An Autonomous Institute Approved by AICTE and affiliated to MAKAUT, West Bengal

Second Semester Detailed Syllabus

MASTERS OF BUSINESS ADMINISTRATION (2024-2025)

FACULTY OF MANAGEMENT STUDIES

The first year (Second Semester) detailed syllabus was unanimously accepted and approved in the first BoS meeting of the Faculty of Management Studies (FMS) held in FMS on 25th and 28th October, 2024.

Souvrup Siddhanta

Head
Faculty of Management Studies
Dr. B. C. Roy Engineering College, Durgapur

Course Name: INDIAN ECONOMY & POLICY
Course Code: MB 201
(Semester I)
Category: Core
Course Broad Category: MANAGEMENT (Professional Core Courses)
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1. **Course Prerequisite:**

   Class-XII level knowledge of Economics.

2. **Course Learning Objectives:**

   i. Indian Economy and Policy focuses on learning about the national income accounting of a country and the theoretical aspects involving determination of equilibrium income of a nation. It also revolves on the concepts of various multiplier effects on the income of a nation including, government expenditure multiplier and balanced budget multiplier.

   ii. Indian Economy and Policy deals with the analysis of ISLM models and the various stabilization policies. It dwells on the important issues of inflation, international linkages and alternative exchange rate mechanism that had been adopted from time to time.

   iii. Indian Economy and Policy also gives a brief overview of the Indian economy since 1991, and includes a brief idea on the Indian money and capital market reforms and the trade policy reforms that India had adopted post liberalization.

   iv. **Teaching methodology and evaluation system for the course:**

   Teaching methodology – Lectures and Presentations, Interactive Discussions and Case Studies, Guest Lectures and Field Visits.

   Evaluation System –

   Attendance

   Internal Assessment (20 Marks)- Formative Continuous Assessment [Continuous Assessment 1 (10 Marks); Continuous Assessment 2 (10 Marks)]

   Mid-Term Exam (20 Marks)- Summative Assessment

   End-Semester Exam (60 Marks)- Summative Assessment.

3. **Course Content:**

   Course Name: Indian Economy & Policy

   Course Code: MB 201

   Hours per Week: 4L:0T:0P

   Credits: 4

Mod ule	Topics	40L
1	**Circular Flow of Income and Concepts of Macro Aggregates**: Core concepts of business cycle and phases; National Income Accounting, Three methods of measuring GDP/GNP, concepts in open and closed economy	3L
2	**Determination of Income and Employment:** Simple Keynesian model of Income Determination for a closed economy, Fiscal Policy and Government Budget**,** paradox of thrift; Government	8L

	expenditure multiplier, Tax Rate Multiplier, Balanced Budget Multiplier		
3	**Consumption and Investment function:** Keynesian consumption function, Features of consumption function, Shifts/Drifts in the consumption function; Meaning and types of Investment, investment as addition to capital stock		**4L**
4	**Introduction of Money and Asset Market** IS-LM model, Fiscal policy and monetary policy using IS-LM		**4L**
5	**Inflation and Unemployment** Concepts of inflation–demand pull and cost push, Stabilization policies, CPI Introduction to Philips curve as relation between inflation and unemployment.		**4L**
6	**International Linkages:** Concepts of Balance of Payments; alternative exchange rate systems – fixed, flexible and managed float; Comparative Advantage as basis for trade; tariff and non-tariff barriers.		**5L**
7	**Indian Economy-An Overview:** Liberalization of Indian economysince1991; understanding of Macroeconomic Stabilization and Structural Reforms; Composition of Indian money market; Composition of Indian Capital market; SEBI and Capital Market Reforms; Idea of FEMA, NITI AYOG role and function; Current and capital account convertibility. **Banking and Capital Market Reforms**- Banking structure in India, Banking sector reforms Composition of Indian capital market, SEBI and Capital Market Reforms **Trade**: WTO Guidelines		**12L**

6. References:
Text Book:
- Indian Economy: Datt & Sundharam – S. Chand
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Reference Books:
- Macroeconomic theory – W.H. Branson – AITBS Publishers
- Macroeconomics – Economic Environment of Business: S.K. Mishra and V.K.Puri – Himalaya Publishing House.

7. Course Outcomes:

Course Outcomes	Details/Statement	Action Verb	Knowledge Level
MB201.1	Ability to understand the basic concepts relating to national income, determination of equilibrium income, and the theories underlying the consumption and investment functions.	Discuss	Understand
MB201.2	Ability to understand and apply the theoretical knowledge relating to the financial market, as well as the issues concerning inflation,	Examine, Explain	Understand &Apply

| MB201.3 | unemployment and the international linkages. | | |
| | Ability to evaluate the environment surrounding the Indian economy since the wake of economic crisis and the subsequent measures taken to overcome the crisis and grow. | Evaluate | Evaluate |

8. Mapping of course outcomes to module / course content

Module	CO1	CO2	CO3
1	3	-	-
2	3	-	-
3	3	-	-
4	-	3	-
5	-	3	-
6	-	3	-
7	-	-	3

9. Mapping of the Course outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	1	1	-	2
CO2	3	3	2	1	1	-	2
CO3	3	3	2	1	1	-	2

Course Name: ETHICS, SUSTAINABILITY & GOVERNANCE
Course Code: MB 202
(Semester II)
Category: CORE
Course Broad Category: MANAGEMENT (Professional Core Courses)

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1. **Course Prerequisite:**
   UG/Graduation level knowledge of Sociology, Commerce, Ethics Business Administration & other associated (Fundamentals of Economics, Law, Ethics & CSR) areas of concern.

2. **Course Learning Objectives:**
   i. This course introduces the basic concepts of ESG and explore the functional role of ESG in business & industries
   ii. Students will also learn & explore different structural framework of Sustainable Development Goals (in association with Governance Mechanisms) with their corporate wellbeing practices.

3. **Teaching methodology and evaluation system for the course:**
   Teaching methodology – Lectures and Presentations, Interactive/Open house Discussions and Case Studies.
   Evaluation System –
   Attendance
   Internal Assessment (20 Marks)- Formative Continuous Assessment [Continuous Assessment 1 (10 Marks); Continuous Assessment 2 (10 Marks)]
   Mid-Term Exam (30 Marks)- Summative Assessment
   End-Semester Exam (50 Marks)- Summative Assessment.

4. **Course Content:**
   Course Name: Ethics, Sustainability & Governance
   Course Code: MB 102
   Hours per Week: 4L
   Credits: 4

Module	Topics	40L
1.	**Introduction**: Basic orientation of ESG, Relevance of ESG in business (Indian & Global perspectives), Managerial & Organizational orientation of ESG & role of ESG in business & industries.	2L
2.	**Ethical Theories & Business Matrix:** Absolutism, Relativism AND Deontology, Teleology approaches towards business, Business Ethics Vs Applied Ethics (Matrix structure) AND **Working Ethics (WE):** Concept, principles, codes/conduct, moral values, changing dimension of workplace ethics, Ethical leadership at workplace	6L

3.	**Ethics in Different functional Areas:** Marketing, Finance, HR, IT, Ethics & Digital Transformation AND **Ethical Dilemma, Ethical Reasoning & Ethical Decision Making:** Nature, types, processes & applications with its **Best Practices of Business Ethics (**Personal & organizational branding: principles, roles, framework with cases)	3L
Module	**Topics**	**40L**
4.	**Ethics & Sustainability:** Conceptual framework, Sustainable Development Goals (17 numbers), Sustainable Management Practices for Socio-Economic Inclusion (Indian & Global Perspectives), National e-GOV Plan, Competitive advantage & future trends, Ethical orientation of Sustainable Management (with different corporate practices)	6L
5.	**Role of Business in Sustainable Development:** Corporate Sustainability Vs Corporate Social Responsibility, Branding strategies for business sustainability, Government, NGOs & United Nations approaches for sustainable communities, ESG (Ethics-Sustainability-Governance) Matrix & Business contributions	4L
6.	**Triple Bottom Line (TBL) Approaches in Business Sustainability:** Strategies for TBL, Action Vs Intention, Benefits, Challenges & different corporate approaches.	4L
7.	**Ethics, Sustainability & Innovation:** Relevant issues (Global perspectives), Competitive advantage, green practices, sustainable business & sustainable digitalization with its different perspectives (Indian & Global cases)	6L
8.	**Corporate Governance:** Meaning, purposes, principles, skills, roles, structural framework, approaches of corporate governance, Importance of corporate governance for business & industries	4L
9.	**Corporate Governance (Road Ahead):** Current scenario (Indian perspectives), Successional planning, e-governance/digital governance for development (issues & challenges)	2L
10.	**Corporate Governance (CG) Vs Corporate Practices (CP):** Best Practice Cases (different perspectives), types, principles & best models of CG & CP.	3L

11. References:

Text Book:

1. R. Monks and N. Minow, Corporate Governance, Blackwell Publishing.
2. E. Yocam and A. Choi, Corporate Governance, A Board Director's Pocket Guide:Leadership, diligence and Wisdom, iUniverse.

Reference Books:

1. A. C. Fernando, Corporate Governance: Principles, Policies and Practices, PearsonEducation India.
2. AIMA. (2007). Corporate governance & business ethics. New Delhi: Excel.

12. Course Outcomes:

Course Outcomes	Details/Statement	Action Verb	Knowledge Level
MB202.1	**Ability to understand the conceptual framework of ESG with its different applications**	Explain	Understand
MB202.2	**Ability to analyze & explore contemporary Sustainable Management Practices (withTBL approaches & SDGs) in business & industries**	Identify, Explore	Analyze
MB202.3	**Ability to evaluate different functional matrix of corporate governance & corporate practices in the current digital era**	Implement	Evaluate

13. Mapping of course outcomes to module / course content

Module	CO1	CO2	CO3
1	1		
2	1		
3	2		
4		2	
5		3	
6		2	
7		3	
8			3
9			3
10			3

14. Mapping of the Course outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	2	2	2	2	3	3
CO2	1	3	3	2	2	3	3
CO3	1	3	3	2	3	3	3

Course Name: QUANTITATIVE TECHNIQUES II
Course Code: MB 203
(Semester I)
Category: Core
Course Broad Category: MANAGEMENT (Professional Core Courses)

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1. **Course Prerequisite:**

   Class-XII level knowledge of Determinants & Matrices.

2. **Course Learning Objectives:**
   i. This course introduces to the students the various optimization techniques and inferential statistics.
   ii. Students will also learn to understand about the basics of Linear Programming, Transportation and Assignment Problems, Simulation, Markov Chains, Game Theory & Non-Parametric tests.
   iii. **Teaching methodology and evaluation system for the course:**

   Teaching methodology – Lectures and Presentations, Interactive Discussions and Case Studies, Guest Lectures and Field Visits.

   Evaluation System –

   Attendance

   Internal Assessment (20 Marks)- Formative Continuous Assessment

   Mid-Term Exam (20 Marks)- Summative Assessment

   End-Semester Exam (60 Marks)- Summative Assessment.

3. **Course Content:**

   Course Name: Quantitative Techniques II

   Course Code: MB 203

   Hours per Week: 4L: 0T: 0P

   Credits: 4

Module	Topics	40L
1	**Linear Programming:** Formulation of LP Models, Graphical LP Solution, Simplex Method, Artificial Variables – Big M - Method and Two-phase Method, Duality, Sensitivity Analysis, Shadow Price and their economic interpretation.	6L
2	**Integer Linear Programming:** ILP Algorithms - Branch and Bound technique	4L
3	**Markov Processes And Markov Chains:** State Transition diagrams, transient and absorbing state, Steady state probability	4L
4	**Transportation Problems:** Introduction-Mathematical formulation of transportation problem-The transportation method for finding initial solutions- North West Corner Method - Least Cost Method - Vogel's Approximation method - test for optimality - steps of MODI method-loops in transportation table-Degeneracy.	4L
5	**Assignment Problems:** Introduction - Mathematical statement of the problem- Hungarian method of solution - Maximization case in assignment problem—unbalanced assignment problem	3L

6	**Decision Analysis:** Decision Making under Certainty – Analytic Hierarchy Process, Decision Making under Risk and Uncertainty	6L
7	**Simulation Models:** Construction of Simulation Models; Generation of Random numbers from discrete distributions	3L
8	**Non-Parametric Tests:** Basic concepts; The Sign Test; The Signed-Rank Test; Rank Sum Tests – The Mann-Whitney U Test; The Kruskal-Wallis Test; Tests based on runs; Rank Correlation; Kolmogorov-Smirnov Test	6L
9	**Theory Of Games:** Introduction - Two person zero sum games - Pure strategies - gameswith saddle points - rules to determine saddle points - mixed strategies - Game without saddle points- the rules of dominance –Methods of solution for games without saddle points	4L

6. References:
Text Book:

- Operations Researchby PK Gupta and D.S Hira, S Chand
- Operations Research by VK Kapoor, Sultan Chand and Sons
- Operations Research- Theory and Applications by J. K. Sharma, Trinity Press

Reference Books:

- Operations Research – An Introduction by Hamdy A Taha, Pearson Education
- Introduction to Operations Research   by Swarup Kanti, Gupta PK, Mohan Man, Sultan Chand & Sons

7. Course Outcomes:

Course Outcomes	Details/Statement	Action Verb	Knowledge Level
MB203.1	To understand and apply different techniques of linear programming, transportation, and assignment.	Discuss, Determine, Examine	Understand and Apply
MB203.2	To understand, apply and, create models in Markov Chains, Simulation, and Decision Analysis.	Illustrate, Examine,	Understand, Apply and Create
MB203.3	To understand and apply the concepts of non-parametric statistical tests and Game Theory.	Devise, Develop	Understand and Apply

8. Mapping of course outcomes to module / course content

Module	CO1	CO2	CO3
1	3	-	-
2	3	-	-
3	-	3	-
4	3	-	-

5	3	-	-
6	-	3	-
7	-	3	-
8	-	-	3
9	-	-	3

9. Mapping of the Course outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	2	2	-	3
CO2	3	3	3	2	2	-	3
CO3	3	3	3	2	2	-	3

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1. **Course Prerequisite:**
   i.   Recapitulation of Accounting for Managers
   ii.   Basic knowledge of micro and macroeconomics, accounting, and banking
   iii.   Analytical and Anticipation ability

2. **Course Learning Objectives:**
   i.   The course's main objective is to provide the conceptual background for corporate financial analysis from the perspective of corporate value creation.
   ii. The course provides a theoretical framework for understanding and analyzing major financial problems in a company.

3. **Teaching methodology and evaluation system for the course:**
   Teaching methodology – Lectures and Presentations, Interactive Discussions and Case Studies.
   Evaluation System –
   Attendance
   Internal Assessment (20 Marks)- Formative Continuous Assessment [Continuous Assessment 1 (10 Marks); Continuous Assessment 2 (10 Marks)]
   Mid-Term Exam (30 Marks)- Summative Assessment
   End-Semester Exam (50 Marks)- Summative Assessment.

4. **Course Content:**
   Course Name: Financial Management
   Course Code: MB-204
   Hours per Week: 4L:0T:0P
   Credits: 4

Module	Topics	40L
1.	Introduction to Financial Management: Scope, Objectives, Functions, Role of Financial Manager.	2L
2.	Time value of Money: Concept of time value of money, future value and present value, Annuity and Perpetuity.	3L
3.	Alignment of Managers and Owners Goal: Practical aspects of Capital Investment Process, Information and Capital Investment, Incentives and their role in agency Problem, Measuring and Rewarding Performance: EVA, Pros and Cons of EVA.	4L
4.	Capital Structure: Concepts, Component of Capital, Models of Capital Structure.	4L
5.	Cost of Capital and Measuring Risk: Company and Project Costs of Capital, Measuring, Cost of Equity, Cost of Capital, and Risk Adjusted Discount Rate, and Decision Trees.	5L

Module	Topics	40L
6.	The Investment Decision: Capital Budgeting Process, NPV as Investment Decision Criteria: Comparing NPV with other methods of Investment Decisions, IRR, Payback period, Mutually Exclusive Projects, and Capital Rationing, Equivalent annual Costs.	6L
7.	The Financing Decision: The Financing Process, The Financing Mix: Tradeoffs and Theory, The Optimal Financing Mix,The Financing Mix and Choices.	4L
8.	The Dividend Decision: Dividend Policy, Theories of dividends, Buybacks, Spinoffs, and Divestures.	4L
9.	Leverage Analysis: Meaning of operating and financial leverage, degree of operating and financial leverages, combined leverages.	2L
10.	Fintech Overview: Background, Transformation, Infrastructure, Banks, Startups and Emerging Markets, Collaboration between Financial Institutions and Startups, FinTech Typology, Basic concepts of Individual Payments, Digital Financial Services, and Mobile Money	6L

11. References:

Text Book:

- Brealey,R.A.,Myers,S.C.,Allen,F.&Mohanty,P.Principles of CorporateFinance.McGrawHill.
- Pandey,I.M.FinancialManagement.PearsonEducation.
- Khan,M.Y.&Jain,P.K.FinancialManagement:Text,problems andcases.McGrawHill.
- Brigham,E.F.&Ehrhardt,M.C.FinancialManagement:theoryandpractice.Cengage Learning.

Reference Books:

- Chandra,Prasanna.FinancialManagement:theory andpractice.McGrawHill.
- Ross,S.A.,Westerfield,R.W.,Jaffe,J.,Jordan,B.D.&Kakani,R.K.CorporateFinance. McGrawHill.
- AgustinRubini,"Fintechin a Flash:FinancialTechnologyMadeEasy" Zaccheus, 3rdEdition, 2018

12. Course Outcomes:

Course Outcomes	Details/Statement	Action Verb	Knowledge Level
MB 204.1	Ability to learn basic knowledge and understand the concept of financial management, overview of capital structure, corporate finance, role of financial manager, agency problems, investment decisions, finance decisions, dividend decisions, and risk and return involved with the business, Fintech overview.	Explain	Understand
MB 204.2	Ability to acquire in-depth levels of knowledge, application, and analysis of NPV as an investment decision and its comparison with other methods of investment, Mutually Exclusive Projects, Capital Rationing, Capital	Explain and Illustrate	Analyze

	Budgeting, Cost of Capital, EVA, Market Efficiency, Basis of EMH, analyzing Financing Decision, Dividend Decision and Models of capital structure and Digital Financial Services.		
MB 204.3	Ability to solve numerical solutions of NPV as a comparison with other investment methods, evaluating Weighted Average Cost of Capital, Practical aspects of Capital Investment Process, Financing Decisions, Dividend Decisions, and its practical applications for taking valuable decisions by the top-level management.	Solve	Create

13. Mapping of course outcomes to module / course content

Module	CO1	CO2	CO3
1	1	-	-
2	2	2	-
3	2	3	-
4	-	3	3
5	-	2	3
6	1	3	3
7	1	2	3
8	1	2	3
9	-	3	-
10	-	3	-

14. Mapping of the Course outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	2	2	2	1
CO2	3	3	3	2	3	2	2
CO3	3	3	3	2	2	2	2

Course Name: MARKETING MANAGEMENT
Course Code: MB 205
(Semester II)
Category: Core Marketing

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1. **Course Prerequisite:**

    OB/Organizational Behaviour, Basic Statistics, Business Communication basics, Basic Economics, Principles of Management, Economic and Legal Environment of Business.

2. **Course Learning Objectives:**

    This course addresses how to design and implement the best combination of marketing efforts to carry out a firm's strategy in its target markets. Specifically, this course seeks to develop the student's

    (1) understanding of how the firm can benefit by creating and delivering value to its customers, and stakeholders, and

    (2) skills in applying the analytical concepts and tools of marketing to such decisions as segmentation and targeting, positioning, branding, pricing, distribution, and promotion.

3. **Teaching methodology and evaluation system for the course:**

    Teaching methodology – The course uses lectures and case discussions, case write-ups, student presentations, and a comprehensive final examination to achieve these objectives.

    Evaluation System –

    Attendance

    Internal Assessment (20 Marks)- Formative Continuous Assessment [Continuous Assessment 1 (10 Marks); Continuous Assessment 2 (10 Marks)]

    Mid-Term Exam (20 Marks)- Summative Assessment

    End-Semester Exam (60 Marks)- Summative Assessment.

4. **Course Content:**

    Course Name: Marketing Management
    Course Code: MB [205]
    Hours per Week: 4L
    Credits: 4

Sl. No.	Topic	40L
1	**Introduction**: – Definitions and scope of marketing; need, want, demand, STP (various bases for segmentation) Targeting: Mass marketing, Segment Marketing, Niche Marketing, Micro Marketing, and Customization; Concept of Differentiation and Positioning. USP, Marketing concepts (Production, Product, Selling, Marketing); Marketing Management Tasks.	**6L**
2	**Market Planning and Strategy:** Marketing Mix – 4Ps, 7Ps and 4Cs, Major components of the microenvironment and macro-environment, Marketing intelligence; SWOT Analysis, PEST Analysis, Marketing plan, Concept of SBU, Choice of Corporate Level Strategy; BCG matrix, Product-Market Grid, Porter's Five Force Model. Issues in Marketing: Global Marketing, Green Marketing, Rural Marketing.	**8L**

3	**Consumer Behaviour and Marketing Research:** Consumer decision-making process, marketing research process: Marketing metrics, marketing dashboards, demand forecasting, measuring customer satisfaction (complaints, product and service quality, maximizing customer lifetime value), the role of CRM	**6L**
4	**Product**: Product Classification, Product and Services differentiation; Product Levels, Product Mix, Product Line Management, Product Life Cycle, New Product Development	**5L**
5	**Branding and Packaging**: Purpose of branding; Characteristics of deep brand, PoP and PoD, Brand Positioning, Brand equity; Branding strategies; Packaging and its types – primary, secondary, shipping packages.	**3L**
6	**Pricing**: Procedure for price setting; Pricing objectives; Cost and demand consideration; price sensitivity of demand, Pricing Strategies and Tactics	**3L**
7	**Marketing Channels:** Channel levels, flows and functions; service sector channels, Channel design decisions; Terms and responsibilities of channel members, evaluating channel members, Channel management decisions, Channel power, Role of technology in managing channels, Causes of Channel Conflict, e-commerce and m-commerce	**3L**
8	**Promotion:** Promotion Mix (Advertising, Sales Promotion, Personal Selling, Direct Marketing Publicity & PR), Developing and managing and advertising campaign (from budgeting to evaluation), Role of advertisement agency, Media buying (reach, frequency, impact), Events and experiences, Understanding PR, Direct Marketing, Introduction to Digital Marketing; Personal Selling.	**3L**
9.	**Sales Forecasting:** Introduction to Sales Forecasting, Qualitative Techniques: Expert opinion, Delphi method, market research, Quantitative Techniques: Time-series analysis, regression analysis, Trend Analysis, Scenario Planning, Limitations & Applications.	**3L**

5. Suggested Readings:

Text Book (TB)

TB1 : Marketing Management 6/e- Rajan Saxena, Mc Graw Hill

TB2: Marketing Management- A South Asian Perspective 13/e; - Kotler, P., Keller, K., Koshy, A. & Jha, M. , Pearson

TB3: Marketing Management 15/e- Kotler, P., Keller, K., Pearson

Reference Book (RB):

RB1. Marketing Management- Ramaswamy & Namakumari ; McMillan

RB 2. Marketing - Etzel, M.J., Walker, B.W. & W.J. Stanton; TMH

RB 3. Principles of Marketing - An Asian Perspective –Philip Kotler; Pearson

Online resources: UGC – CEC Lecture series on Marketing Management

https://youtu.be/X7oY4KoAU5o & https://youtu.be/XD7Ie16qMT4

6. COURSE OUTCOMES

CO	Details/Statement	Action Verb	Knowledge Level
CO 1	Ability to evaluate the basic concepts of Marketing Management including marketing Environment Strategic Planning , Consumer Behaviour and Marketing Research.	Evaluate	Evaluate
CO 2	Ability to evaluate the concept and application of Marketing Mix elements (including Product, Price, Place, Promotion) and create effective Campaigns	Evaluate & Create	Evaluate & Create
CO 3	Ability to evaluate sales forecasting techniques to make data-driven marketing decisions that enhance customer satisfaction and lifetime value.	Evaluate	Evaluate

7. Mapping of course outcomes to module / course content

Module	CO1	CO2	CO3
1	3	-	-
2	3	-	-
3	3	-	-
4	-	3	-
5	-	3	-
6	-	3	-
7	-	3	-
8	-	3	-
9	-	-	3

8. Mapping of the Course outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	**3**	**3**	**3**	**1**	3	3	**3**
CO2	**3**	**3**	**3**	**2**	2	2	**3**
CO3	**3**	**3**	**3**	**3**	1	2	**3**

Course Name: Human Resource Management
Course Code: MB206
(Semester II)
Category: All
Course Broad Category: CORE MGMT (Professional Core Courses)

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1. **Course Prerequisite:**
   General level of understanding developed through graduation courses and fundamentals of the social sciences.

2. **Course Learning Objectives:** After completion of this course, the learners will be able to

   i.   Have fundamental understanding of the evolution of the HR management function in industry including its structures and planning.
   ii. Have an in depth analysis of managerial and operative functions of HR domain to cater to industry requirements.
   iii. Handle different business situations; evolve strategies and do effective decision making.

3. **Teaching methodology and evaluation system for the course:**
   Teaching methodology – Lectures and Presentations, Interactive Discussions and Case Studies, Guest Lectures, Quizzes and Report Writing.
   Evaluation System –
   Attendance
   Internal Assessment (20 Marks)- Formative Continuous Assessment [Continuous Assessment 1 (10 Marks); Continuous Assessment 2 (10 Marks)]
   Mid-Term Exam (30 Marks)- Summative Assessment
   End-Semester Exam (50 Marks)- Summative Assessment.

4. **Course Content:**
   Course Name: Human Resource Management
   Course Code: MB206
   Hours per Week: 4L
   Credits: 4

Module	Topics	40L
1.	Human Resource management – Scope and Coverage, Structures and Functions of HR Department, Role of HR manager	2L
2.	Human Resource planning – Supply and demand forecasting Methods, manpower Inventory, Career Planning, Succession planning, Personnel policy, Human Resource Information System	6L
3.	Recruitment and Selection – Process, Sources, Methods of Selection, Interviewing Methods, Skills and Errors	4L
4.	Human Resource Development – Policy and Programmes, assessment of HRD Needs, HRD Methods: Training and Non-training	4L
5.	Performance Appraisal Systems – Purpose, Methods, Appraisal Instruments, 360 degree Appraisal, HR score Card, Errors in Appraisal, Potential Appraisal, Appraisal Interview	4L

6.	Compensation Management – Wages: Concepts, Components, System of wage payment, Fringe Benefits, retirement Benefits	4L
Module	**Topics**	**40L**
7.	Industrial Relations in India – Parties, management of trade Unions, Industrial Disputes: Trends, Collective Bargaining, Settlement machineries, Role of Government, Labour Policy in India	4L
8.	Workers' Participation in Management – Concept, Practices and Prospects in India, Quality Circles and other Small Group Activities	2L
9.	Discipline management – Misconduct, Disciplinary Action, Domestic Enquiry, Grievance Handling	4L
10.	Strategic HRM – Meaning, Strategic HRM vs Traditional HRM, SHRM Process, Nature of e-HRM, e-Recruitment & Selection, e-Performance management, e-Learning; Case Studies	6L

11. References:

Text Book:

- Gupta CB, Human Resource Management,b S Sultan Chand & Sons.
- Aswathappa, K. & Das, S. Human Resource Management: Text & Cases. McGraw Hill
- Noe, R.A., Gerhart, B., Wright, P.M. & Hollenbeck, J.R. Fundamentals of Human Resource Management(ed.8). McGraw Hill (2021).
- Sanghi, Seema. Human Resource Management (ed.2). S Chand & Co. (2022)

Reference Books:

- Dessler, G. & Varkkey, B. Human Resource Management (ed.17). Pearson Education (2023).
- Jyothi P. & Venkatesh, D.N. Human Resource Management. Oxford University Press.
- Harvard Business Review. HBR's 10 Must Reads on Reinventing HR. Harvard Business Review Press(2019).

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12. Course Outcomes:

Course Outcomes	Details/Statement	Action Verb	Knowledge Level
MB206.1	Discover the basic concepts, evolution, scope, coverage, structure, function of Human Resource Management (HRM) and planning for HR requirements in organizations	Classify, Illustrate	Understand
MB206.2	Analyze in detail various managerial and operative functions of HRM and their effective implementation	Identify, Implement	Apply
MB206.3	Develop professional knowledge and expertise to handle different business situations, evolve strategies and make effective decisions in organizations	Assess, Decide	Apply

13. Mapping of course outcomes to module / course content

Module	CO1	CO2	CO3
1	1	-	-
2	-	2	-
3	-	2	-
4	-	2	-
5	-	2	-
6	-	-	3
7	-	-	3
8	-	-	3
9		-	3
10		-	3

14. Mapping of the Course outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	1	1	1	2	1	3
CO2	3	2	2	2	3	2	3
CO3	3	3	3	3	3	3	3

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1. **Course Prerequisite:**
   I.   Familiarity with using spreadsheets (e.g., Microsoft Excel) for data analysis, as the syllabus mentions advanced charting, tables, and functions.

   II. Understanding the role of MIS in business, organization structures, and decision-making processes. Exposure to foundational concepts of data summarization, filtering, and sorting, as well as basic operations using formulas and functions.

   III. Understanding decision-making processes and their integration with MIS, which aligns with Simon's model and group decision-making. Basic concepts of system and design development to understand DSS architecture and scope.

2. **Course Learning Objectives:**
   I.   Understand and Apply MIS Concepts-Gain an understanding of the fundamental concepts of Management Information Systems, including organizational structures, business functions, and the role of MIS in enhancing business efficiency and decision-making.

   II. Develop Analytical Skills Using MIS Tools-Build proficiency in designing and implementing Decision Support Systems (DSS) by understanding their architecture, components, and application in managerial decision-making processes. Leverage advanced functions, charts, and tables for data analysis and visualization.

   III. Integrate MIS for Strategic Decision-Making-Analyze the relationship between MIS and managerial decision-making, integrating multiple managerial levels and functional areas using MIS tools. Understand and apply advanced formulas, data validation techniques, and workbook management to solve complex business problems.

3. **Teaching methodology and evaluation system for the course:**
   Teaching methodology – Lectures and Presentations, Interactive Discussions and Case Studies and Guest Lectures.
   Evaluation System – Attendance, Internal Assessment (20 Marks)- Formative Continuous Assessment [Continuous Assessment 1 (10 Marks); Continuous Assessment 2 (10 Marks)]. Mid-Term Exam (30 Marks)- Summative Assessment
   End-Semester Exam (60 Marks)- Summative Assessment.

4. **Course Content:**
   Course Name: Management Information System
   Course Code: MB 207
   Hours per Week: 4L:0T:0P
   Credits: 3

6. **Reference Books:**
   I.   Waman S Jawadekar: Management Information Systems – Text and Cases 3ed. McGraw Hill
   II. Mahadeo Jaiswal & Monica Mittal: Management Information Systems, OUP
   III. Sadagopan: ERP: A Managerial Perspective, Tata McGraw Hill.
   IV. Bill Jelen, Tracy Syrstad: Microsoft Excel 2019 VBA and Macros, Microsoft Press
   V.   David Whigham, Business Data Analysis Using Excel, Oxford

7. Course Outcomes:

CO #1: Understand the fundamental concepts of Management Information Systems (MIS), including its role in business functions, organizational structures, and decision-making processes.

CO #2: Acquire practical skills in designing and managing systems, including Decision Support Systems (DSS), workbooks, and advanced Excel functionalities, to analyze, filter, and visualize data effectively for business decision-making.

CO #3: Understand and apply advanced data processing techniques, such as creating and managing PivotTables, charts, and utilizing advanced formulas, to conduct business intelligence and enhance organizational productivity.

CO #4: Analyze and evaluate the integration of MIS components to optimize organizational performance and support ethical and data-driven decision-making.

Course Outcome	Action Verbs	Knowledge Level	Key Focus Areas
CO #1	Understand, Recognize	Basic comprehension of key MIS concepts, structure, and application in organizations	Role of MIS in business functions, organizational structures, and decision-making
CO #2	Acquire, Analyze, Filter, Visualize	Practical skills in using tools for business data analysis	Designing and managing systems, including DSS, workbooks, and advanced Excel tools
CO #3	Understand, Apply, Conduct	Intermediate to advanced application of data processing tools	Creating PivotTables, charts, and using advanced formulas for business intelligence
CO #4	Analyze, Evaluate, Optimize	Critical thinking and evaluation of MIS system integration	Optimizing organizational performance and supporting ethical, data-driven decision-making

8. Mapping of course outcomes to module / course content

Sl. No.	Module Details	CO #1	CO #2	CO #3	CO #4
1	**Management Information System** Basic Concepts, Organization Structure, Business Functions, Role of MIS in Business	3	1	1	3
2	**Managerial Decision Making** Decision Making Process, MIS Components, System and Design	3	2	1	3
3	**Decision Support System (DSS)** Definitions, Architecture, Scope, Modules, Steps in Designing DSS	2	3	2	2
4	**Manage Workbook Options and Settings & Apply Custom Data Formats and Layouts** Customize, Format, Apply Data Validation, Advanced Conditional Formatting	1	3	2	1
5	**Create Tables, Perform Operations with Formulas and Functions, Charts and Objects** Create and Manage Tables, Functions, Charts	1	3	3	1
6	**Manage Workbook Options and Settings, Apply Custom Data Formats and Layouts** Apply Data Validation, Advanced Formatting	1	3	2	1
7	**Advanced Formulas**	1	3	3	1

	Functions, Lookup, Data Analysis, Business Intelligence				
8	**Advanced Charts and Tables**	1	2	3	1
	Create and Manage PivotTables, Pivot Charts				

9. Mapping of the Course outcomes to Program Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO #1	H (3)	M (2)	M (2)	L (1)	L (1)	L (1)	M (2)
CO #2	H (3)	H (3)	H (3)	M (2)	M (2)	L (1)	M (2)
CO #3	H (3)	H (3)	H (3)	L (1)	M (2)	L (1)	M (2)
CO #4	M (2)	H (3)	M (2)	L (1)	L(1)	H (3)	H (3)

Course Name: BUSINESS RESEARCH METHODS
Course Code: GE 201 A
Semester II
Category: Elective
Course Broad Category: General Elective
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1. **Course Prerequisite:** Basic Statistics, Business Communication basics, Basic Economics, Principles of Management, Economic and Legal Environment of Business.

2. **Course Learning Objectives:**
   This course will help the student to know how to select the appropriate methodology for use in a study to be performed, especially research in Business Administration. The students will learn how to identify of the research problem, review of the literature, formulating a hypothesis, collecting the facts or data, analyzing the facts and reaching certain conclusions either in the form of solutions(s) towards the concerned problem or certain generalizations for some theoretical formulation. As a final achievement students will learn to write a research paper and how to go about publishing the same

3. **Teaching methodology and evaluation system for the course:**
   Teaching methodology – The course uses lectures and case discussions, case write-ups, student presentations, and a comprehensive final examination to achieve these objectives.

   Evaluation System –
   Attendance
   Internal Assessment (20 Marks)- Formative Continuous Assessment [Continuous Assessment 1 (10 Marks); Continuous Assessment 2 (10 Marks)]
   Mid-Term Exam (20 Marks)- Summative Assessment
   End-Semester Exam (60 Marks)- Summative Assessment.

4. **Course Content:**
   Course Name: Business Research Methods
   Course Code: [GE 201 A]
   Hours per Week: 20L:20P
   Credits: 4

   (4Credit: 40 Hrs)

Sl. No.	Topic	20L +20P
1	**Foundations of Research Methodology:** Introduction to research, what is Research design? Objectives & motivations for research, Types of Research, Introduction to Qualitative Research, Introduction to Quantitative Research Conceptualization, Business Problem, Problem Formulation	2L
2	**Foundations or Research analysis:** Variables, Hypothesis, Types of Data, Unit of analysis, Components of a study, Problem Definition, Concept mapping, Literature Review, Theoretical Framework, Specific research Questions / Objectives identification. Hypothesis formulation & Model Presentation.	2L 4P

3	**Methods of Data Collection:** Measurement, Scaling and their appropriateness, Sampling: Terminology, Sampling methods, use, advantages and disadvantages, Sampling types and errors Methods of data collection: Survey research, framing a Questionnaire, Designing an Interview, Case study, Observation methods.	4L 2P
4	**An Introduction Qualitative Research approaches:** Phenomenological, Ethnographic Research, Grounded Theory , Case Study , Action Research, Content analysis, Historical Analysis Model, Narrative Model, Use of software (**NVIVO**)	4L
5	**Statistical Tools in Data Analysis:** Data Presentation and Visualization, Hypothesis Testing,	1L + 3P
6	**Bivariate Data Analysis**: Regression Analysis , ANOVA.	1L + 2P
7	**Multivariate Data Analysis:** (using software): Regression, Factor Analysis (**EFA**: Purpose, concept, difference between component analysis and factor analysis, concept of rotation of factors, determining number of factors, naming a factor, factor scores and limitations of factor analysis techniques) (SPSS), **CFA**: Structural Equational Modelling Using CB SEM (AMOS).	1L + 6P
8	**Non -Parametric Analysis**: Chi square, Sign test, Wilcoxon Signed rank test, Mann Whitney U test, Kruskal Wallis H Test, Kolmogorov Smirnov Test using software	1L + 3P
9	**Report Writing:** Contents and Coverage, Objectives (What to do), Methodology (How to do), Findings (data & interpretation), Rationale of the study and Application, Conclusion and Recommendation, reference, and plagiarism. How to write a research paper?	4L

5. Suggested Readings:

1. Beri G.C. (2010) Marketing Research 3rd Edition, TMH Publishers Ltd, New Delhi.
2. Chawla D. & Sondhi N. Research Methodology Concepts and Cases, S. Chand & Company Ltd.
3. Cooper & Schindler (2015) Business Research Methods, Mcgraw-Hill.
4. Green, Tull & Albaum (2010) Research for Marketing Decisions, PHI Pvt. Ltd, New Delhi.
5. Hooda (2008) Statistics for Business Economics, Macmillan Publications.
6. Kothari C.R. (2014) Research Methodology Methods & Techniques, New age international publisher.
7. Leveine , Khrehbiel & Berenson (2003) Business Statistics, Pearson Education.
8. Luck D. & Rubin D. (2006) Marketing Research, PHI Pvt. Ltd, New Delhi.
9. Qualitative Methods for Market Place Research, Say Sayre, Sage Publications

6. COURSE OUTCOMES

CO	Details/Statement	Action Verb	Knowledge Level
CO 1	To be able to understand various kinds of research, objectives of doing research, research process, research designs and sampling.	[Understand]	[Understand]
CO 2	To be able to identify the research gaps from literature review and define objectives in the research of a specific socio-economic or business problem.	[Apply]	[Apply]

CO 3	To be able to understand and apply the qualitative research techniques in the research of a specific socio-economic or business problem.	[Apply]	[Apply]
CO 4	To be able to understand and apply the quantitative research techniques with the use of software in the research of a specific socio-economic or business problem.	[Apply]	[Apply]

1. **Mapping of course outcomes to module / course content**

Module	CO1	CO2	CO3	CO4
1	3	-	-	
2	1	2	-	
3	1	2	-	
4	-	-	3	
5	-	-	-	3
6	-	-	-	3
7	-	-	-	3
8	-	-	-	3
9	-	-	-	3

10. CO- PO correlation matrix

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
CO 1	3	3	2	3	3	3	3
CO 2	3	3	2	2	2	2	3
CO 3	3	3	2	3	1	2	3
CO 4	3	3	2	2	3	2	3

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1. **Course Prerequisite:**
   Class-XII level knowledge of commerce, Undergraduate level introductory knowledge of Basic Taxation.

2. **Course Learning Objectives:**
   i. To provide students with a foundational understanding of wealth management concepts, including the role of financial advisors and wealth managers in managing individual and institutional wealth
   ii. Students will grasp the core principles of wealth management and its application in various financial services sectors.

3. **Teaching methodology and evaluation system for the course:**
   Teaching methodology –Lectures and Presentations, Interactive Discussions and Case Studies.
   Evaluation System –
   Attendance
   Internal Assessment (20 Marks)- Formative Continuous Assessment [Continuous Assessment 1 (10 Marks); Continuous Assessment 2 (10 Marks)]
   Mid-Term Exam (30 Marks)- Summative Assessment
   End-Semester Exam (50 Marks) - Summative Assessment.

4. **Course Content:**
   Course Name: Wealth Management
   Course Code: GE 201 B
   Hours per Week: 4L:0T:0P
   Credits: 4

	Topic	
1	**Introduction to Wealth Management**: Meaning of Wealth Management, Scope of Wealth Management, Components of Wealth Management, Process of WM, WM Needs & Expectation of Clients, Code of Ethics for Wealth Manager.	3L
2	**Personal Financial Statement Analysis:** Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management.	4L
3	**Investment Planning**: Understanding Investment Needs and Risk Appetite, Solutions for Wealth Creation, Categories of Investments, Evaluation Methods, and Economic Factors, Risk and Return Analysis, Preparing for an Investment Program, Factors Affecting Choice of Investments, Asset Allocation.	4L
4	**Managing Investment Risk:** Types of risks, measurement and management of risks.	3L
5	**Measuring Investment Returns in Wealth Management:** Risk and Return trade-off, Short term and long term capital Gains. Choosing the various source of credit and credit alternatives	4L
6	**Investment Vehicles:** Investment concerns, Small saving schemes, Fixed income Instruments, Mutual funds and other investment schemes and Asset classes.	5L
7	**Insurance Planning:** Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of Life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediclaim – Calculation of Human Life Value – Belth Method/CPT	5L
8	**Retirement Benefits Planning**: Retirement Planning Goals, Types of Retirement plans, Retirement plans in India, Process of retirement planning, Various retirement schemes such as Employees Provident Fund (EPF), Public Provident Fund (PPF), Senior Citizen's Saving Scheme, Insurance Policy for Retirement, National Pension Schemes (NPS), Superannuation Fund, Gratuity, and Post- retirement counselling, Reverse Mortgage	5L
9	**Estate Planning:** Estate Planning need and creation of Will and various formats	2L
10	**Personal Tax Planning:** Income-tax slabs for individuals, Tax Planning hints with reference to residential status, salary income, property income, capital gains.	5L

6. References:

Text Book:

1. Sinha, "Financial Planning: A Ready Reckoner", McGraw Hills Publications
2. Dr. Pradip Kumar Sinha &Dr. Ajit S. Thite, " Personal Financial Planning Management", Nirali Prakashan
3. Buffet, Marry and Clark, David (2011). Warren Buffet and the Interpretation of Financial Statement- Units I,II
4. Fisher, A Philip (2010). Common Stocks and Uncommon Profits. Wiley

Reference Books:
5. Bankar and Tampoli, " Personal Financial Planning", Thakur Publication Pvt. Ltd.
6. Pawan Jhabak, Wealth Management, Himalaya Publishing House
7. Tripathi,V. "Fundamentals of Investment" Taxmann Publication, New Delhi.
8. Farhat Fatma Shaikh. Wealth Management, Vipul publication

9. Farhat Fatma Shaikh and Jennie Prajith. Wealth Management, Vipul publication

7. Course Outcomes:

Course Outcomes	Details/Statement	Action Verb	Knowledge Level
GE 201 B.1	Meaning of Wealth Management, Scope of Wealth Management, and Components of Wealth Management.	Explain	Understand
GE 201 B.2	Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management.	Explain	Understand
GE 201 B.3	Understanding Investment Needs and Risk Appetite, Solutions for Wealth Creation, Categories of Investments, Evaluation Methods, and Economic Factors, Risk and Return Analysis, Factors Affecting Choice of Investments, Asset Allocation,Tax Planning.	Explain	Apply

8. Mapping of course outcomes to module / course content

Module	CO1	CO2	CO3	CO4	CO5	CO6
1	3	-	-	-	-	-
2	-	3	-	-	-	-
3	-	-	3	2	-	-
4	-	-	2	3	-	-
5	-	-	-	-	3	-
6	-	-	-	-	-	3
7	-	-	-	-	2	2
8	-	-	-	-	3	2
9	-	-	-	2	-	2
10				2	-	2

9. Mapping of the Course outcomes to Program Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	2	-	-	-	-	2	-	-	-	-	-
CO2	1	2	3		2	-	2	-	-	-	-	1
CO3	1	2	3	2	2	-	2	-	-	-	-	1

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1. **Course Prerequisite:**
   Soft Skills I course contents & undergraduate level elementary English language skills.

2. **Course Learning Objectives:**
   i.   The course introduces a select basket of the general skills necessary for a business manager above and beyond the coverage of the Soft Skills I course.
   ii. It focuses on the various applied soft skills needed to build and sustain general managerial competencies expected of a business leader in the organizational context.

3. **Teaching methodology and evaluation system for the course:**
   Teaching methodology – Lectures and Presentations, Interactive Discussions and Case Studies, Quiz and Flipped Classroom.
   Evaluation System –
   Attendance
   Internal Assessment (50 Marks) – 2 Formative (Continuous) Assessments.
   End-Semester Exam (50 Marks) – 1 Summative Assessment.

4. **Course Content:**
   Course Name: Soft Skills II
   Course Code: VA 201
   Hours per Week: 3L: 0T: 0P
   Credits: Non-credit paper.

§§	Particulars	LH [30]
1	The Manager's Staple: Transformational Change and Transactional Change	2
2	A Gentle Introduction to Leadership Theory	2
3	A Brief Discussion on the Theory of the Organisation	2
4	A Gentle Introduction to Organisational Development	2
5	Conducting and facing specific Tests of Employability: Watson-Glaser Tests (inferences, assumptions), Watson-Glaser Tests (interpretations, deductions), Watson-Glaser Tests (evaluation of arguments)	6
6	Social Skills for Business: Self Construction and Audience Pleasing	4
7	Group Dynamics: Participation and Management	2
8	The Management of Change	6
9	The Management of Conflict	2
10	Understanding the general dynamics of global shifts and business trends	2

6. **References:**

   Text Book:
   - Mitra, Barun K. (2016). Personality Development and Soft Skills. 2/ed. Paperback. Oxford University Press.

   Reference Books:
   - Nghia, Tran Le Huu (2021). Building Soft Skills for Employability. 1/E. International Paperback. Routledge. ISBN: 9781032089508

7. **Course Outcomes:**

Course Outcomes	Details/Statement	Action Verb	Knowledge Level
VA 201.1	Understand and explain basic notions of change, leadership and organisation	Differentiate, Test	Analyze
VA 201.2	Demonstrate a minimum level of competencies regarding employability tests, social skills for business and (work) group participation	Argue, Critique	Evaluate
VA 201.3	Develop skills to judge and resolve issues related to change, conflict and (the impact of) global dynamics	Investigate, Conjecture	Create

8. **Mapping of course outcomes to module / course content**

Module	CO1	CO2	CO3
1	3		
2	3		
3	3		
4	3		
5		3	
6		3	
7		3	
8			3
9			3
10			3

9. **Mapping of the Course outcomes to Program Outcomes**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	2	2	3	3	3	3
CO2	1	2	2	3	3	3	3
CO3	1	2	2	3	3	3	3