S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	MBUSI20S301	Corporate Strategy	100	4	3	1	0	4

Course Objectives:

- To introduce the concepts of strategic management and understand its nature in competitive and institutional landscape.
- Identification, appreciation and interpretation of the critical challenges and opportunities before an organization.

Expected Course Outcome:

- Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.
- Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
- Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
- Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.
- Conduct and present a credible business analysis in a team setting.

Student Learning Outcomes (SLO):

On completion of this course, the students will be able to

- Understand the basic concepts and principles of strategic management analyse the internal and external environment of business.
- Develop and prepare organizational strategies that will be effective for the current business environment.
- Devise strategic approaches to managing a business successfully in a global context.

Units	Contents	Periods
UNIT – I	Introduction to Strategic Management: Objectives and policies: General Management point of view: Strategic Decision making and Role of Strategist in Strategic Management.	12 Hours
UNIT –II	The External Environment--Industry Analysis-Stakeholder Analysis & Non-Market Strategy-Competitive Advantage and Value Chain.	12 Hours
UNIT – III	Competing through Business Models -Competitive Advantage and Firm Resources, Competitive Analysis: Framework for analyzing competition, Strategic Choice and Implementation: Tools and techniques for Strategic Analysis; Impact Matrix, The experience Curve, BCG Matrix, GEC Model	12 Hours
UNIT – IV	Generic Strategies and Competitive Advantage -The Dynamics of Competitive Advantage, Internal Analysis; SWOT Analysis; Industry Analysis, Strategic profile of a firm: case study method	12 Hours
UNIT – V	Competitive Advantage to Corporate Advantage -Integrative Analysis, Strategic Planning: Formulation of Strategies	12 Hours

Books Recommended:

- Business Policy & Strategic Management, Azhar Kazmi , Tata McGraw Hill, New Delhi.
- Business Policy, Strategic Planning & Management, P.K. Ghosh, Sutan Chand New Delhi.
- Ansoff, H. Igor. Implanting Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall.
- Budhiraja, S.b. and Athreya, M.B. Cases in Strategic Management, New Delhi, Tata McGraw Hill.

MBA Third Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
2.	MBUSI20S302	Quantitative Techniques	100	4	3	1	0	4

Course Objectives:
- Understand relevance & need of quantitative methods for making business decisions.
- Demonstrate a sound knowledge of fundamentals of statistics and statistical techniques.
- Be able to apply quantitative methods to solve a variety of business problems.

Expected Course Outcome:
- Identify the source of a quantifiable problem, recognise the issues involved and produce an appropriate action plan.
- Distinguish between different mathematical techniques and applications.
- Translate a problem into a simple mathematical model to allow easier understanding and to aid problem solving.
- Extrapolate from data the important trends in order to forecast as accurately as possible.
- Employ appropriate mathematical tools to solve problems.

Student Learning Outcomes (SLO):

On completion of this course, the students will be able to
- Understand various quantitative & statistical methods.
- Understand data and draw inference from data.
- Calculate and interpret statistical values by using statistical tool (correlation & regression).
- Demonstrate an ability to apply various statistical tool to solve business problem.

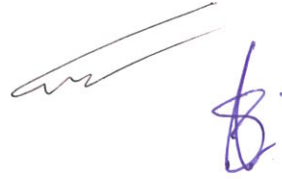| Units	Contents	Periods
UNIT – I	Quantitative Techniques: An Overview, Importance for learning Quantitative Techniques for managers. Methods, Importance and scope of Quantitative Techniques in Business Management. Linear Programming- Introduction Formulation of linear programming Problems, Solutions of Linear programming Problems by graphical method, simplex method.	12 Hours
UNIT –II	Transportation Problem-Finding Initial basic feasible solutions- Northwest corner rule, Least cost method, Row minima method, Column minima method and Vogel's approximation methods, test of optimality-Modified distribution methods. Assignment Model- Hungarian method for optimal solution, Solving unbalanced problem.	12 Hours
UNIT – III	Network Analysis- Rules and precautions of network construction; CPM and PERT Networks- Obtaining the critical path, Time estimates for activities, Probability of completion of project. Determination of floats (Total, Free, Independent). Game Theory- Competitive games, rectangular game, saddle point, Minimax (Maximin), Value of the game, Solution of Games with saddle points.	12 Hours
UNIT – IV	Fundamentals of Probability-Concept of probability, Definition of probability, Types of events, Addition Theorem of Probability, Multiplication Theorem of Probability, Baye's Theorem. Probability Distributions – Binomial distribution, Poisson distribution, Normal distribution	12 Hours
UNIT – V	Hypothesis Testing-The Comparison of two samples, Analysis Variance, Chi-square Tests. Decision theory - Introduction, Risk and uncertainty, payoff table, regret table, Decision making under uncertainty- Maximax, Maximin and Minimax regret criterion, Laplace criterion, Hurwitz criterion, Expected monetary	12 Hours

	value criterion, Expected opportunity loss criterion.	

Books Recommended:
- Gupta, S.P., Statistical Methods, Sultan Chand & Sons, New Delhi.
- Gupta, S.C., Practical Statistics, Sultan Chand & Sons, New Delhi.
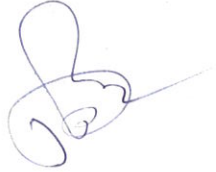- Sharma J.K. : Business Statistics, Pearson, New Delhi

MBA Third Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	MBUSI20S303	Summer internship	100	4	0	0	4	4

The Seminar & Term Paper shall be based on various practical exercises, which shall comprise of tutorial work, carry home tasks, debates, paper writing, case competition, group discussion, conferences surveys, management games, role-plays, workshops presentation, extempore, prepared speeches, library assignments, company studies project assignment etc. The weight-age of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean. The plan for the semester will be announced separately. The selected topics shall be from the all subjects that are being taught or any other general topic of academic importance. Marks may be awarded on the basis of total performance of the examinees, for which the scheme of examination and evaluation shall be (40+60) marks. The evaluation is to be made internally out of 40 marks and externally out of 60 marks which will be for project work and Viva-Voce.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants add to new knowledge to which the students should acquaint themselves with. Workshops, Group Discussion and Seminars are the additional sources of knowledge.

MBA Third Semester
Specialization: Marketing Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
4.	MBUSI20S304	**Digital and Social Media Marketing**	100	3	3	0	0	3

Course Objectives:

- To examine and explore the role and importance of digital marketing in today's rapidly changing business environment. It also focuses on how digital marketing can be utilised by organisations and how its effectiveness can measured.

Expected Course Outcome:

- Explain the role and importance of digital marketing in a rapidly changing business landscape.
- Discuss the key elements of a digital marketing strategy.
- Illustrate how the effectiveness of a digital marketing campaign can be measured.

Student Learning Outcomes (SLO):

- Analyse the confluence of marketing, operations, and human resources in real-time delivery.
- Demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.
- Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.
- Investigate and evaluate issues in adapting to globalised markets that are constantly changing and increasingly networked.

Units	Contents	Periods
UNIT – I	Evolution of digital marketing-The digital consumer & communities online, Offline Marketing vs Digital Marketing, Pre-requisites of Digital Marketing, Scope of Digital Marketing in Developing Economy	9 Hours
UNIT –II	Digital marketing landscape-Search Engine Optimization, Search Engine Marketing, -PPC and Online Advertising	9 Hours
UNIT – III	Social Media Marketing-Social Media Strategy & Customer engagement-Affiliate marketing & strategic partnerships, Scope of Social Media Marketing, Effectiveness of Social Media Marketing, Well-known Social Media Marketing Portals	9 Hours
UNIT – IV	Email marketing- Advantages and Disadvantages, Content strategies- CRM & CX in digital marketing-Digital marketing, data, and analytics- Social listening	9 Hours
UNIT – V	Web analytics-Social media analytics Mobile Marketing: Significance of Mobile Marketing, Integrating Digital and Social.-Media Strategies.	9 Hours

Books Recommended:

- Digital Marketing:Strategies for online success- Godfrey Parkin
- Digital Marketing:Strategy, Implementattion and Practice- Dave Chaffey and Fiona Ellis Chadwick
- Social Media Marketing:Strategies for Engaging in Facebook. Twitter and other Social Media-Loana Li Evans
- Digital and Social Media Marketing: A results Driven Approach- Aleksej, Gorden, Tahir Rashid, Ana Cruz.

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
5.	MBUSI20S305	International Marketing and Service marketing	100	3	3	0	0	3

Course Objectives:

- The overall objective is to provide an informed appreciation of international marketing as an academic subject and management practice, facing the challenges of globalized business environment.

Expected Course Outcome:

- Developing an understanding of major issues related to international marketing.
- Developing skills in researching and analyzing trends in global markets and in modern marketing practice.
- Be able to assess an organization's ability to enter and compete in international markets.
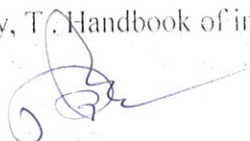
Student Learning Outcomes (SLO):

- Analyse the confluence of marketing, operations, and human resources in real-time delivery.
- Demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.

Units	Contents	Periods
UNIT – I	International Marketing- Nature & Process of International Marketing, Domestic Marketing V/s. International Marketing. Characteristics of MNCs. Process of Internationalization, Benefits and challenges of International Marketing.	9 Hours
UNIT –II	Basis for International Trade, Principle of Absolute Advantage, Principle of Relative Advantage, International Product Life Cycle Theory, Planning for International Marketing. Overview of Marketing Research, Market Analysis & Market Entry Strategies, International marketing management	9 Hours
UNIT – III	IMC in International Context-Emerging Markets-Future of International Marketing, Product Strategies: Basis decisions, Product planning branding and packaging decisions. Direct and indirect distribution channels, Advertising strategies.	9 Hours
UNIT – IV	Concept of Service, Characteristics of services –Intangibility, Inseparability, Variability, Perishability, Heterogeneity, Ownership. The Service Marketing Triangle, Environment of Service, Service as a system, Attitude towards service and service sector, Goods Vs Services.	9 Hours
UNIT – V	Designing the service-Performing the service-Communicating the service-Service leadership, Customer Retention and Relationship Marketing, Total Quality Management	9 Hours

Books Recommended:

- Bhattacharya,B. Export Marketing : Strategies for success.
- Johri ,Lalit M. International Marketing : Strategies for success.
- Keegan, Warren: Global Marketing Management.
- Onkvisit,sak,and shaw,JJ.: International marketing analysis and strategy.
- Pripalomi ,V.H. : International Marketing.
- Terpstra,vern and sarathi,R. :International Marketing
- Walter,I and Murray, T. Handbook of international business.

MBA Third Semester
Specialization: Financial Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
6.	MBUSI20S306	Management of Financial Institutions and Risk Management	100	3	3	0	0	3

Course Objectives:

- To understand the complexity of risk management issues facing financial institutions.

Expected Course Outcome:

- The fundamentals of derivative markets.
- The use and structure of the common derivative securities.
- The various types of risks faced by financial and non-financial institutions.
- The basics and importance of financial regulation.
- The strengths and weaknesses of the various methods of quantifying and managing risks.
- The value, practices and dangers of hedging in a corporation.

Student Learning Outcomes (SLO):

- Define and distinguish the various sources of commercial and retail debt financing available through Australian financial institutions.
- Provide an overview of basic risk management procedures of banks.
- Identify in the financial statements of institutions the indicators of impending crisis
- Construct asset-liability portfolios for financial institutions, together with portfolios of financial derivative instruments, that effectively minimise the potentially damaging effects of interest rate volatility on bank (and corporate) profitability.
- Apply appropriate procedures for appraising the credit risks inherent in bank loans, and for the pricing of loan agreements.
- Analyse, evaluate and synthesise quantitative and qualitative information accessed to manage risk.
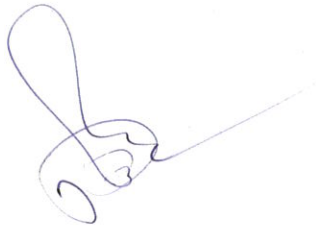
Units	Contents	Periods
UNIT – I	Introduction to Indian financial system:, role in economic development, weaknesses of Indian financial system. Financial Services. Fundamentals of Mutual Funds, Merchant Banking, underwriting Securitization of debt, leasing, hire purchase, venture capital, factoring & forfeiting, Discounting, Credit rating & Credit Card	9 Hours
UNIT –II	Financial Institutions: Fundamentals & Basic Concept, Role & importance of Financial institutions, Banking financial institutes- structure and operations, non Banking Financial institutions; Financial Management of Commercial Banks; Role of ICICI, IDBI, SIDBI, MUDRA, NHB, NABARD, LIC, GIC, and ECGC etc. in the concerned area. Provisions of RBI's Operations; Credit and Monetary Planning; Thrift Institutions. Development Banks, Innovation and recent trends in Banking	9 Hours
UNIT – III	Introduction to Risk Management : Identifying types of risks, Management of Translation, Transaction and economic Exposure, Quantifying Risk and Hedging techniques, Internal and External Techniques viz Netting, Matching, Leading and Lagging, Price variation, Short Term borrowing. Instruments of External techniques of Risk Management: Forwards, Futures, Swaps, Options, Forward Rate Agreement, Caps, Collars, Floors and their applications, Pricing techniques, Operational aspects.	9 Hours

UNIT – IV	Life Insurance: Principles of Life Insurance, Financial Planning and Insurance, Life Insurance Products, Pensions and Annuities, Risk Assessment & Underwriting, Premium Setting, Product Development, Design and Evaluation, Reinsurance, Claims Management, Marketing and Servicing, IT Applications, Tax planning, Legal Framework	9 Hours
UNIT – V	General Insurance: Principles of General Insurance, General Insurance Products (Fire, Motor & Health), Terminology d. Perils, Clauses and Covers, Risk Assessment & Underwriting, Product Design, Development and evaluation, Loss prevention and control. Claims Management, Reinsurance, Marketing and Servicing, IT applications, Legal framework and documentation.	9 Hours

Books Recommended:

➤ Gorden, & Natarajan- Financial Markets & Services, Himalaya Publishing House.
➤ Clifford Gomez- Financial Markets, Institutions & Financial Services ,Prentice Hall of India Ltd.
➤ Tripathi Nalini Prava, Financial Services Prentice Hall of India Ltd.

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
7.	MBUSI20S307	Security Analysis and Portfolio Management	100	3	3	0	0	3

Course Objectives:

- This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general and To provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.

Expected Course Outcome:

- To provide a theoretical and practical background in the field of investments.
- Designing and managing the bond as well as equity portfolios in the real word.
- Valuing equity and debt instruments.
- Measuring the portfolio performances.

Student Learning Outcomes (SLO):

- Recognize and apply appropriate theories, principles, and concepts relevant to securities analysis and portfolio management.
- Develop a reasoned argument to the solution of familiar and unfamiliar problems relevant to securities analysis and portfolio management.
- Analyze and evaluate portfolio performance.

Units	Contents	Periods
UNIT – I	Investment – A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management. Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives. Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return.	9 Hours
UNIT –II	Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis. Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators. Efficient Market Hypothesis: Concept of 'Efficient Market' and its implications for security analysis and portfolio management	9 Hours
UNIT – III	Return and Risk(individual and portfolio)- Factor pricing models-equity and Fixed Income valuation-Asset allocation techniques-Managing equity and bonds funds- Managing Mutual funds	9 Hours
UNIT – IV	Portfolio Management: Meaning, evolution, Need & objectives, nature & scope, phases, types, steps to Portfolio investment process, General responsibilities of Portfolio manager and his code of conduct. SEBI guidelines. Differences between security analysis & Portfolio Management.	9 Hours
UNIT – V	Portfolio Theories: Traditional theory, Modern theory (Markowitz theory, sharp's theory, CAPM) Portfolio construction, analysis, selection, revision, evaluation/measurement of Portfolio performances, Portfolio insurance	9 Hours

Books Recommended:

➤ Amling, Frederic. Investment, Englewood Cliffs, New Jersey, Prentice Hall., 1983.

- Bhalla, V. K. Investment Management; Security Analysis and Portfolio Management. 8th ed., Delhi, S. Chand, 2001
- Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed., New Delhi, Prentice Hall on India, 1995.
- Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis. New York, McGraw Hill, 1993.
- Haugen, Robert H. Modern Investment Theory, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.
- Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management, London, Allyn and Bacon London. 1987.
- Sharpe, Willam F etc. Investment, New Delhi, Prentice Hall of India, 1997
- Brennet, M. Option Pricing; Theory & Applications. Toronto, Lexington Books, 1993
- Cox, John C and Rubinstein, Mark Options Markets. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1985.
- Huang, Stanley S C. and Randall, Maury R. Investment Analysis and Management, London, Allyn and Bacon, 1987.

MBA Third Semester
Specialization: Human Resource Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
8.	MBUSI20S308	Human resource metrics & Compensation management	100	3	3	0	0	3

Course Objectives:

- The objective of this course is to develop data driven skills in students. The course will enable students to apply analytical tools in understanding the employees behavior.
- The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.

Expected Course Outcome:

- To understand role of analytics in human resource management.
- To develop knowledge about HR metrics and types of analytics in HR.
- To critically analyze the HR effectiveness and its impact on employee life cycle & experience.
- To acquaint with the basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes.
- To understand the principles involved and premise of the grant of bonus, wages, and minimum wages to workers.
- To be well versed with working in the maintenance and compliance vertical of compensation structuring department.

Student Learning Outcomes (SLO):

- Students will be able to define, identify, and/or apply the principles of Metrics and Measurement of HR. Students will be able to define, identify, and/or apply the principles of Performance Management. Students will be able to define, identify, and/or apply the principles of Recruitment and Selection.

- Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.

Units	Contents	Periods
UNIT – I	Understanding HR indicators, metrics and data, Data collection, Assess IT requirements to meet HR needs, Relational databases and HR systems, Planning and implementing a new HRIS, Security and privacy considerations.	9 Hours
UNIT – II	Benchmarking and best practices, Staffing, Supply and demand forecasting, Total compensation analyses, Cost justification–return on investment, Communicating recommendations.	9 Hours
UNIT – III	Compensation Management: Concept, definition, objectives, dimensions, concept of total reward system. Economic theories of wages, Living & Fair wage concept. Wage & Salary determination, Job Evaluation approach to Compensation management, Designing Compensation, Internal & External Equity compensation system, Wage differentials.	9 Hours
UNIT – IV	Performance Based compensation: pay for performance, types of performance plans, effect of compensation on performance. Compensation & Motivation, Incentive plans & Fringe Benefits, Strategic compensation Management. Special group compensation: Top Executives, CEO, R&D Staff	9 Hours

UNIT – V	Bonuses- concept & methods of calculation-Pay for performance, Competency based pay, equity based rewards, team rewards-Reward strategy & psychological contract, Law relating to compensation-Executive compensation, Benefits administration	9 Hours

Books Recommended:
- P. Subba Rao, Essentials of Human Resource Management & Industrial relations, Fifth edition, Himalaya publishing House.
- SC Srivastava, Industrial Relations & Labour Laws, Vikas publishing house.
- AM Sarma, Industrial Relations & Labour Laws, Himalaya Publishing House, Second edition, 2015
- Dipak Kumar Bhattacharyya, Compensation Management, Oxford University Press.
- Dr. Kanchan Bhatia, Compensation Management, Himalaya Publishing House. First edition, 2015
- B.D. Singh, Compensation and Reward Management, Excel Books, Sixth edition, 2012
- Dr. Kanchan Bhatia, Compensation Management, Himalaya Publishing House.
- John Sullivan, HR Metrics, the world-class way;how to enhance your status

MBA Third Semester
Specialization: Human Resource Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
9.	MBUSI20S309	Strategic HRM and Performance Management Systems	100	3	3	0	0	3

Course Objectives:
- To impart knowledge related to the strategic issues surrounding people at the work front and to expose the students towards multidimensional competitive forces affecting HR decisions.
- The course develops theoretical framework for understanding and analyzing major financial problem of modern firm in the market environment.

Expected Course Outcome:
- To develop a perspective of strategic human resource management and be able to distinguish the strategic approach to human resources from the traditional functional approach.
- To understand the relationship of HR strategy with overall corporate strategy and craft effective functional strategies.
- To learn about the existing SHRM practices as followed in different organizations.
- To develop an understanding to link HR with firm performance and evaluation of HR effort.
- To get an overview of contemporary issues related to SHRM and its unfolding areas in future.

Student Learning Outcomes (SLO):
- Students will have the knowledge and skills to: Identify the key HRM functions and operations; ... Reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of HRM.
- Design an organization performance management process that is compliant with law and supports organizational mission and strategy.
- Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.

Units	Contents	Periods
UNIT – I	Introduction to business and corporate strategies, integrating business strategies with HR strategies, analyzing HR practices followed by different firms, HR as a strategic planner.	9 Hours
UNIT –II	Challenges and implementation of strategic human resource management: process based approach. Human resource environment- technology, structure; workforce diversity; demographic challenges, temporary and contract labour.	9 Hours
UNIT – III	Recruitment and retention strategies, training and development strategies, performance management strategies, reward and compensation strategies, retrenchment strategies and human aspect of strategy implementation.	9 Hours
UNIT – IV	Introduction to performance management system, Reviewing & Managing Performance–Performance Management and strategic planning, Alternative models for Assessing Performance-Balance score card, EFQM Model; Outcome metrics–Economic Value Added (EVA); other economic measures.	9 Hours
UNIT – V	Performance Management and Rewards-Ethics in Performance Management. Building a High Performance culture-Performance Management & Employee Development.	9 Hours

Books Recommended:
- Anuradha Sharma, STRATEGIC HUMAN RESOURCE MANAGEMENT: an Indian perspective, sage publication