act and RBI circulars.
Module 5: Rural Banking India's agrarian sector and banking, regional rural banks, priority sector and micro-finance differentiated banks, financial inclusion.
Module 6: Study of Bank financial statement Components of Balance Sheet and Profit and Loss Statement, important ratios of bank performance- CAMEL framework, composition of items contributing to net profit.
Module 7: IRAC Norms / NPA Management Reasons, impact on banking performance and economy, measures taken to minimize NPA.
Module 8: Risk Management in Banks Credit, market and operational risks.
Module 9: Capital Adequacy Norms Importance of capital for banks, Basel I/II/III and CAR.

Module 10: Treasury Role and functions of integrated treasury.
Module 11: Asset Liability Management Interest spread, NIM
Module 12: Regulatory Role of RBI Functions of RBI, role of monetary policy, prudential norms.
Module 13: Retail banking products Housing loan, personal loan, automobile loan, education loan
Module 14: Fintech and Digital Transformation: Impact of FinTech companies on commercial banking landscape Digital lending and Alternative finance models. Open banking and APIs (Application Programming Interfaces). Cybersecurity and data privacy in banking

Text & Reference Books

1	Indian Institute of Bank Management, Advanced Bank Management.
2	Vijayraghawan Iyengar, <i>Introduction to Banking</i> , Excel Books
3	Raghu Palat, <i>Retail Banking</i> , Cortland Rand
4	S K Das, <i>Tits Bits of General Advances and Financial Services</i> , Bank House
5	Indian Institute of Banking and Finance, <i>Legal Aspects of Banking Operations</i> .

Assessment

Internal	40 %
Semester end	60%

Semester	IV		
Title of the Subject / course	Organization Development and Change Management		
Course Code	MMS404		
Credits	3	Duration	: 45 hrs

Learning Objectives

1	Basics of Change Management
2	Understanding OD Approaches and Models
3	Understanding Organizational Development – Diagnostics
4	Different Strategies, Approaches and Models
5	Trends in OD and Change Management

Course Outcomes / Lesson Outcomes

CO	BT
Will be able to understand the basics of Change Management	Understand
Analyze and compare the OD approaches and models	Analyze
Illustrate the Organizational Development – Diagnostics	Develop
Ability to highlight the trends in OD and Change Management	Understand
Exemplify the various tools of data collection for change management	Apply

Content
<p>Module 1: Process of Change The Process of Change, Creativity & Innovation: Organizational Change. Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation and Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth</p>
<p>Module 2: Approaches to OD Definitions, underlying assumptions and values of Organization Development. Approaches to OD – Systems Approach, Action Research</p>
<p>Module 3: Diagnosis Organization Diagnosis & Diagnostic Data Collection & Analysis including Climate Understanding Organizational Roles Intervention theories and methods – Large systems, Group and Individual Techniques</p>
<p>Module 4: Interventions Effective interventions, types of interventions, designing interventions, Human Process Interventions, Technostructural interventions</p>
<p>Module 5: Organization Culture Organizational culture, Different Perspectives of Organizational culture, Can we manage Organizational culture? Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation? Understand the application of the theories of motivation, explaining the difference between internal and external equity in terms of monetary and non-monetary rewards and recognition.</p>

Module 6: Executing and Monitoring Change

Monitoring Change in Organizations Fundamentals of monitoring change, steps of measuring change, Collecting information for change, methodologies for measuring change

Text & Reference Books

1	Cummings, Thomas G, Worley, Christopher G., <i>Essentials of Organizational Development and Change</i> , Cengage Learning
2	John P. Kotter, <i>Leading Change</i> , Harvard Business Review Press
3	Todd J. Dicker, <i>Managing Change: Cases and Concepts</i> , McGraw Hill Education
4	W. Warner Burke, <i>Organization Change: Theory and Practice</i> , Sage Publications
5	Dipak Kumar Bhattacharya, <i>Organisational Change and Development</i> , Oxford University Press

Assessment

Internal	40%
Semester end	60%