

**Revised Syllabi of Courses (MBA) – proposed from AY 2021-22**

<b>Course Codes</b>	<b>Subject</b>	<b>Credits</b>
MBC001	Management Process and Organisational Behaviour	4
MBC002	Economics	4
MBC003	Legal aspects of Business	2
MBC004	Marketing Management	4
MBC005	Financial Management	4
MBC006	Human Resource Management	4
MBC007	Production and Operations Management	4
MBC008	Business Research Methods	2
MBC009	Management Accounting	2
MBC010	Strategic Management	2
MBC011	IT Skills	2
MBS001	Communication Skills	4
MBS002	Interview Facing Skills and Mock Interviews	2
MBN001	German Language A1 level	4
MBN002	German Language A1 level	2
MBN003	Portuguese Language	4
MBN004	Portuguese Language	2
MBO101	Hiring and Talent Management	4
MBO102	Designing High performance Organisations	4
MBO103	Labour Law and Industrial Relations	4
MBO104	Organisational Development and Change Management	4
MBO105	Negotiations and Conflict Management	4
MBO106	Leadership	4
MBO201	Corporate Finance	4
MBO202	Financial Accounting and Auditing	4
MBO203	Taxation and Financial Planning	4
MBO204	International Finance	4
MBO205	Investment Analysis, Portfolio and Risk Management	4
MBO206	Mergers & Acquisitions	4
MBO301	Consumer Behavior	4
MBO302	Marketing Research	4
MBO303	Services Marketing	4
MBO304	Integrated Marketing Communications	4
MBO305	Product and Brand Management	4
MBO306	Sales, Distribution and Retail Management	4
MBO401	Entrepreneurship	4
MBO501	Tourism Planning and Policies	2
MBO502	Emerging Trends in Tourism	2
MBO503	Sustainable Development and Responsible Tourism	2

<b>MBO504</b>	<b>Advertising Management in Tourism</b>	<b>2</b>
<b>MBO505</b>	<b>Ecotourism Management</b>	<b>2</b>

## CORE COURSES

### MBC 001 Management Process and Organisational Behaviour 4 credits

<b><u>Prerequisites for the course:</u></b>	Nil	
<b><u>Objective:</u></b>	To create an awareness about managerial processes and determinants of people behaviour at workplace	
<b><u>Content:</u></b> - -	<p>Management Science: basic concepts and its role in decision making, :Planning, organizing, staffing, leading and controlling.</p> <p>Organization Structure and Design: Role in Individual and Interpersonal behavior at work-place</p> <p>Introduction to Determinants of Individual Behaviour: Perception, Personality, Attitudes, , learning, Self-Concepts ; Theories/ Models for understanding these determinants</p> <p>Fundamentals of Interpersonal Behaviour: Group Dynamics, Tools for Interpersonal Analysis, Fundamentals of Leadership and Motivation and their application, Theories/ Models/ Styles</p> <p>Organizational Change and Development; Models of Change; Organizational Climate and Culture; Conflict, and Negotiations. Power and Politics in Organization;</p>	<p>8 hours</p> <p>4 hours</p> <p>15 hours</p> <p>15 hours</p> <p>6 hours</p>
<b><u>Pedagogy:</u></b>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	The participant will be able to understand people's behavior at work-place, and take managerial decisions	
<b><u>References/Readings</u></b> -	<ol style="list-style-type: none"> <li>1. Wehrich, Heinz and Harold Koontz; 'Essentials of Management: An International Perspective'; McGraw-Hill, Inc.; 2004 or later editions.</li> <li>2. Robbins, Stephen and Mary Coulter; 'Fundamentals of Management'; Prentice Hall of India Pvt. Ltd.; New Delhi; Latest edition</li> <li>3. Luthans, Fred; 'Organizational Behavior';</li> </ol>	

	McGraw–Hill, Inc, Latest edition.	
	4. Robbins, Stephen P; ‘Essentials of Organizational Behavior’; Pearson Education India, Latest edition.	

**MBC 002 Economics**

**4 Credits**

<b><u>Prerequisites for the course:</u></b>	Nil	
<b><u>Objective:</u></b>	To understand the impact of Macroeconomic trends and Micro Economic theories to examine how a firm can achieve its objectives, subject to constraints, most efficiently.	
<b><u>Content:</u></b>	<p>Demand: Meaning; Factors influencing demand, Demand Theories, Elasticities, estimation and forecasting,</p> <p>- Managerial Decision making in Marketing, Finance &amp; Human Resource decisions.</p> <p>6 hours</p> <p>Supply: Meaning, Factors affecting supply, theories of supply, Elasticities, Supply budgeting, Impact on Marketing, Finance &amp; Human Resource decisions.</p> <p>6 hours</p> <p>Economic Theories: Production theory, Cost theory.</p> <p>6 hours</p> <p>Decisions of the firm: Market structure and pricing. Risk, uncertainty and game theory.</p> <p>6 hours</p> <p>National income accounting frameworks and its usefulness in understanding economic environment of an economy. Classical, Keynesian micro-economic theories; IS - LM analysis and their policy implication for monetary and fiscal policies.</p> <p>8 hours</p> <p>Open economy macro- economics for understanding international linkages. Evolution of planned development in India, and different regulations, which conditions the working of the Indian economy.</p> <p>8 hours</p> <p>The process of structural adjustment and economic reforms- industrial policy, sectoral reforms. Disinvestment in public enterprises. Corporate</p>	<p>6 hours</p> <p>6 hours</p> <p>6 hours</p> <p>6 hours</p> <p>8 hours</p> <p>8 hours</p> <p>8 hours</p>

	governance in private sector. Foreign director investment and evaluation of the processes of globalization in India.	
<b><u>Pedagogy:</u></b>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	The participant will be able to relate macro economic factors to micro economic issues and take decisions	
<b><u>References/Readings</u></b> -	<ol style="list-style-type: none"> <li>1. Samuelson, Paul A. and William D. Nordhaus; 'Economics'; Tata McGraw–Hill, Latest edition.</li> <li>2. Nellis, Joseph G. and David Parker; 'The Essence of Business Economics'; Prentice–Hall of India Private Limited; New Delhi. Latest Edition.</li> <li>3. Buckley, Adrian; "The Essence of International Money"; Prentice – Hall of India Pvt. Ltd.; New Delhi, Latest edition.</li> </ol>	

Course MBC003	Legal aspects of Business	Credits 2
<b><u>Prerequisites for the course:</u></b>	Nil	
<b><u>Objective:</u></b>	To create an awareness of the legal aspects affecting an organisation	
<b><u>Content:</u></b> - -	Introduction to Indian Legal system, structure and processes, basics of court room and legal procedures such as jurisdiction, writ, civil, criminal courts, appeal, power of attorney, registration of documents, etc. Important Acts concerning business and labour.	6 hours
	Essentials of valid contract, Consideration, free consent and Void agreements; Breach of Contract and its consequences. Indemnity and Guarantee, Bailment, Pledge, and Agency, Incorporation, memorandum and articles of Association of company including prospectus, Shares and debentures. Position of a director and winding up of a company including meetings. Mortgage under Transfer of Property Act,	8hours
	Essentials of Acts that have an implication for an Organisation: Factories Act, Industrial Disputes Act, Workmen’s Compensation Act,ESI Act,Consumer Protection Act, Contract of Employment.	10hours
<b><u>Pedagogy:</u></b>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to consider legal aspects while taking business decisions and comply with legal provisions where required.	
<b><u>References/Reading</u></b> § -	1. ‘Nabhi’s Business Law’; Jain Book Agency (Latest Edition) 2. Singh, Avatar; ‘Company Law’; Eastern Book Co. (Latest Edition) 3. Singh, Avtar; ‘Mercantile Law’; Eastern Book Co. (Latest Edition) 4. Malik, P.L; ‘Labour and Industrial Law’; Eastern Book Co. (Latest Edition)	

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<b>MBC004</b>	<b>Marketing Management</b>	<b>4 Credits</b>
<b><u>Prerequisites for the course:</u></b>	Nil	
<b>Objective</b>	Familiarisation of Marketing Frameworks, Theories and analytical tools for analyzing and decision making in the area of Marketing.	
<b>Contents</b>	Role of Marketing, Core Concepts of Needs, Wants and Demands, Marketing Orientation of Companies. Strategic Planning and Marketing Management Process; External Environment including Customers and Suppliers	4 hours
	Consumer markets, Theories of Consumption Behaviour, Buying Process and decision making process. Types of Buying behaviour; Organisational Buying behaviour; Industrial Market, Reseller Markets, Government Markets; Segmentation, Targeting and Positioning, Types of segmentation, Basis for Segmentation	12 hours
	Product Concept and Hierarchy, Product decisions, Branding and Packaging Decisions, New Product Development; Diffusion of Innovation; Product Life Cycle concept, Strategies at stages of PLC, Strategies for Leaders, Followers, Challengers and Niches; Pricing and setting of Price, Methods of Pricing and initiating responses to Price Cuts;	12 hours
	Channels of Distribution: Role and Types of Channel, Distribution Channel design and management and modification. Retailing and Wholesaling	6 hours
	Advertising and Integrated Marketing Communication. Advertising decisions, Media decisions, Sales promotion and designing. Sales Management and Personal Selling. Digital Marketing and Social Media Marketing	8 hours
	Marketing Plan, Process and Evaluation, Process. Audits and Control of Marketing Decisions. Annual Plan Control, Profitability Control, Efficiency Control and Strategic Control.	6 hours
<b>Pedagogy</b>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning</u></b>	An ability to take basic marketing decisions	

<b>Outcomes</b>		
<b>References /Readings.</b>	<ol style="list-style-type: none"> <li>1. Majarao, Simon; 'The Essence of Marketing'; Prentice Hall of India Limited; New Delhi; Latest edition.</li> <li>2. Kotler, Philip., Keller Kevin., Koshy Abraham., and Jha Mithileshwar; 'Marketing Management: A South Asian Perspective'; Pearson Education India, Latest edition.</li> <li>3. Ramaswami., Namkumari; Marketing Management, McMillan India Ltd. New Delhi. Latest Edition</li> <li>4. Baines, Paul; Chris, Fill; Kelly, Page; Sinha, Piyush Kumar: Marketing Management; Oxford Press, India. Latest Edition</li> </ol>	

**MBC005**

**Financial Management**

**4 Credits**

<b>Prerequisites for the course:</b>	Nil	
<b>Objective:</b>	To introduce fundamentals of financial management	
<b>Content:</b>	<p>Concepts and Conventions of Accounting, Reading of Annual Report, Balance Sheet, Profit and Loss Account, Vertical Form, Cash Flow statements, Comparative statements, Common Size Statements, Profitability Ratios. Basic Accounting Standards. Directors' Report, Auditor's Report, Notes to Accounts, Understanding Annual Reports of Companies with Ratio Analyses.</p> <p>Scope of Financial Management, Creating Shareholder Value, Agency Issues, Time Value of Money, Forecasting cash flows, Estimation of Project Cost, Techniques of Capital Budgeting, N. P. V., I. R. R., Discounted Payback, profitability Index.</p> <p>Cost of Capital: Meaning and Concept, Calculation of WACC, Capital Structure and Leverage: concept.</p> <p>Basics of Working Capital, Operating cycle, Estimation of Working Capital, Components of Working Capital, namely, Cash, Inventory and Debtors, Sources of Long term and Short term finance.</p>	<p>8 hours</p> <p>8 hours</p> <p>14 hours</p> <p>8 hours</p> <p>10 hours</p>
<b>Pedagogy:</b>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ 6 Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b>Learning Outcomes</b>	An ability to analyse financial information that facilitates long term and short term financial decisions	
<b>References/Readings</b>	1. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Balance Sheet', Tata McGraw-Hill Professional: Finance	



	<p>Made Easy Series, Latest edition.</p> <p>2. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Profit and Loss Account', Tata McGraw-Hill Professional: Finance Made Easy Series, Latest edition.</p> <p>3. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Cash Flow Statement', Tata McGraw-Hill Professional: Finance Made Easy Series, Latest edition</p> <p>4. N. Ramchandran, Ram Kumar Kakani: 'Financial Accounting for Management, Tata McGraw-Hill Pvt Ltd: Latest edition</p> <p>5. Bhattacharyya, S. K. And John Dearden; 'Accounting for Management'; Vikas Publishing House Pvt. Ltd.; New Delhi; Latest edition</p> <p>6. Chandra, Prasanna; 'Financial Management: Theory and Practice; Tata McGraw-Hill; Latest edition.</p> <p>7. Pandey, I.M. and Ramesh Bhat; 'Cases in Financial Management'; Tata McGraw-Hill; Latest edition.</p> <p>8. Pandey, I.M.: 'Financial Management'; Vikas Publishing House Pvt. Ltd. Noida UP; Latest edition.</p>	
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**MBC006 Human Resource Management**

**4 credits**

<b><u>Prerequisites for the course:</u></b>	Nil	
<b><u>Objective:</u></b>	To understand the Human Resource practices of a firm	
<b><u>Content:</u></b>	<p>Fundamentals of HR Management: Concepts and Perspectives. Corporate objectives and challenges of HR; Job Analysis: Job description and job Specifications; Human Resource Planning: Demand and Supply; Downsizing and Retention.</p> <p>Human Resource Functions: Recruitment and Selection; Compensation and Reward Management: Job Evaluation, methods and types of compensation.</p> <p>Performance Management; potential assessment and competency development; Training and Development: Training process and methods;</p> <p>Employee Relations and Trade Unions. Grievance Redressal, Dispute Resolution and Conflict Management. Employee Empowerment.</p> <p>Organizational strategy, structure, culture and change; and their implications for HRM;</p>	<p>8hours</p> <p>10hours</p> <p>10 hours</p> <p>10hours</p>

	Technology in HR; Green HRM and Sustainability; Introduction to International HRM	10hours
<b><u>Pedagogy:</u></b>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to take decisions in Human Resource management	
<b><u>References/Readings</u></b> -	<ol style="list-style-type: none"> <li>1. Cascio W F and Nambudiri R; 'Managing Human Resources' – Productivity, Quality of Worklife, Profits, Mc Graw Hill, Latest Edition</li> <li>2. Noe R A, Hollenbeck JR, Gerhart B and Wright P M, 'Human Resource Management' – Gaining a competitive advantage, Mc Graw Hill, Latest Edition</li> <li>3. Beardwell, Ian and Len Holden; 'Human Resource Management'; Macmillan India Ltd.; Latest edition.</li> <li>4. Dessler, Gary; 'A Framework for Human Resource Management'; Pearson Education India; Latest Edition.</li> </ol>	

**MBC007 Production and Operations Management**

**4 Credits**

<b><u>Prerequisites for the course:</u></b>	Nil	
Objective:	To create an awareness of the functions of Production and Operations Management	
Contents:	Classification of operations; Responsibilities of Operations Manager; Process types in manufacturing and Services; Plant layout & Location. Production Planning and Control.	10hours
	Quality Management, Quality Control, Tools for improving Quality, TQM, Quality Assurance, Six Sigma and others.	10 hours
	Productivity Improvement Techniques, Work study and Time Study, Maintenance policies for facilities and equipment, Preventive versus breakdown maintenance, Procedure for maintenance, total productive maintenance (TPM).	14hours
	Introduction to Operations Research and Linear Programming.	14hours

	Transportation and Assignment Models, Network Analysis including PERT and CPM. Decision Theory and Decision Tree Model.	
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b>Learning Outcomes</b>	An ability to take decisions in production operations in a Manufacturing and Service setup.	
Readings/ References	<ol style="list-style-type: none"> <li>1. Adam Jr Everet E. R J; Production and Operations Management; Prentice-Hall, latest Edition.</li> <li>2. Krajewski, Lee J. and Larry P. Ritzman; 'Operations Management: Strategy and Analysis'; Pearson Education India; Latest Edition.</li> <li>3. Taha H, Operations Research- An Introduction; Prentice-Hall India, Latest Edition</li> <li>4. Krishnaswamy, K. N. 'Cases in production / Operations Management'; Prentice Hall of India Private Ltd., New Delhi, Latest edition</li> </ol>	

**MBC008**

**Business Research Methods**

**2 Credits**

<b>Prerequisites for the course:</b>	Nil	
<b>Objective:</b>	To introduce research methods used to arrive at business decisions	
<b>Content:</b>	<p><b>Introduction</b> Research Problem, Framing of Research Question, Research Design, Qualitative Design, Descriptive Design, Experimental Design, Constructs, Variables, Statement of Hypotheses. Measurement and Scaling, Nominal, Ordinal, Interval, Ratio.</p> <p><b>Data Collection</b> Questionnaire Design, Data Collection, Nature of Sampling, Steps in Sampling, Probability Sampling, Non probability Sampling, Determination of sample size</p> <p><b>Data Management and Basic Analysis</b> Coding and Entering of Data, Managing Data, Methods of Analysis such as Descriptive Statistics, Frequencies, Cross Tabulation, T Tests, Analysis of Variance (ANOVA), Correlation</p> <p><b>Multivariate Analysis and Reporting</b></p>	<p>6 hours</p> <p>6 hours</p> <p>6 hours</p>

	Regression, Simple Regression, Multiple Regression, Factor analysis, Cluster analysis Interpretations of Results, Report Writing, Familiarity with the usage of a statistical package.	6hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to conduct research and write a research report	
<u>References/Reading s</u>	<ol style="list-style-type: none"> <li>1. Cooper D R and Schindler, "Business Research Methods", Tata McGraw-Hill, New Delhi, Latest Edition</li> <li>2. Zikmund W G, "Business Research Methods"; Thomson Learning, Latest Edition.</li> </ol>	

**MBC009**

**Management Accounting**

**2 Credits**

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce Cost Concepts that are used in an organisation.	
<u>Content:</u>	<p><b>Cost concepts</b> Cost concepts, Elements of cost, Cost control, Cost information, Traditional cost management systems, Preparation of cost sheet.</p> <p><b>Decisions using the costing data - Cost Volume Profit Analysis (CVP Analysis), Marginal Costing</b> Cost Volume Profit Analysis for making managerial decision. Break Even Point, Margin of Safety, Marginal Costing and Absorption Costing, Key Factors</p> <p><b>Variance Analysis</b> Direct, Indirect Cost Variance (Material, Labour, Fixed &amp; Variable Overhead Variance, Calendar Variance, Capacity Variance), Revenue &amp; Profit Variance.</p> <p><b>Activity based costing (ABC)</b> Design a traditional Activity based Cost System, Use information from ABC to improve operations, assign marketing, distribution, and selling expenses to customers, analyse and manage customer profitability.</p>	<p><b>4 hours</b></p> <p><b>8 hours</b></p> <p><b>6 hours</b></p> <p><b>6 hours</b></p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/	

	seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b>Learning Outcomes</b>	An ability to take managerial decisions considering the impact of costs on the operations of an organisation.	
<b>References/Readings</b>	<ol style="list-style-type: none"> <li>1. Anthony Atkinson, Robert Kaplan, Ella Mae Matsumura, S. Mark Young, G. Arun Kumar, Management Accounting, Pearson Education Publication, Latest Edition.</li> <li>2. William Lanen, Shannon Anderson &amp; Michael Maher, Fundamentals of Cost Accounting, Tata McGraw Hill Publication, Latest Edition.</li> <li>3. Satish B. Mathur, Accounting for Management, McGraw Hill Publication, Latest Edition</li> </ol>	

**MBC010**

**Strategic Management**

**2 Credits**

<b>Prerequisites for the course:</b>	Nil	
<b>Objective:</b>	To create an awareness of knowledge and tools used for industry and firm analysis in designing organisational strategies and their implementation	
<b>Content:</b>	<p><b>Introduction to Strategy</b> Strategy meaning &amp; importance, Strategy development process, Vision, Mission statements, Objectives of the company.</p> <p><b>External and Internal Analysis of Firms</b> Evaluating company's external environment (Porter's 5 Forces Analysis, Political Economic Social Technological Environmental Legal (PESTEL) Analysis), Evaluating company's internal environment (Strength Weakness Opportunity Threats (SWOT) Analysis), resource capabilities, &amp; competitive environment</p> <p><b>Crafting Strategy</b> Five generic competitive strategies: Low cost, Broad Differentiation, Focussed Differentiation, Focussed Low Cost, Best Cost Strategy.</p> <p><b>Strategy Implementation</b> Strengthening company's competitive position, Strategies for international markets, Corporate Group strategy.</p>	<p><b>2 hours</b></p> <p><b>10 hours</b></p> <p><b>6 hours</b></p> <p><b>6 hours</b></p>
<b>Pedagogy:</b>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/seminars/ term papers/assignments/ presentations/ self-	

	study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to analyse the structure of an industry and indicate sustainable strategies for competitive advantage.	
<b><u>References/Reading s</u></b>	<ol style="list-style-type: none"> <li>1. Arthur Thompson Jr., Margaret Petarf, John Gamble, Strickland III &amp; Arun K. Jain, "Crafting and Executing Strategy", MacGraw Hill Publication, Latest Edition.</li> <li>2. Bowman, Cliff: 'The Essence of Strategic Management'; Prentice Hall of India Private Ltd; New Delhi; Latest Edition.</li> <li>3. Faulkner, David and Cliff Bowman; 'The Essence of Competitive Strategy'; Prentice Hall of India Private Ltd; New Delhi; Latest Edition.</li> <li>4. Industry notes and business stories from popular business periodicals, databases.</li> </ol>	

**MBC011**

**IT Skills**

**2 Credits**

<b><u>Prerequisites for the course:</u></b>	Nil	
<b><u>Objective:</u></b>	To introduce the fundamental Informational Technology Skills required to work in any organisation	
<b><u>Content:</u></b>	<p><b>Word Processing</b> Usage, formatting, creating reports, citations, inserting tables and pictures, macros, mail-merge.</p> <p><b>Slide Presentations</b> Creation of slides, layouts, properties, slide transmission, use of animation in slides, inserting tables, graphs, pictures, videos, etc. in the slides, creating a slide show.</p> <p><b>Spreadsheets</b> Creation of spreadsheets, entering data, use of general functions, creation of various types of graphs, data validation, use of filters, data sorting, creating formulas, use of statistical functions, use of finance functions, macros.</p> <p><b>Management Information System as a decision support system</b></p>	<p><b>6 hours</b></p> <p><b>6 hours</b></p> <p><b>10 hours</b></p> <p><b>2 hours</b></p>
<b><u>Pedagogy:</u></b>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning</u></b>	An ability to use IT tools in making managerial decisions,	

<b><u>Outcomes</u></b>	reporting and presenting them.	
<b><u>References/Readings</u></b>	<ol style="list-style-type: none"><li>1. Francisco Innaello, Excel for business, Atlantic Publisher, Latest Edition.</li><li>2. John Limbart&amp; Frye, Microsoft Office 2016 Step by Step, PHI, Latest Edition.</li></ol>	

MBS001 Communication Skills

4 credits

<b><u>Prerequisites for the course:</u></b>	Nil	
<b><u>Objective:</u></b>	To introduce the essentials of effective communication in different contexts	
<b><u>Content:</u></b> - -	Difference between formal and informal communication; Communication process, types, Effectiveness in communication – the Roles of Sender, Receiver and the medium; Role of culture in communication; Importance of Non Verbal Communication <b>Oral Communication:</b> Skills required for effective interpersonal and group communication, Effective Public speaking. Noise in communication and its prevention. Barriers and Gateways in Communication; <b>Written Communication:</b> Fundamentals of effective writing; different forms of written communication; report writing, creative writing; Structure and content of various types of reports; Creativity in Communication Competitive versus collaborative communication, types of negotiation, barriers in effective negotiation, interests versus positions in negotiation;	12 hours  12 hours  12 hours  12 hours
<b><u>Pedagogy:</u></b>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to facilitate interpersonal Communication, participate in group discussions, and to write effectively.	
<b><u>References/Readings</u></b> -	1. Business and Professional Communication by Kelly M. Quintanilla and Shawn T. Wahl, latest South Asia Edition, Sage Publications India Pvt.Ltd, Mathura Road, New Delhi, India, 110044. 2. Effective Business Communication by Anjaneesethi, Bhavna Adhikari, Tata MacGraw Hill Education, India. 3. How to be a Great Communicator in Person, On Paper, and on Podium by Nido Qubein, Viva Books, India.	



**MBS002 Interview Facing Skills and Mock Interviews 2 credits**

<b><u>Prerequisites for the course:</u></b>	Nil	
<b><u>Objective:</u></b>	To introduce the basics of writing resumes and preparatory skills required to face interviews	
<b><u>Content:</u></b> - -	Fundamentals of Resume Writing, Writing effective Cover letters and emails to organizations. Group Discussions – different types, Different types of interviews and basic competencies required in facing interviews. Preparation required prior to facing an interview – industry and firm analysis. SWOT analysis; Frequently asked questions in interviews Mock interviews to assess conceptual clarity, domain knowledge, soft skills, and perspectives held, etc.	4 hours  4 hours  4 hours  12 hours
<b><u>Pedagogy:</u></b>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to face interviews	
<b><u>References/Readings</u></b> -	1. Prasad, Hari Mohan, How to prepare for Group Discussion and Interview, Tata McGraw Hill, Latest Edition 2. Patnaik, Priyadarshini, Group Discussion and Interview Skills, Cambridge University Press, Latest Edition	

**MBN001 German Language A1 level 4 credits**

**MBN002 German Language A1 level 2 credits**

<b><u>Prerequisites for the course:</u></b>	Nil	
<b><u>Objective:</u></b>	This course introduces the basic structures of the German language at elementary A1 level.	
<b><u>Content:</u></b> - -	Communicating in German in basic life contexts: Personal Details/welcome – small talk in a coffeehouse – ordering and paying; Language course – naming things; Cities, countries, languages – sightseeing in Europe; People and Houses – apartment and furniture; Appointments/dates and time; Orientation in the city – transportation;	12 hours

	<p>Professions – talking about your own profession and work; Sightseeing, Vacations and holidays, Food and shopping for food; Clothing, Health, illness, parts of the body, fitness, going to the doctor</p> <p><b>Grammatical Structures:</b> simple clauses – “wh”-questions, yes/no-questions, statements, negation, verbs: conjugation of verbs in the present tense and simple perfect tense; conjugation of auxillary verbs 'to be' and 'to have'; past of verb 'to be' and 'to have'; separable verbs, nouns and articles (definite and indefinite);</p> <p>compound nouns; plurals of nouns: imperative, cases (nominative, accusative, dative and genitive), personal pronouns, possessive articles (Nom.) – articles (Dat., Acc.), adjectives,</p> <p>simple sentence connectors, graduation with “zu” (it is too big a question), questions, prepositions of time, prepositions with dative and accusative, time adverbs,</p> <p>the pronoun: one, numbers, building vocabulary systematically, compound words; Reading Comprehension in German; Writing simple sentences</p>	<p>12 hours</p> <p>12 hours</p> <p>12 hours</p> <p>12 hours</p> <p>12 hours</p>
<b><u>Pedagogy:</u></b>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	<p>An ability to engage in simple conversations in German language.</p> <p>An ability to extract sociocultural information from simple texts in German language</p>	
<b><u>References/Readings</u></b>	<p>1. Netzwerk – Deutsch als Fremdsprache A1 Kursbuch (German as a foreign language A1 course book) with audio cds, Goyal Publishers and Distributors Pvt. Ltd, Latest Edition</p> <p>2) Netzwerk - Deutsch als Fremdsprache A1 Arbeitsbuch (German as a foreign language A1 work book) with audio cds, Goyal Publishers and Distributors Pvt. Ltd, Latest Edition</p> <p>3) Glossary for A1, Goyal Publishers and Distributors Pvt. Ltd, Latest Edition</p>	

**MBN003 Portuguese Language 4 credits**

**MBN004 Portuguese Language 2 credits**

Syllabi approved in Academic council by Portuguese department is adopted for the course

**Optional Business Courses in Finance**

**MBO201 Corporate Finance 4 Credits**

<b><u>Prerequisites for the course:</u></b>	A core course in Financial Management	
<b><u>Objective:</u></b>	To describe different financial tools that help finance executives in taking finance related decisions	
<b><u>Content:</u></b>	<b><u>Capital Budgeting</u></b> Financial Goal of the Corporation, Corporate Decisions- Investment, Financing Liquidity and dividend Capital Budgeting, Net present Value and Other techniques of Project evaluation, estimation of Cash Flows especially for new product decisions and single machine sale or purchase decisions, replacement decisions, Capital Rationing, projects with different lives.	12 hours
	<b><u>Cost of Capital and Risk analysis</u></b> Investment decisions with risk analyses-sensitivity analysis, scenario analysis and decision trees. Cost of Capital as discounting rate for capital budgeting decisions, Financing of projects with reference to leverage and risks, Theories relating to financing, Dividend Decisions.	12 hours
	<b><u>Working Capital and Cash Management</u></b> Working Capital, Types, Policies, Estimation of Working Capital, Operating cycle, Cash Forecasting and Budgeting, Managing cash collections and disbursement	12 hours
	<b><u>Inventory and Debtors Management</u></b> Inventory EOQ, Reorder level, Safety stock, Control techniques, Investment in debtors, credit management decisions- risk return trade-off, credit policy variables - credit standards, collection period, discounts, economic credit policy, monitoring tools like Aging Schedule, Sources of Long term and Short term finance.	12 hours
<b><u>Pedagogy:</u></b>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/	

	presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to analyse financial information to facilitate long term and short term financial decisions	
<b><u>References/Readings</u></b>	<ol style="list-style-type: none"> <li>1. Chandra, Prasanna; 'Financial Management: Theory and Practice; Tata McGraw-Hill, New Delhi; Latest edition.</li> <li>2. Pandey, I.M.:Financial Management'; Vikas Publishing House Pvt. Ltd.Noida UP; Latest edition.</li> <li>3. Brealy, Myers, Allen and Mohanty; 'Principles of Corporate Finance' Tata McGraw-Hill, New Delhi; Latest edition.</li> <li>4. Bhalla, V.K.; 'Working Capital Management: text and Cases' Anmol Publications Pvt. Ltd, New Delhi, Latest edition.</li> </ol>	

**MBO202**

**Financial Accounting and Auditing**

**4 Credits**

<b><u>Prerequisites for the course:</u></b>	A core course in Financial Management	
<b><u>Objective:</u></b>	To introduce the different aspects of book keeping, financial statements, statutory compliances and using software for accounting	
<b><u>Content:</u></b>	<p><b><u>Books of Accounts</u></b> Books of Accounts, Concepts and conventions, Journal entries, Writing of Cash Book and Journal as Primary books of accounts, Posting in Ledger as Secondary book, Subsidiary books, and Trial Balance.</p> <p><b><u>Financial Statements</u></b> Bank Reconciliation Statement, Rectification of errors and reading of ledger accounts; Preparation of Profit and Loss Account and Balance Sheet from Trial Balance, Preparation of Cash Flow Statement, direct and indirect methods.</p> <p><b><u>Inventory Records, Depreciation and Introduction to Software for Accounting</u></b> Inventory valuation with reference to Accounting Standard and its impact on final Accounts and Cost Sheet and disclosure requirements; Methods of charging depreciation and amortization and their impact on profits, sales and purchase of assets, disclosure requirements. Transactions relating to shares</p>	<p>12 hours</p> <p>12 hours</p> <p>12 hours</p>

	<p>and debenture; Entering transactions and making Final accounts in Software package</p> <p><b><u>Statutory Compliance and Audits</u></b></p> <p>Notes to Accounts, Schedule VI to Companies Act 2013, IFRS, latest concepts, Statutory Audit, Cost Audit , Internal Audit, Management Audit, appointment, Qualification, rights and duties of auditor, Audit Report, qualifications. CARO, Corporate Governance and Corporate Social responsibility.</p>	12 hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to write books of accounts, present Final Accounts of business entities and prepare finance audits	
<u>References/Readings</u>	<ol style="list-style-type: none"> <li>1. K. Narayanswamy, 'Financial Accounting': A Managerial Perspective; PHI Learning Pvt. Ltd; Delhi 110092. Latest edition.</li> <li>2. Sehgal A., Sehgal D. :Advanced Accounting; Taxmann Allied services (P)Ltd; New Delhi, Latest edition.</li> <li>3. Anthony Robert N. Hawkins D., Merchant K.; 'Accounting Text and Cases' McGraw-Hill Education (India) Pvt. Ltd. New Delhi, Latest edition</li> <li>4. Garg Kamal, 'Advanced Auditing', Bharat Law House Pvt. Ltd, New Delhi, latest edition</li> </ol>	

MBO203

Taxation and Financial Planning

4 Credits

<b><u>Prerequisites for the course:</u></b>	A core course in Financial Management	
<b><u>Objective:</u></b>	To create an awareness of the essentials of taxation and financial planning for individuals and firms.	
<b><u>Content:</u></b>	<b><u>Definitions, Salary and Income From House Property</u></b> Definitions- Income, agricultural income, Person Assessee, Company, Previous year and Assessment Year, Basis of charge, incomes exempt from tax, Heads of Income, Salary, meaning, Perquisites, Allowances, Profit in lieu of salary deductions, Income from House Property, Annual value, self-occupied, let out and deemed to be let out, deductions, unrealised rent and arrears of rent, co-owners	8 hours
	<b><u>Computation of Income with all Heads of Income and Assessments</u></b> Profits and Gains of Business and Profession, chargeability, admissible deductions, disallowance u/s 40(a), , 40(A), Provisions relating to Maintenance of books of accounts and audit, and presumptive taxation, Taxation of companies with provisions relating to minimum alternate tax and managerial remuneration. Capital Gains, capital asset, transfer, Long term and short term capital gains, indexation, cost of acquisition and improvement, exemptions. Income from Other Sources, Chargeability and deductions Deemed income, Set off and carry forward of losses Deductions under chapter VI –A, 80C, CC, CCC,D, E, G,GG, Computation of Income, Filing of Returns, Assessments, Advance Tax and Tax Deducted at Source	16 hours
	<b><u>Financial Planning with respect to Risk and Retirement Planning</u></b> Financial Planning with respect to: Risk Management and Insurance, Retirement planning with respect to employee benefits (with reference to Time value of money),	8 hours
	<b><u>Investment and Portfolio Planning</u></b> Investment Planning with respect to mutual funds, emerging investment products, bond valuations, stock valuation, Portfolio Management, Estate Planning.	16 hours

<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to do financial planning for individuals and firms, with due regard to tax planning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> <li>1. Singhania Vinod and SinghaniaKapil; 'Direct Taxes Law and Practice with sp. Reference to Tax Planning', Taxmann Publications (P) Ltd, New Delhi, Latest edition.</li> <li>2. Manoharan T. N. &amp; Hari G. R., 'Students' Handbook on Taxation', Snow White Publications Pvt. Ltd, Mumbai, 400002.</li> <li>3. Pandey, I.M.: Financial Management'; Vikas Publishing House Pvt.Ltd.Noida UP; Latest edition.</li> <li>4. Kapoor Jack R, Dlabay and Hughes; 'Personal Finance', Mc Graw Hill Education (India)Pvt. Ltd., New Delhi, Latest edition.</li> </ol>	

MBO204

International Finance

4 Credits

<b><u>Prerequisites for the course:</u></b>	A core course in Financial Management	
<b><u>Objective</u></b>	To introduce the international sources of finance, essentials of international trade and international financial risks faced by an organisation.	
<b><u>Content</u></b>	<p><b><u>Strategic International Finance:</u></b> Strategic International Finance, Sources of cross border financial instruments – Bonds (Yankee, Junk, Euro Convertible Bonds, Global Depository Receipts) International Financial Markets, Interest Rates, Foreign Exchange markets.</p> <p><b><u>Currency Derivatives &amp; Exposure Management:</u></b> Currency Forwards, Futures, Swaps &amp; Options, Understanding Financial Risk, Management of Currency Exposure.</p> <p><b><u>International Financial Management:</u></b> Short and Long Term Financial Management, International Financing, International Project Appraisal – Options approach to project capital, Determining the cost of capital, Transfer Pricing, Exchange Rate risk and Cost of Capital, International Joint Ventures.</p> <p><b><u>Interest Rate &amp; Risk Management:</u></b> Currency &amp; Interest Rate Swaps, Swap Structures, Application and Valuation of Swaps, Forward Rate Agreements, Interest Rate Futures, &amp; Interest Rate Options.</p>	<p>12 hours</p> <p>12 hours</p> <p>12 hours</p> <p>12 hours</p>
<b><u>Pedagogy</u></b>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to take decisions on international finance aspects.	
<b><u>References/Readings</u></b>	<ol style="list-style-type: none"> <li>1. Prakash G. Apte, 'International Finance A Business Perspective' McGraw Hill Education (India), Pvt Ltd, New Delhi, Latest Edition.</li> <li>2. John C. Hull, 'Fundamentals of Options, Futures and Risk Management'; Pearson Education, India, Latest Edition,.</li> <li>3. Pandey, I.M.: 'Financial Management'; Vikas Publishing House Pvt.Ltd.Noida UP; Latest</li> </ol>	



	<p>edition.</p> <p>4. Prasanna Chandra 'Strategic Financial Management, McGraw Hill Education (India) Pvt. Ltd., Latest edition</p>	
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**MBO205 Investment Analysis, Portfolio and Risk Management 4 Credits**

<b><u>Prerequisites for the course:</u></b>	A core course in Financial Management	
<b><u>Objective</u></b>	To introduce concepts of investment analysis and managing portfolios, and the underlying risks involved.	
<b><u>Content</u></b>	<p><b><u>Investment analysis:</u></b> Working (Market mechanics) of Indian Securities Market, Risk and Return Trade-off, Comparison and analysis of various investment avenues, Valuation of shares and fixed income securities, Fundamental analysis, Technical analysis.</p> <p><b><u>Portfolio Management:</u></b> Portfolio creation, theories of portfolio management – active and passive, Markowitz theory, portfolio return and risk, efficient market hypotheses-strong, semi-strong &amp; weak form.</p> <p><b><u>Risk Management using derivative:</u></b> Portfolio risk, Derivatives, types – forwards, futures, options, and swaps, features, market mechanics – settlement, trading, margins, determining cash flows, recalculation of portfolio risk using derivatives.</p> <p><b><u>Derivative pricing and Trading strategies:</u></b> Pricing of derivative instruments – Futures, and Options, trading strategies using various derivatives like Forwards, Futures, Options and Swaps.</p>	<p>12 hours</p> <p>12 hours</p> <p>12 hours</p> <p>12 hours</p>
<b><u>Pedagogy</u></b>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to analyse investment avenues, choose and create portfolio using financial securities and manage risk using derivatives.	
<b><u>References/Readings</u></b>	<p>1. Prasanna Chandra, 'Investment Analysis &amp; Portfolio Management', McGraw Hill Education India Pvt. Ltd., Latest Edition.</p> <p>2. Jordan &amp; Fischer, 'Security Analysis &amp; Portfolio Management', Prentice Hall India, Latest Edition.</p>	

	<ol style="list-style-type: none"> <li>3. Technical Analysis – A book by Capital markets publishing house, Latest Edition.</li> <li>4. Robert D. Edwards &amp; John Magee, Technical Analysis of Stock Trends; Vision Books, Latest Edition.</li> <li>5. Bodie, Kane, Marcus, Investments, Tata McGraw Hill, Latest Edition.</li> <li>6. John C. Hull, Fundamentals of Options, Futures and Risk Management, Pearson Education India, Latest Edition.</li> <li>7. Jayant Rama Verma, Derivatives and Risk Management, McGraw Hill, Latest Edition.</li> <li>8. A.N.Sridhar, Futures &amp; Options, Equities &amp; Commodities by SPD Publications, latest Edition.</li> </ol>	
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**MBO206**

**Mergers & Acquisitions**

**4 Credits**

<b><u>Prerequisites for the course:</u></b>	A core course in Financial Management	
<b><u>Objective</u></b>	To introduce the different financial considerations involved in mergers and acquisitions of firms	
<b><u>Content</u></b>	<p><b><u>Strategic analysis:</u></b> Meaning of M&amp;A, Reasons and objectives of M&amp;A, Strategic analysis of the M&amp;A – Michael Porter’s Five Force Analysis pre and post merger comparison, Identification of Target – Rationalisation and matching of M&amp;A objectives – Market share, synergies, tax management, technology transfer.</p> <p><b><u>Due Diligence:</u></b> Complete due diligence of the target, Technical, Market, Financial, Human Resource, Integration of Vision &amp; Mission and managing inter organisational conflicts, Risk Management.</p> <p><b><u>Valuation:</u></b> Financial Valuation of target and the impact on the merged entity, Net Asset Value – Book Value, Net Realisable Value, Discounted Cash Flow – Forecast Free Cash Flow, Weighted Average Cost of Capital using Capital Asset Pricing Model , Market Valuation – P/E multiple, B/V multiple, Beta, Shareholder Value Creation – wealth maximisation , Ascertaining the Share Swap ratio – based on Earnings Per Share; based on Market Price.</p> <p><b><u>Shareholder Value Creation &amp; Defence against hostile takeover:</u></b> Shareholder Value Creation (SVC), Economic Value Added (EVA), Pablo Fernandez Model (PFM), Impact of M&amp;A on the SVC – Creation or destruction of</p>	<p>12 hours</p> <p>12 hours</p> <p>12 hours</p> <p>12 hours</p>

	shareholder value post- merger or takeover. Defence mechanisms against hostile Takeover.	
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to make informed Merger and Acquisition decisions.	
<u>References/Readings</u>	<ol style="list-style-type: none"> <li>1. Crafting &amp; Executing Strategy by Arthur Thompson, M. Peteraf, J. Gamble, A. Strickland &amp; Arun Jain, McGraw Hill, New Delhi, Latest Edition.</li> <li>2. Mergers &amp; Acquisitions by Kevin Boeh &amp; Paul Beamish, Sage Publication, New Delhi, Latest Edition.</li> <li>3. Financial Management by I M Pandey, Vikas Publication, New Delhi, Latest Edition.</li> <li>4. Mergers, Acquisitions &amp; Corporate Restructuring by C. Krishnamurthy &amp; Vishwanath S.R., Sage Publication, New Delhi, Latest Edition.</li> <li>5. Strategic Financial Management by Prasanna Chandra, McGraw Hill, New Delhi, Latest Edition.</li> </ol>	

### Optional Business Courses in Marketing

#### MBO301 Consumer Behaviour

4 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To create an awareness of consumer behavioural dynamics that impacts buying decisions	
<u>Content:</u>	<p><b>Definition and Process</b>  Definition and importance, marketing strategy and consumer behaviour, market segmentation, external influences, internal influences, consumer decision process, problem recognition, information search, alternative evaluation and selection; customer relationship management</p> <p><b>External influences</b>  Concept of culture, values, time space and symbols, global culture, self oriented, environment oriented and other oriented values, demographics, occupation,</p>	<p>12 hours</p> <p>12 hours</p>

	<p>education, income, age social stratification, measurement of social class, sub cultures, Household and family, household life cycle, family roles, conflict resolution, consumer socialization, marketing to children, brand communities, nature and degree of reference group influence, opinion leadership, diffusion of innovations</p> <p><b>Internal Influences</b> Perception, learning theories, memory, theories of motivation personality emotions, attitude self-concept and VALS – Impact on brand image and product positioning,</p> <p><b>Organizational Buying</b> Characteristics, roles and decision making units, decision making process, choice criteria, new buy and rebuy, purchasing practices (just in time , leasing etc.), Relationship marketing</p>	<p>12 hours</p> <p>12 hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	the participants will develop competence in analyzing consumer behavior to make marketing decisions	
<u>References/Readings</u>	<ol style="list-style-type: none"> <li>1. Del I. Hawkins, R.J Best, K. A Coney and A.Mukherjee, “Consumer Behavior: Building marketing strategy”, Latest Edition, Tata McGraw Hill</li> <li>2. Leon Schiffman and Leslie Kanuk, “Consumer Behavior”, Latest Edition, Pearson Education</li> </ol>	

**MBO302**

**Marketing Research**

**4 Credits**

<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To introduce the different research tools and techniques used in marketing decisions	
<u>Content:</u>	<p><b>Research Design</b> Problem definition, theoretical framework, analytical model, research questions, hypotheses, information specification, ethics in marketing research, Research methods</p>	12 hours

	<p><b>Measurement and scaling</b> Measurement and scaling, nominal, ordinal, interval and ratio scales, likert, semantic differential and stapel scales, reliability and validity, questionnaire design, question structure, question wording, order of questions, form design</p> <p><b>Data collection and preliminary analysis</b> Sampling, defining target population, non probability and probability sampling, sample size determination, data collection methods and field work, coding, data entry and data preparation, frequency distribution, cross tabulation and chi-square, analysis of variance</p> <p><b>Multivariate analysis</b> Correlation and regression analysis, simple and multiple regression, interpretation of results, discriminant analysis, factor analysis, extraction and rotation methods, logistic regression, cluster analysis, multi dimensional scaling, report preparation and presentation, usage of a statistical package like SPSS</p>	12 hours
		12 hours
		12 hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to design Research projects that help in marketing decisions	
<u>References/Readings</u>	<ol style="list-style-type: none"> <li>1. Naresh K Malhotra, "Marketing Research: An applied orientation", Latest Edition Pearson Education</li> <li>2. Joseph F Hair, Robert P Bush and David J Ortinau "Marketing Research within a changing information environment", Latest edition, Tata McGraw Hill</li> </ol>	

**MBO303 Services Marketing**

**4 Credits**

<b><u>Prerequisites for the course:</u></b>	A core course in Marketing Management	
<b><u>Objective:</u></b>	To introduce the dimensions of services that require special attention in marketing them	

<p><u>Content:</u></p>	<p><b>Service customer</b>  Characteristics, Services marketing mix, Customer focus, Customer gap, provider gaps, Search, experience and credence properties, customer experience, customer expectations of service, customer satisfaction, service quality, service encounters</p> <p><b>Service design</b>  Service failure and recovery, recovery expectations, switching versus staying, recovery strategies, challenges of service innovations, new service development process, types of service innovations and stages, service blue printing, factors of service standards, customer defined service standards and their development, physical evidence, types of servicescape, roles of servicescape, guidelines for physical evidence strategy</p> <p><b>Service delivery</b>  Service culture, role of service employees, boundary spanning, people strategy, customer oriented service delivery, customer roles, self service technologies, service distribution, direct channels, franchising, agents and brokers, electronic channels, managing demand and supply, capacity constraints, yield management, waiting line strategies</p> <p><b>Communication and pricing</b>  Service communication, matching promises and delivery, service pricing, pricing and customers, pricing and value, service and profitability, customer retention, quality and purchase intentions, balanced service score card</p>	<p>12 hours</p> <p>12 hours</p> <p>12 hours</p> <p>12 hours</p>
<p><u>Pedagogy:</u></p>	<p>lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.</p>	
<p><b><u>Learning Outcomes</u></b></p>	<p>An ability to use services marketing theories in decision making</p>	
<p><u>References/Readings</u></p>	<ol style="list-style-type: none"> <li>1. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit; "Services Marketing: Integrating customer focus across the firm", Latest Edition, Tata McGraw-Hill</li> <li>2. Christopher Lovelock, JochenWirtz and JayantaChaterjee, "Services Marketing: People, technology and strategy", Latest Edition,</li> </ol>	

	Prentice Hall	
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**MBO304      Integrated Marketing Communications      4 Credits**

<b><u>Prerequisites for the course:</u></b>	A core course in Marketing Management	
<b><u>Objective:</u></b>	To create an awareness of Integrated Marketing Communications that help in increasing Marketing effectiveness.	
<b><u>Content:</u></b>	<b>Introduction and Role:</b> Role of Integrated Marketing Communications in an organization; Evolution of IMC; The Promotional Mix; The IMC Process; Market and Competitor Analysis; The role of Tools of IMC; Role of Client; Agency and Types of Agencies; Advertising and PR; Analysing the Communication Process; Models of Communication; FCB Model; ELM Model. Persuasive Communication	12hours
	<b>Establishing Objectives;</b> DAGMAR Approach; Setting Objectives for IMC; Budgeting Decisions and Approaches; Creative Strategy; Developing the creative aspect of communication; Creative Appeals; Styles and tactics; Media Planning strategy; Developing the Media Plan; Evaluation of Media Plan and follow up;	12hours
	<b>Media Evaluation:</b> Evaluation of Different Media; Television; Print; Broadcast and Support Media; Direct Marketing; Digital Marketing; Internet and Interactive Media; Public Relations and its use; Establishing Media Objectives; Reach and Response;	12hours
	<b>Sales Promotion :</b> Scope and role in IMC; Consumer Franchise Building Promotions; Consumer oriented Sales Promotion; Tools of Sales Promotion; Coordination of Sales Promotion with other tools of IMC; Budgeting for Sales Promotion; Objective setting and coordination with other IMC tools for budgeting; Media Support and timing; Measuring impact and tracking of IMC	12hours
<b><u>Pedagogy:</u></b>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/	

	presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	The participant will be able to use IMC strategies to increase reach of products/ services	
<b><u>References/Readings</u></b>	<ol style="list-style-type: none"> <li>1. Advertising Management by Aaker; Myer and Batra; Prentice Hall India; Latest Edition</li> <li>2. Brand Building Advertising: Concepts and Cases by M.G. Parameshwaran; TMH; Latest Edition</li> <li>3. Contemporary Advertising by Arens; Tata McGraw Hill; Latest Edition</li> <li>4. Advertising and Promotion: An IMC Perspective by Belch &amp; Belch; TMH; Latest Edition</li> </ol>	

**MBO305**

**Product and Brand Management**

**4 Credits**

<b><u>Prerequisites for the course:</u></b>	A core course in Marketing Management	
<b><u>Objective:</u></b>	To introduce the concepts of product and Brand Management	
<b><u>Content:</u></b>	<p><b>Product Strategy and Analysis:</b> Product Strategy and Planning, Product and Market Focused Organisations, Product and Market Evolution, Product Life Cycles, Defining the Competitive Set, Category Attractiveness Analysis, Competitor Analysis and Customer Analysis.</p> <p><b>Product Development:</b> Developing Product Strategy, New Product Development, Designing the Offer, Market and Sales Potential, Pricing Decisions, Advertising and Promotion decisions, Concept and Product Testing, Financial Analysis for Product Management</p> <p><b>Branding:</b> Introduction to Brands and Branding, Rationale for Building Brands, Types of Brands, Creating a Brand; Designing Brand Identity; Customer Brand Building Equity Model, Brand Equity : Building and Measuring Brand Equity.</p> <p><b>Brand Positioning:</b> Brand Positioning, Consumer Behaviour, Crafting</p>	<p>12hours</p> <p>12hours</p> <p>12hours</p>



	Brand Positioning Strategy, Building Marketing Programmes for Brands, E-Branding and building Online Brands, Brand Strategies including Line and Category Extensions, Umbrella Branding and Managing the Brand Architecture.	12hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to take product and brand related decisions	
<u>References/Readings</u>	<ol style="list-style-type: none"> <li>1. Product Management by Donald Lehman and Russell Winer, Tata McGraw Hill, Latest Edition</li> <li>2. Product Management by Moore and Pessemier, McGraw International, Latest Edition</li> <li>3. Strategic Brand Management by Kevin Keller, Pearson Education, Latest Edition</li> <li>4. Brand Management, Principles and Practices by Kirti Dutta, Oxford Publication, Latest Edition.</li> </ol>	

**MBO306**

**Sales, Distribution and Retail Management**

**4 Credits**

<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To create an awareness of the various dimensions of sales, distribution and retail management	
<u>Content:</u>	<p><b>Sales &amp; Distribution Management:</b>  Overview of Sales Management- Role of Sales Management, Careers in Sales Management, Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force, Relationship Marketing</p> <p><b>Channel Management Systems:</b>  Information System, Role of E-commerce in Selling, International Sales Management, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation,</p>	<p>12hours</p> <p>12hours</p>

	<p>Information Systems for Channels, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling, Technology in Wholesaling, Trends in Wholesaling, Wholesaling Challenges, Future of Wholesaling</p> <p><b>Retailing:</b> Introduction, Retailing Management Decision Process, Types of Retailers, Retailing Environment, Indian vs. Global Scenario, Elements in a Retail Marketing Environment, The Retail Marketing Segmentation, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation, Store Location and Layout, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies,</p> <p><b>Retail Formats and Strategy:</b> Target Market and Retail Format, Strategy at different levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Differentiation Strategies, Positioning Decisions, Understanding Merchandising Management, Retail Merchandising Management Process, Retail Pricing, Promotions and Advertising, E-tailing, Technology in Retailing and its impact.</p>	<p>12hours</p> <p>12hours</p>
<p><u>Pedagogy:</u></p>	<p>lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.</p>	
<p><b><u>Learning Outcomes</u></b></p>	<p>An ability to take decisions related to Sales, Distribution and Retail activities of an organization.</p>	
<p><u>References/Readings</u></p>	<ol style="list-style-type: none"> <li>1. Management of a Sales Force by Spiro, Stanton and Rich, Tata McGraw Hill, Latest Edition</li> <li>2. Sales and Distribution Management by Havaldar and Cavale, Tata McGraw Hill, Latest Edition</li> <li>3. Retail Management: A Strategic Approach by Barry Berman, Pearson, Latest Edition</li> <li>4. Retail Management by Swapan Pradhan, Tata McGraw Hill, Latest Edition</li> </ol>	

## Optional Business Courses in Tourism

**MBO501 Tourism Planning and Policies**

**2 Credits**

<b><u>Prerequisites for the course:</u></b>	A core course in Tourism Management	
<b><u>Objective:</u></b>	To create an awareness of Tourism structure and policy in relation to tourism planning and development of a place	
<b><u>Content:</u></b>	<p><b><u>Tourism Structure and Policy</u></b> Introduction to Tourism Policy; competitive/sustainable determinants of a destination. Tourism Policy Structure; total system and tourism macro policy; tourism philosophy, crafting versus formulating a strategic tourism vision and translating policy into reality. Tourism Policy: Public and private sector policy</p> <p><b><u>Tourism Planning and Development:</u></b> Tourism Planning: Relating tourism planning to tourism policy, necessity of tourism planning, and the planning process. Tourism Development: Aims and objectives; political aspects, tourism development potential; Regional Planning Concepts: Regional Development Hierarchy, Regional Tourism Planning Concepts, Spatial Patterns, Discovery of Tourism Potential, National Planning Policy, WTO Guide to Planners, Competitive Position Concept.</p>	<p>12hours</p> <p>12hours</p>
<b><u>Pedagogy:</u></b>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to relate the tourism policy to a tourism organization and appreciate its role in systematic tourism planning for development	
<b><u>References/Readings</u></b>	<ol style="list-style-type: none"> <li>1. 'Clare Gunn, Tourism Planning: Basics, Concepts &amp; Cases', Latest Edition, Routledge, New York/ London.</li> <li>2. Goeldner, Charles R. and J. R. Brent Ritchie, 'Tourism: Principles, Practices, Philosophies', 10<sup>th</sup> Edition, Wiley, 2006 or latest edition.</li> <li>3. Jason Swanson, David L. Edgell, Tourism Policy</li> </ol>	

	and Planning: Yesterday, Today, and Tomorrow, Google books, latest edition	
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**MBO502 Emerging Trends in Tourism**

**2 Credits**

<b><u>Prerequisites for the course:</u></b>	A core course in Tourism Management	
<b><u>Objective:</u></b>	To create an awareness of emerging trends in domestic and international tourism that impact the design and development of tourism products	
<b><u>Content:</u></b>	<p><b><u>Emerging Trends in domestic as well as international tourism:</u></b> Introduction to the emerging trends, issues and challenges in tourism: such as Space Tourism, Agro-Tourism, Adventure Tourism, Medical Tourism, Eco Tourism, Rural Tourism, Virtual Tourism, Event Tourism, Health Tourism, Adventure Tourism. Factors Responsible for Changing Tourism Concepts and Tourist Demand Patterns: Impact of Cultural, Economic, Political, Technological, Environmental and Ecological Perspectives on International Tourism. International Tourism in future perspective: future projections, new upcoming destinations.</p> <p><b><u>Emerging Trends in motives for travel and trends and issues in travel:</u></b> Tourism Measurement: measurement of tourist traffic and receipt, techniques and their limitations. Emerging trends in Tourist Motivations. Recent Trends in Domestic and International Tourism in India. Impact of information technologies on tourism; Eco-tourism: Trends, issues and challenges.</p>	<p>12hours</p> <p>12hours</p>
<b><u>Pedagogy:</u></b>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to identify emerging trends in tourism and their impact on planning for new/modified tourism products	
<b><u>References/Readings</u></b>	<p>1. Charles R. Goeldner, 'Tourism Principles, Practices, Philosophies', Wiley Eastern Publishing; Latest edition.</p> <p>2. Mohammad Saleem Mir, 'Emerging Trends of</p>	



	<p>2. Romila Chawla, 'Sustainable Development and Tourism', Sonali Publications, Latest edition.</p> <p>3. R Kumar, VeenaTewari S Das, 'Tourism Sustainable Development and Management', Enkay Publishing House, Latest edition.</p> <p>4. R Chawla, 'Responsible Tourism', Sonali Publications, Latest edition.</p>	
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**MBO504 Advertising Management in Tourism 2 Credits**

<b><u>Prerequisites for the course:</u></b>	A core course in Tourism Management	
<b><u>Objective</u></b>	To create an awareness of Advertising for tourism organisations	
<b><u>Content</u></b>	<p><b>Understanding tourism and leisure advertising:</b> Marketing and promotion in tourism and leisure, Marketing communications, Advertising and promotion in tourism and leisure, key models employed in planning advertising, Advertising and audience, Planning the complete campaign, Advertising strategy, Making media choices</p> <p><b>Advertising Research:</b> The role of research in tourism and leisure advertising, Research in the advertising cycle, Advertising research techniques,</p> <p><b>Advertising Challenges:</b> The dynamic advertising environment, The changing leisure consumer, The global competitive economy, Matching markets and advertising appeals, Creativity and advertising opportunities</p> <p><b>Advertising Brands</b> Building powerful tourism and leisure brands, Advertising and brand positioning, Advertising destination brands</p>	<p>6 hours</p> <p>6 hours</p> <p>6 hours</p> <p>6 hours</p>
<b><u>Pedagogy</u></b>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to use advertising strategies for promoting tourism organisations	
<b><u>References/Readings</u></b>	1. George E Belch & Michael A Belch, 'Advertising & Promotion', McGraw Hill Education (India)	

	Private Limited, Latest Edition 2. Manjula Chaudhary, Tourism Marketing, Oxford University Press, Latest edition. 3. Nigel Morgan & Annette Pritchard, “Advertising in Tourism and Leisure”, Routledge, Latest edition.	
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**MBO505      Ecotourism Management      2 Credits**

<b><u>Prerequisites for the course:</u></b>	A core course in Tourism Management	
<b><u>Objective</u></b>	To introduce the concepts of eco-Tourism and its management by the hospitality industry	
<b><u>Content</u></b>	<p><b><u>Principles and practices of Eco-Tourism:</u></b>          Introduction, Principles and practices of eco-tourism and profiling the eco tourist; Stakeholders in eco-tourism: Role of community and the government; Environmental impacts of tourism: depletion of natural resources, pollution and physical impacts.</p> <p><b><u>Eco Tourism Management in Hospitality Industry:</u></b>          Eco tourism Planning and management: prerequisites for an eco-tourism management plan, Planning process; evaluation; Role of the hospitality industry in promoting eco-Tourism, ecofriendly practices, ecotels, The WTTC position Guidelines for ecotourism</p>	<p>12 hours</p> <p>12 hours</p>
<b><u>Pedagogy</u></b>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to use methods and techniques for the planning, management, regulation and monitoring of eco-tourism	
<b><u>References/Readings</u></b>	1. Charles R. Goeldner, ‘Tourism Principles, Practices, Philosophies’, Wiley Eastern Publishing; Latest Edition. 2. Romila Chawla, ‘Eco-tourism Planning and Management’, Sonali Publications, Latest edition. 3. David. A Fennell & Ross Dowling, Ecotourism	

	Policy & Planning, Cabi Publishing, latest edition. 4. R Chawla, ' Eco tourism and Development', Sonali Publication, Latest edition.	
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### Optional Human Resources Courses

**MBO101      Hiring and Talent Management      4 Credits**

<b><u>Prerequisites for the course:</u></b>	A core course in Human Resource Management	
Objective	To create an awareness about strategies in Hiring, Talent management, and compensation management	
Contents	<b>Effective Hiring</b> Talent Acquisition: Recruitment, Selection and Identification of Talent; Sources of Talent – Internal, External. Criteria for hiring, screening, selection methods, Person-job fit, challenges in effective hiring and selection processes, Ethics; Impact on individual, team, and organizational effectiveness.	12 hours
	<b>Compensation</b> Job Evaluation and strategic compensation; methods of job evaluation; principles of compensation, Compensation Structures; Labour Market: Concept, Broad Types; National Wage Policy; Company Compensation Policy : Compensation Methods, Salary Components; Pay Grades, Economic Principles, External Equity : Salary Surveys	16 hours
	Incentives - kinds of wage incentives plans, pay for performance, competency based pay; Bonus; Fringe Benefits.	8 hours
	<b>Career management and Retaining Talent</b> Career Management & Succession Planning; Role of effective feedback and development; Employee Attrition and Role of Employee Career Paths; Concept of Career Anchor; Competency Approach to Development; Mentoring for Employee Development; Talent Retention Strategies; Communication & Leadership: Integration of Human Capital Systems;	12 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	



References/Readings.	<ol style="list-style-type: none"> <li>1. G T Milkovich, JM Newman, CSV Ratnam 'Compensation', Mc Graw Hill, latest edition</li> <li>2. DK Bhattacharya, 'Compensation Management', Oxford Higher Education, latest edition</li> <li>3. RL Henderson 'Compensation Management in a knowledge-based world', Pearson Publishing, latest edition</li> <li>4. D Arthur, 'Recruiting, Interviewing, Selecting &amp; Orienting New employees', Prentice Hall India, latest edition</li> <li>5. R Edenborough, 'Assessment Methods in Recruitment, Selection &amp; Performance', Kogan Page latest edition</li> </ol>	
<b><u>Learning Outcomes</u></b>	An ability to use knowledge and skills in Hiring, Talent and compensation systems to take decisions	

**MBO102      Designing High performance Organisations 4 Credits**

<b><u>Prerequisites for the course:</u></b>	A core course in Human Resource Management	
Objective	To create an awareness about performance management and learning & development strategies	
Contents	<p><b>Performance Management</b>  Relationship between development strategies and business performance; Performance planning, Goal setting; Implementation of performance plans; performance review/ appraisals; Methods of Appraisal; Interpersonal dynamics in performance management; Performance feedback and coaching; legal and Ethical Considerations, Role of Appraisers; Competency Mapping; Key Result Areas and Performance Indicators; Best Practices;</p> <p>Holistic Frameworks for performance management - balanced scorecard, stake holder approach, Baldrige Award, EFQM Excellence Model, and the triple bottom line approach, etc. and their adaptations in India;</p> <p><b>Learning and Development</b>  Elements of an effective learning and training</p>	<p>15hours</p> <p>10 hours</p>

	<p>process; Linkages between performance management and effective learning and development processes; A Systematic Approach to Training - Needs Assessment; Objective Setting; Programme Design: Incorporating Learning Principles; Instructional Techniques: Training Evaluation: Training Department and Trainers' Roles; Moving from Training to Performance</p> <p><b>Drivers for designing High Performance Organisations-</b></p> <p>Structures and processes for excellence; Cultural Factors/Issues in Performance Management ; corporate social responsibility and corporate citizenship behavior; building and leading high performance teams;</p>	<p>15 hours</p> <p>8hours</p>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	The participants will be able to design high performing organizations using performance management and learning & development strategies.	
References/Readings.	<p>Every Trainer's Handbook by Devendra Agochiya, Latest Edition, Sage Publications</p> <p>Performance Management by A.S. Kohli &amp; T. Deb, Latest edition, Oxford Higher education Press</p> <p>Performance Planning and Review- Making Employee appraisals work by Richard Rudman, Allen &amp; Unwin Publishers, Latest edition.</p> <p>Transforming Training by David Mackey &amp; S Livsey, Kogan Page publishers, Latest edition.</p> <p>Effective Training by P.N. Blanchard, J W Thacker &amp; V A Anand Ram, Latest edition, Pearson</p>	

**MBO103**

**Labour Law and Industrial Relations**

**4 Credits**

<b><u>Prerequisites for the course:</u></b>	A core course in Human Resource Management	
Objective	To create an awareness about various legal provisions and Acts that require compliance in the people management of an organisation	
Contents	<b>Labour Laws</b>	

	<p>Objective of the Acts, Definitions, Employer liabilities, Reporting and Documentation required, Provisions and Penalties for the following Acts and their Implications</p> <ol style="list-style-type: none"> <li>1. Trade Unions Act, 1926</li> <li>2. Industrial Employment (Standing Orders) Act, 1946</li> <li>3. Industrial Disputes Act, 1947</li> <li>4. The Payment of Bonus Act, 1965</li> <li>5. Employees Provident Funds (and Misc. Provisions) Act, 1952 Employee Family Pension Scheme; Employees' Deposit Linked Insurance Scheme; Liability in Case of Transfer of Establishment</li> <li>6. Workmen's Compensation Act, 1923 (WC Act)</li> <li>7. Employees' State Insurance Act, 1948 (ESI Act)</li> <li>8. Payment of Gratuity Act, 1972 (PG Act)</li> <li>9. Child Labour (Prohibition &amp; Regulation) Act, 1986</li> </ol> <p><b>Industrial Relations</b> Various approaches - The systems model; The Pluralist Approach; The Structural Contradictions Perspective; Trade Unions Trade Unionism in India; Emergence, history, growth; Trade Union as an Organisation - Structure, Size, Affiliation, Membership, Finance; Leadership; Trade Union recognition and registration; Trade Union and politics Linkage, Implications; Trade Unionism in the unorganised sector The Indian IR framework- The role of Government in Indian IR; Regulative and Participative bodies Employers Associations Contemporary Issues in Industrial Relations - • Industrial Relations in the emerging scenario; The Future Trends</p>	<p>30 hours</p> <p>10 hours</p> <p>8 hours</p>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to use the relevant Labour Laws and process for legal compliances at work-place	

Readings/References	<p>1. Labour Laws for Everyday Made easy by S.D.Puri&amp; Sandeep Puri, Snow White Publications, latest edition.</p> <p>2. Labour Welfare and Social Security by P.Subba Rao, Himalaya Publishing Co., latest edition.</p>	
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**MBO104 Organisational Development and Change Management 4 Credits**

<b><u>Prerequisites for the course:</u></b>	A core course in Human Resource Management	
<b>Objective</b>	To create an awareness of the concepts of planned organizational change and development that help in transforming organisations	
<b>Contents</b>	<b>Planned Organisational Change</b> Organisational Change Management: Understanding Organizational Transformation; Transformation Strategies; Process of Organizational Transformation; Communicating Change, Perspectives of Organizational Change;	10hours
	Models and Techniques of managing change; OCM Framework; Resistance to change; Implementing Change; Change Agents;Evaluating Change; Role of Leadership; Role of Training; Reaction of Impacted Employees;Organizational Learning and Learning Organization Organisation Culture; Learning orientation of organisations and Individuals; Organizational effectiveness;	10hours
	<b>Foundations of Organisational Development (OD)</b> Entry and Contract, Organisational Diagnosis – Methods of Diagnosis; Feedback and OD;OD Interventions: Individual and Interpersonal Interventions; Team / Group Interventions; Inter-group Interventions; Comprehensive Interventions	10hours
	<b>Organisational Transformation</b> The OD Consultant: Role, Skills and Dilemmas Success and Failure of OD; Future of OD & New Perspectives	12hours  6 hours
<b>Pedagogy</b>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to consult/ work in the area of change management and organizational development	

References/Readings.	<ol style="list-style-type: none"> <li>1. 'Organisational Development' by French &amp; Bell, Sage Publishing, latest edition.</li> <li>2. 'HRD Scorecard 2500 based on HRD Audit' by TV Rao, Response Books, Sage Publishing, latest edition.</li> <li>3. 'Psychometrics in Coaching' edited by J Passmore,,Kogan Page, latest edition.</li> <li>4. 'Organization Development' by M C Judge &amp; L Holbeche, Kogan Page, latest edition.</li> <li>5. 'Organizational Dynamics and Intervention – Tools for changing workplace' by S Allcorn, Prentice Hall India, latest edition.</li> <li>6. 'The Handbook for Development Action Plans' by TV Rao, TVRLS publications, latest edition.</li> </ol>	
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**MBO105 Negotiations and Conflict Management**

**4 Credits**

<b>Prerequisites for the course:</b>	A core course in Human Resource Management	
Objective	To create an awareness of techniques of Negotiation, Collective Bargaining and managing conflicts at workplace.	
Contents	<p><b>Negotiating a Contract</b>  Pre-negotiation - Preparing the Charter of Demand(s); Creating the Bargaining Team; Costing of Labour Contracts; The Negotiation Process - Preparing for Negotiation; Communication Style; Breaking Deadlocks; Strategy and Tactics/Games Negotiators Play; Closing Successfully; Negotiating Integrative Agreements, Reviewing</p> <p><b>Collective Bargaining</b>  Definitions; Characteristics; Critical Issues in Collective Bargaining;Theories of Collective Bargaining; Collective Bargaining in India; Role of Government; Collective Bargaining and the Indian Industrial Relations System;Levels of Bargaining, Coverage and Duration of Agreements;Concept of Managerial Prerogatives; Difficulties in the Bargaining Process; Administration of Agreements; Negotiation and Collective Bargaining; Approaches and Phases in Collective Bargaining- Coalition Bargaining and Fractional Bargaining; Impasse Resolution; Contract Ratification; Post Negotiation - Administration of the</p>	<p>12hours</p> <p>15hours</p>

	<p>Agreement; Grievance Management</p> <p><b>Conflict Management</b>  Conflict Management and Conflict Dynamics; Role of Communication in Conflict Management; —Origins of Conflict—Dispute Prevention—Assessment of Conflict; Conciliation; Mediation; Conflict management and organization policy;</p> <p><b>Grievance Management</b>  Causes/Sources of Grievances and how to locate them; Legislative Aspect of a Grievance Procedure; Managerial Practices to Prevent Grievances, Grievance Resolution; Union’s Perspective on Grievance Resolution;</p>	<p>12hours</p> <p>9 hours</p>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	the participant will be able to negotiate, participate in collective bargaining and manage conflicts better at workplace	
References/Readings.	<ol style="list-style-type: none"> <li>1. Malhotra, D. &amp; M. Bazerman, <u>Negotiation Genius</u>, NY, NY: Bantam Dell, Latest edition.</li> <li>2. Stone, Patton &amp; Heen, <u>Difficult Conversations</u>; NY, NY: Viking Press, Latest edition.</li> <li>3. How to be a better Negotiator by John Mattock &amp; Ehrenborg, Kogan Page Publishing, Latest edition</li> </ol>	

**MBO106 Leadership 4 Credits**

<b><u>Prerequisites for the course:</u></b>	A core course in Human Resource Management	
Objective	To introduce the concepts of leadership and developing leaders at work-place	
Contents	<p><b>Introduction to Leadership</b>  Leadership and Person, Personality, cultural values and ability; Leadership that gets results; Playing to your strengths; Emotional Intelligence; Models of Leadership; Leadership and Followership, Leadership theories: Traits, Situational, and Functional leadership, Leadership and Power; Leadership and</p>	12hours

	<p>Influence - Interpersonal Conflict and Negotiation; Leadership in Groups and Teams</p> <p><b>Leadership and Organisation</b> Organizations as Complex Systems: Strategy, Structure &amp; Environment; Organizational Culture; Leading Organizations; Leading Teams: Design and Structure; Leadership and Communication; Leadership in Organizations; Leading Change</p> <p><b>Leadership Development</b> Identifying potential leaders; Leader Development Vs Leadership Development in Organisation; Process of leadership Development; Developmental Readiness of employees; Tools and interventions for developing leadership;</p> <p><b>Special Leadership dimensions</b> Identifying potential dark/ Negative leadership; Corrective measures; Public Leadership; Education Leadership; Spiritual Leadership; Transformational leadership; Leadership in different types of organisations – small businesses, Family Business, Multinational, etc</p>	<p>12hours</p> <p>15 hours</p> <p>9 hours</p>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to be effective leaders and to promote leadership among others at workplace	
References/Readings.	<ol style="list-style-type: none"> <li>1. 'Leadership' by RL Hughes, RC Ginnett, GJ Curphy, latest edition, Tata McGraw Hill</li> <li>2. The Leadership Challenge. James Kouzes &amp; Barry Posner. Jossey-Bass. Latest edition</li> <li>3. The Leadership Skills Handbook by J Owen, Kogan Page Publishing, latest edition</li> <li>4. 'Cases in Leadership' by WG Rowe, L Guerrero, latest edition, Sage Publications</li> <li>5. 'The Extra ordinary Leader' by JH Zenger &amp; JR Folkman, latest edition, Tata McGraw Hill</li> </ol>	

### Optional Business Courses in General Management

MBO401

Entrepreneurship

4 Credits

<b><u>Prerequisites for the course:</u></b>	Nil	
Objective	Introduce the concepts of entrepreneurship and the essentials of starting new ventures	
Contents	<p><b>Basics of Entrepreneurship</b>            Concept, knowledge and skills requirement; characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship. Different forms of businesses.</p>	12 hours
	<p><b>Starting the venture</b>            Opportunity : Scanning, Positioning and Analysing; Gathering the Resources; generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors.</p>	12 hours
	<p><b>Functional plans</b>            marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, income statements; Cash flows; Balance sheet; break even analysis; Human Resource Plan – Recruitment, Selection, Staffing, Training and Development; Compensation; Performance Management;            Operational Plans – Managing materials; use of Technology;  <b>Sources of finance</b>            debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trade marks, copy rights, trade secrets, licensing; franchising.            Developing Entrepreneurial Marketing:</p>	12 hours



	Competencies, Networks Rural Entrepreneurship; Social Entrepreneurship; Intrapreneurship; The Business Plan; Sources of External Support	12 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	An ability to create new ventures and manage them	
References/Readings.	<ol style="list-style-type: none"> <li>1. Entrepreneurship by RD Hisrich, MP Peters and DA Shepherd, Tata McGraw Hill Publishing, Latest edition</li> <li>2. Entrepreneurial Management by S.Bhargava, Response Books, Sage Publishing, Latest edition</li> <li>3. Business Plans for Dummies by P Tiffany &amp; SD Peterson, Wiley India, Latest edition</li> <li>4. Guide to Business Planning by G Friend &amp; S Zehle, The Economist publication, latest edition</li> </ol>	